

MINUTES



Directorate: Governance

Minutes of: Quality, Curriculum and Students Committee

Date: 20 June 2023 **Time:** 4.00pm – 6.00pm

Venue: Room W201/2, Uxbridge Campus and via MS Teams link

Present:

Mike Sutcliffe	Governor/Chair
Mario Michaelides	Governor
Sofia Barbosa-Bouças	Governor
Amanda Priem	Governor
Sharon Croxon	Staff Governor UC
Hannah Talabany	Staff Governor RC
Keith Smith	CEO

In attendance:

Dylan McTaggart	Deputy CEO/ Principal Uxbridge College
Jo Withers	Principal Harrow College
Gavin Hughes	Principal Richmond College
Suba Dickerson	Vice Principal – Academic Ambition and Delivery
Asif Khan	AP* IoT, Engineering and Technologies
Alastair Mullins	AP* Academic Programmes & Value Added
Mumtaz Van der Vord	AP* Supported & Targeted Learning
Sultan Soukani	AP* Workplace & Employability Skills
Clare Hood	AP* Student Aspiration & Projects
Sue Tarrant	Assistant Director – Foundation & Learning Support
Sarah Steadman	Assistant Director – Academic Standards
Perry Perrott	Group Director of Governance
Rekha Kaul	Governance Officer

(* AP = Assistant Principal)

Apologies: None.

Action Tracker:	Actions:	Responsible:	By When:
1	Introduction of new GB Executive summary cover sheet.	PP	Sept 2023
2	Student App “opt out” list to be compiled in liaison with Safeguarding teams, to ensure the correct students are in target.	SD	Sept 2023
3.	HRUC’s key mission, targets, objectives and values to be embedded into HRUC Staff Induction process.	AMu	Sept 2023
4.	Detailed E&M report to be provided at next QCS committee meeting.	AMu	Nov 2023
5.	Revamp to RC Student Induction programme 23-23	GH	Sept 2023
6.	Detailed reporting of quantities of caseloads per member of safeguarding teams.	SD	Sept 2023
7.	Full suite of GB Committee meetings to be confirmed in members diaries for whole academic year 2023-24.	PP	Sept 2023

1. **Apologies for absence**
Chair and Governor (MS) welcomed all to the QCS meeting. There were no apologies of absence.
2. **Notification of any urgent items members may wish to raise under Any Other Business:**
There were no items notified.
3. **Notification of Interests Members may wish to declare relating to any item:**
There were no interests declared.
4. **Minutes of the QCS Committee meeting held on 16 March 2023 at Uxbridge College**
Minor corrections to be made to 16 March 2023 notes:
-Correct spelling of 'Dickerson'
-Sofia Barbosa-Bouças to be marked as present.
The minutes were approved and would be taken as 'signed by the Chair'.
5. **Matters arising from the minutes of the meeting on 16 March 2023, not on the agenda**
There were no matters arising that were not already included on the agenda.

The Chair (MS) requested a summary of HRUC's Curriculum key risks:

The Group Principal (DMcT) provided an outline of the key HRUC high level curriculum risks:

- HRUC exam results: noting scale/volume of exam results as a newly merged entity.
- HRUC harmonisation: pace of change and impact on staff across the merged organisation.
- HRUC Applications, Offers and Enrolments 2023-24: which has direct links to next year's curriculum plans. This is also a focus of next GBC meeting: landing point for HRUC growth.

It was AGREED that Risk will be added as key standing item at the start of all committee meetings, allowing members to focus on priority actions.

- **It was AGREED for a new GB executive summary cover sheet to be introduced from September 2023:**
 - clearly named author/co-authors
 - clearly defined purpose (decision item, discussion item or information item)
 - single paragraph executive summary outlining the item with clearly defined risks
 - remaining detail paper to be added as an appendix
 - during the meeting, the single page executive summary will be addressed, resulting in either a resolution (decision) or a measurable action. **[PP Action 1]**

The committee's assumption is that all the papers have been read in advance, allowing for the key focus of the meeting to be on actions related to risks.

ITEMS FOR DISCUSSION:

6. Curriculum:

6.1 **Meeting the challenge – project updates:** The meeting noted an update on progress being made across six key areas of project work below plus English and maths, including highlighting the risks and opportunities within each project update report.

6.2 Exam Strategies (SD):

Risk – HRUC increased scale of exams: The meeting will recall the previously reported HCUC student exam numbers having increased from 4,000 to 18,000 in one academic year. Following HRUC merger in January 2023, this has now extrapolated to circa 25,000 student exams numbers spread across HRUC. The key risk is the scale of students sitting exams who may not be conditioned to sitting exams, having signed up for vocational qualifications, wellbeing/mental health challenges or joining HRUC without GCSEs. The ask of the college is to prepare students for exams in a short period of time. The outcome affects HRUC achievement rates, internal progression, college reputation and finances.

SD's update report focused on the "Exam Strategies Project" that commenced in October 2023.

The project aimed to:

- Introduce minimum standards for courses with exam requirements.
- Alter teachers' mindsets about what good/better teaching in the new exam era looks like.
- Support teachers to plan and deliver lessons which incorporate the development of study skills and exam technique by providing a wide range of staff development activities that promote retrieval and interleaving practices.

The meeting noted that the project, whilst ongoing, has been successful so far. KPI's to evidence success include an increase of 7% across HRUC in relation to January exams, improved attendance, to date at Maths and English across HRUC, the creation of an exams calendar, to direct teachers to follow best practice and procedures and an overall exams tracker to holistically manage exams preparation across all curriculum areas. All three colleges improved on their exam results in January 2023 (HRUC wide + 7% incl. + 15% at RC).

The Chair enquired how students were being given confidence to sit exams. SD explained the various strategies are being used across HRUC, namely Tutorials and pre-examination support in the form of breakfast clubs to ensure the students arrived relaxed, calm and in a positive mind frame. SD highlighted the impressive work ethic and level of care and support provided by all staff, at all campuses across HRUC, to ensure the students were fully supported on the mornings of the GCSE exams.

The meeting noted a caveat that whilst January exams were positive, the majority of exams will take place in May/June 2023. Whilst the indicators look very good, ultimately the holistic risk is for August 2023 exam results to be good.

DM commented that the HRUC exam attendance and results were the first tangible indicator of the positive impact of HRUC merger. HRUC overall GCSE exam attendance was an impressive 86-91%.

The meeting congratulated the HRUC curriculum teams, the harmonisation team and special well done to the Richmond upon Thames college curriculum team. Principal Richmond College (GH)

concluded there had been a notable pulling together at RC on the GCSE exam days, with increased students exam numbers.

The Chair enquired how curriculum teams were able to get students who did not attend the course, to attend the exams – in some cases this corresponded to as many as 30% of the students on a course. AMu explained strategies had been put in place to identify and round up At Risk learners, known to have wide range of intermittent student attendance issues. Multiple reminders were sent to these learners and their parents, targeted support from staff, resulting in a strong student exam attendance.

SD concluded that the GCSE exam days had been some of the proudest moments for HRUC staff, across all colleges, with staff providing the highest levels of care and support, to ensure students attended their exams.

The meeting noted that May/June exam results are awaited publication in August 2023.

6.3 Lead Internal Verifiers (SSt):

Risk - meet the changing ask and expectations of Awarding bodies / Ofqual demand for pace.

SSt's update report focused on courses across the college where qualification units are being delivered 'too long and thin' across the year. This limits the progress made by learners and reduces opportunities to identify support/at risk needs early, which in turn affects learner motivation. When implementing long and thin delivery models several assessments suddenly become due at the same time which puts unnecessary pressure and an increased workload on both the learners and teachers. This can be daunting for some learners and may result in them leaving the course or not being able to pass all units by the end of the year. For teachers the marking load can be overwhelming which results in marking turnaround times not being met and written feedback being constrained.

The limited progress made by learners on courses in year delays Internal Verifiers processes and this can lead to errors in unit delivery/combinations and marking issues not picked up early enough to rectify. Furthermore, IVing becomes end loaded and therefore can impact on certification claims.

In addition to this Assessment Plan/ProMonitor mark book is under utilised by some college managers and tracking is often well behind the planned schedule. This makes it difficult for managers to gauge progress and identify problem areas.

The meeting sought the level of risk for Richmond College Internal Verifiers / External Verifiers activity. GH explained that the level of risk is small, with a huge number of Internal Verifiers / External Verifiers having progressed at RC without incident. There are a small number (1s and 2s) that require re-sampling/re-sending. RC are extra careful and mindful, due to pockets of historical / previous actions. Confidence and strong tracking systems are in place now. GH gave special thank you to SSt and the Quality team for huge volumes of work completed, assuring the RC curriculum team of a strong position in September 2023.

6.4 Parental Engagement (SD):

Risk – parents to support with At Risk students attendance, engagement and participation.

SD's update report of maximising parental engagement should lead to improve outcomes. The key objective was to provide on-demand access to students' attendance and grades. A pilot parental app will be produced in June with full roll out across HRUC from September 2023. Throughout the year in addition, there has been increased parental engagement via face-to-face regular parent tours at Uxbridge College and parental information evenings on subjects such as bursaries and international fees which have proved popular with good attendance. It is proposed that a new Parental Engagement Strategy will be introduced in August 2023.

MM welcomed the introduction of the HRUC parental app and recommended that it be the single source/main hub for all parental information, avoiding the need for parents to search in additional locations such as websites and newsletters.

SC queried whether the student app will have an age restriction for +18 year old students.

DMcT clarified there will be an 'Opt out' option (for example for young learners/GDPR issues or vulnerable learners) but not a default out option.

- **“Opt out” list to be compiled in liaison with Safeguarding teams, to ensure the correct students are in target. [SD Action 2]**

6.5 Employer led curriculum & Work Experience (SSk):

High Risk – The meeting noted Technical Level Work Experience placements as being a high risk for HRUC (also a high risk for regional/national sectors) and should be a key focus of the committee going forward.

Aim

Enhance students' experience by employer engagement and education that develops employability, enterprise, entrepreneurship, and business and economic understanding.

Key objectives:

1. Create a visible/uniform HCUC (Later became HRUC) Employer led curriculum
2. Employers visible from induction to progression.
3. 30% of curriculum courses are 'branded' by named employers from January 2023

Progress to Date

A series of review meetings setup took place from Dec 2022 to Feb 2023 to link the current employability activities to the project outcomes. We identified good practice within all schools and mapped these to the project criteria. Schools were then asked to setup progression interviews with the current employers to utilise the skills gained aim identify a pool of talents within school leavers i.e., L3 Year 2 students.

Future Developments

We will look to offer employers a menu of options to choose from, on how they can further engage with the college. Things such as assignment design, technical talks, taking on students for work experience, helping with equipment purchases etc.

To further build on the capacity developed through the CDF funding we are in the process reviewing the current WEx structure at HRUC to help align our current practice with the various priorities such as the L3 Qualification reform. We are currently setting up a more sophisticated Employability targets that is both more meaningful and relevant to the level of the course.

**SSk internet connection froze at 16:39. SSk rejoined the meeting at 16:43.
HT left the meeting at 16:43.**

SSk summarised the updates – with the creation of more sophisticated Employability targets which aim to provide the students are lower levels with more transferable skills and students at higher levels with more relevant/technical skills which is relevant to their field of study, led by the curriculum demands, as per the new Technical Levels agendas and demands for new/meaningful placements.

Faced with the new challenges that came from the pandemic and need to adapt to the new hybrid work placements, HRUC also faced the new demands for the longer work placements. The Employability team focused on working with local and regional partners this year and evident in the activities which have been developed this year, HRUC has developed more of the Turin Scheme (overseas placements) and worked to improve the quality of health and safety and employer safety documentations. HCUC has achieved 75% Employability Targets as being met. Virtual WEx placement has been introduced at RC, to attempt to achieve the RC Employability and WEx targets.

The Chair asked about the growing numbers of Technical Levels and WEx placements needed and how well has HRUC mitigated for increasing numbers. SSt confirmed T Levels as being a high risk for HRUC and for regional/national sectors. HRUC has tried to mitigate the risks through the work completed on the Capacity Development Fund CDF over the last three years. HCUC has achieved all required WEx placements up to now, but as the T Levels demand grows, the risk grows.

The Chair further queried; how much capacity are HRUC confident in growing. SSt explained with the creation of the Employability teams who are specialised in finding these T Levels WEx placements. Furthermore, the Turin Scheme (international work placements) has been developed.

The Chair enquired, with the move to pass/fail qualifications – how HRUC will mitigate for this. SSt explained with the introduction of RQF qualifications, The Employability team has worked with Heads of School on living with harmony on exams, how they prepare students for WEx and exams at the same time and integrate further work placements into curriculum. JW added that a lot of work has been done in relation to Careers branding to help to enhance capacity, particularly in the hard to reach areas.

WEx Risks: Engineering, Construction and Sciences (site H&S requirements). Wider wrap around work to promote working with employers, in varied ways, to continue to build capacity. SSk's sophisticated and skilled Employability team is proficient in engaging with employers. Focus sights on "switch off" BTECs targeted individualised approach for highest risks, to focus on September 2023.

The meeting noted that WEx remains as a risk, however HRUC are giving this due care and focus it requires, to mitigate the ongoing risk.

DM added that a key focus for 2023-24 is to ensure structure and budget are in place to grow staffing at RC and increase focus at HCUC.

MS added that HRUC is becoming increasingly seen as an employer of choice.

JW confirmed there are 14 staff members across HRUC who are Employer facing. HRUC are being smarter at cross selling opportunities. Example: Heathrow are a large/influential organisation that has done some brilliant work, setting reputational standards throughout supply chain / changing whole culture. Large piece of work.

AP queried that Heathrow is a key local employer – are HRUC focused on other employers. For example what is the plan to develop LSIP demand in Food & Drink manufacturing. JW explained following LSIF Improvement Funds, HRUC are now has targeted focus on Food & Drink. £100K funds (for whole group) to engage with these employers.

AP further probed; how HRUC is embedding within membership of professional bodies to enable the connection with work placements e.g. AP works with Institute of Civil Engineers. All Engineers are expected to go through chartership. How can HRUC integrate and influence the professional body to enable HRUC to have the specialist expert voices within the classrooms.

One of the attributes of the IC perspective is the expectation that they demonstrate activity that inspires the next generation in terms of STEM, how can HRUC influence and teach the next generation, so that rather than HRUC looking to recruit permanent members of staff, actually you will have rotational of specialist staff, as part of their chartership/fellowship. JW explained the link to the new Ofsted Skills Agenda, HRUC are setting out performance appraisal target – performance measure is to create four Industry Advisory Boards.

MS thanked all for the excellent work that is going on and a lot of heavy lifting in this space. He noted the sea change in the way that people are thinking and engaging with Industry to work as partners, creating more of an ecosystem. This is a key focus for HRUC.

6.6 Staff induction (AMu):

Opportunity – HRUC strategy to recruit and retain hard to fill / skilled roles.

AMu's updated report focused on the need for a new updated HRUC staff induction process.

Progress to Date

A new centralised induction process has been designed. The first new staff induction ran in March 2023 and was an opportunity for staff to meet peers across three colleges. Staff inductions will be run regularly when needed. There are still some college variations to the process, as harmonisation is not complete across HRUC, for example lesson observation.

Next steps include updating the induction process when systems are fully harmonised and creating additional induction content for new managers, for example the appraisal process.

From September 2023, there will be a common staff induction across HRUC.

AP agreed with the importance of continuing to integrate and embed HRUC's mission, targets, objectives and value conversations in the ongoing staff development, including creating the college performance management structure to ensure staff have clear guidance.

HRUC CEO (KS) thanked AMu and teams for this important work.

- **The key focus now is to embed HRUC's mission, targets, objectives and values into the HRUC Staff Induction process, so that new staff understand the expected standards, their corporate responsibilities, how they represent HRUC and how these feed back into their own development conversations.**

[AMu ACTION 3]

6.7 Enrichment (CH):

Risk – Enrichment was identified by Ofsted as HCUC area for improvement and PLH area for improvement for RC.

CH's updated report focused on the introduction of the new branded offer will have different strands. Students will see the branding across elements of their college life that move beyond their main curriculum programme.



NOTES AROUND PERSONAL DEVELOPMENT STRANDS:

- At school level, hours currently allocated to enrichment as part of 580 GLH will be allocated to 'The Personal Development Programme'.
- Use of the strands above will support in ensuring the personal development offer within schools is 'wide and rich' to meet as many categories as possible linking back to the OFSTED expectation and in the best interests of learners. This will form part of self-assessment processes and grades for the area.
- Cue cards will be made to clarify which planned events will fall into each category to support the timetabling team and managers to make appropriate decisions.
- Reports created to demonstrate hours linked to each strand will support in year monitoring of our Personal Development offer, allowing us to make amendments and prioritise. It will also help us to ensure we have robust logging of activities.
- We are in the process of creating digital badges, to support student awareness of the strands and the benefits of accessing the full offer.
- Navigate will continue to be used to log cross college enrichment or employability activities to avoid over-complicated timetables and to encourage logging of all sessions.

PROGRESS TO DATE:

- 336 learners surveyed in relation to potential brand names. Survey results sent to marketing to create logo suggestions and possible linked slogans.
- Media Level 3 learners creating a video about the offer, including footage of activities to date, learner and staff interviews.
- Meetings with support areas involved have taken place including marketing and MIS.

- Meeting with curriculum leads for apprenticeships and high needs learners to consider variances in the offer where learners need adaptations or are harder to reach.
- A gradual roll out planned whereas 23/24 branding is used, development of the cross-college enrichment offers through a greater range of clubs and activities and in schools enrichment target hours are amended to incorporate personal development to support variety in all areas.
- In 24/25 we will look for an online platform to book enrichment sessions from a central place (app / website), rebranding of student services offices, continued development of the cross-college tutorial programme.

The Chair enquired how confident the team are that the Branded Enrichment activity will lead to Ofsted excellence. CH explained the cue cards encompass Grade 1 descriptors. In HCUC's February 2022 Ofsted inspection – students were not able to articulate enrichment, even though there were a lot of activity happening. The strands make it easy to identify enrichment gaps with ownership is placed on the schools, it is clear to our staff body, of what excellence looks like, across all schools.

MS probed, whether there were any parts of HRUC that are not engaging with this project. CH explained that a lot of activity has been happening for a long time, but staff may not have known where/how to categorise and log each activity. This branded method will create easy logging process by all staff. Students will easily be able to share their "Personal Development Plans".

CH and Lee Janaway were thanked for a lot of work completed on PDP development. Students will be able to articulate what their PDP is and this also counts for Apprenticeships.

GH added there is some fantastic and uplifting Enrichment taking place at RC for example HT organised a Cultural Day where 30% RC staff dressed in country of original clothes; number of students activity. Big and fun and executed well. Share good practice.

SD added that RC's recent Comicon event was an excellent event to have attended.

6.8 English & maths update:

Potential risk –flatlining of High Grades, because bringing larger scale of weaker students into the denominator. This is the right thing to do for the student experience, progression and confidence / better prepared individuals in Year 2.

- **Due to the phasing of data, once the August 2023 exam results are known, a detailed E&M report will be provided at the next QCS via GBC. [AMu ACTION 4]**

AMu's update report focus on:

Retention has held up well across HRUC for English and maths qualifications. However, student attendance to English and maths classes across the group is a concern, particularly at RuTC.

Key Developments for English and maths in 23/24

- RuTC will move to the same Awarding Bodies for GCSE as HC and UC (AQA for English and Pearson for maths) and TLA will be further harmonised across HRUC.
- RuTC will be supported with timetabling to ensure that English and maths gets off to a good start.
- All students with a grade 3 will be entered for the November resit, together with some selected grade 2 students. This will increase the November entries from about 17% of the cohort to about 50%. Results will be published in January and students that achieve a grade 4 will leave the classes, reducing class size.
- There will be closer scrutiny of the timetabling of all vocational across HCUC to ensure that timetable gaps due to English and maths are kept to a minimum, ensuring a better student experience.
- FS Level 1 maths for 16-18 is likely to be dropped in favour of GCSE.
- There is likely to be a move from Century, an on-line English and maths platform, back to BKSB. Century does not integrate well with existing systems; BKSB have improved their Initial Assessment and is still used with apprentices for IA; BKSB is also still used by ESOL at Uxbridge as Century does not cater for ESOL students; BKSB say that they have improved their resources, and this is being tested; BKSB will be about 10% cheaper than Century.

HRUC Student Induction:

The meeting asked for an update on HRUC Student Induction experience, particularly at RC. GH provided assurance that RC Induction and timetabling systems have improved post merger.

- **RC Student Induction programme 23-24 to be revamped which delivers welcome information/ key messages. [GH ACTION 5]**

SD summarised, the HRUC group are always focused on re-evaluating and improving the Student Induction experience. We want HRUC students to feel happy, safe, settled and above all belonging. Still need to do more attrition rates – ensure students feel safe and happy. Student First Impression results – results are strong.

7. Safeguarding and Prevent – update:

SD is the overall Safeguarding Lead for HRUC and provided a detailed HRUC update report.

Risk: Ensure sufficient safeguarding support leads is in place at all campuses. No one is complacent. Looking at criteria of how classify Safeguarding register.

- **Introduction of CPOMS (Child Protection Online Monitoring System) across HRUC will enable detailed reporting of quantities of case loads per member of safeguarding staff member across HRUC. [SD ACTION 6]**

The Chair thanked the SD and Safeguarding team for the important work.

ITEMS FOR APPROVAL:

8.0 Quality:

8.1 In-year KPI Dashboard for in-year monitoring 2022/23 YTD

DM provided a detailed update report.

Risk – HRUC focus is on Attendance.

- **Attendance:** Full Time 16-18 is below the year-end target at 80%. The last usual class measurement (before exams/assessments/study leave are completed was 84% a better measure). E&M attendance remains a key AFI and will be a focus of QCS November 2023 where a study on absence vs achievement vs target groups will be presented. There is a more acute challenge at RC- it is notable RC attendance has been improved by 10%+ since it was emerged with HCUC in January '23.

HRUC Retention is very high 92.6% (16-18 year olds) and 96.8% (19+).

HRUC Predicted Achievement is high 85-90% (16-18 year olds and 19+) with some variability at RC.

Risk - Apprenticeship Outcomes remains as a risk for HRUC.

HRUC Apprenticeships 51% min – 63.7% max (national average 54.3%). RC max is below NA.

HRUC Applications & Offers: All Colleges are now showing positive Applications.

UC: +543 Apps and +316 Offers. HC: +85 Apps and +106 Offers RC: +58 Apps and +2 Offers.

The Meeting sought clarification on the current RC Work Experience position. JW provided assurance of RC WEx harmonization to be fully in place in 23-24. RC WEx engagement work has commenced and more activity will follow to continue to align Navigate WEx systems and Teams processes.

8.2 HRUC Harmonisation (Quality & Curriculum) YTD :

GH provided an update report, detailing six months post merger.

Upcoming risk factors: large number of system changes at RC over summer 2023.

Systems and software

There are a number of college systems that need to be aligned as part of the merger. The following is a list of some of the major ones that are underway or due to start next term:

Enrolment system; Teams and Microsoft office; Registers; Timetables; Applications; Promonitor; Student App; Impero safeguarding key word detection; Navigate work experience and enrichment capture; ID entry systems; Student bursary system; CPOMS safeguarding software.

9.0 HE Headlines to include:

AK provided detailed HE update report. HE Retention remains strong and staff are working towards achieving strong Predicted Achievements.

9.2 OfS Reporting Spreadsheet headlines

SD provided detailed update report.

The Chair thanked all for good progress which has been made.

JW left meeting room 17:40. JW returned to meeting 17:41.

10.0 Focus areas:

10.1 Projects and Partnerships incl. WBL progress YTD:

JW provided a detailed update report and highlighted key headlines.

Local Skills Improvement Funds

Directly linked to LSIP priorities, HRUC will lead on the WL project with WL colleges. Priority sectors- Creative and Health; cross cutting theme, development of a careers and employment function for employers and learners. LSB will lead on the SL LSIF- priorities TBC.

SD was thanked for the good work done here.

The Chair thanked JW/SD and team on the good work.

10.2 High Needs Students (MV):

Possible Risk – failure to meet the agreed KPMG recommendations and therefore fail GLA audit and not be fully prepared to meet SEND Green Paper, including local Inclusion plans.

Opportunities – strengthen and enhance the provision across HRUC group, to ensure an Outstanding result.

The Chair thanked MV and team for a great deal of work and progress made to date.

ITEMS FOR INFORMATION

Agenda items 11:00 – 19.00 were for information only had been read in advance. There were no related questions.

19.1 QCS updates to be taken back to GBC:

- Volume and degree of HRUC change has been significant.
- HRUC positive Applications and Offers for all three colleges – this is an important moment for the college in terms of reputation and financially. There is “all to play for to win or lose by all three colleges”. HRUC is very much in the game.
- Good progress has been made with the six focused projects plus E&M, demonstrates the agility of HRUC through HRUC harmonisation activity extending across to RC.
- Ongoing HRUC Improvement activity (for example Staff Induction work and Learner Journey).

20.0 Any other business:

There was no other business.

20.1 To confirm and agree the dates and times of QCS Committee meetings for 2023/24

The dates and times of the meetings are indicative and may be subject to change:

- Thursday 23 November 2023 at 4.00pm – 6.00pm
 - Thursday 14 March 2024 at 4.00pm – 6.00pm
 - Thursday 20 June 2024 at 4.00pm – 6.00pm
- **Significant work is going on over summer 2023 to review the rationalisation, capability, dates and profile of each committee meeting. By 1st September 2023, all meetings will be confirmed in members diaries for academic year 23-24.**
- [PP ACTION 7]**

The Chair thanked you for all work done by staff/governors and wished all HRUC staff a restful summer break and every success for exam results in August 2023 and best of luck with 23-24 Student Admissions into the autumn term.

The meeting closed at 6.00pm.

Signed.....

Date.....