Minutes
GB Corporation Meeting
Governance

Date:	12/12/2023	
Time:	16:30 - 19:00	
Location:	Room T209, 2nd floor, Hayes Campus and via Teams link	
Present:	Ian Valvona	Acting Chair
	Steve Cochran	Vice Chair
	Alasdair McLeod*	Governor
	Nasim Khan	Governor
	Mike Sutcliffe	Governor
	Sue Kingman	Governor
	Mel Nebhrajani	Governor
	Simon Boulcott	Governor
	Sofia Barbosa Boucas	Governor
	Mario Michaelides	Governor
	Jenny McLaughlin*	Co-opted Governor
	Sunitha C*	Co-opted Governor
	Tracey Critchley	Staff Governor
	Hannah Talabany	Staff Governor
	Sharon Croxon	Staff Governor
	Salman Sudheer	Student Governor
	Keith Smith	Ex Officio CEO
In attendance:	Shane Woodhatch	Chief Financial Officer
	Dylan McTaggart	Deputy CEO, Group Principal
	Jo Withers	Principal – Harrow College
	Gavin Hughes*	Principal – Richmond upon Thames College
	Suba Dickerson	Asst Dir of People & Organisation Development
	Mark Burey	Group Director - PR, Marketing and Communications
Invited speakers:	Asif Khan*	Assistant Principal - IoT, Engineering and Technologies
	Sultan Soukani	Assistant Principal - Workplace and Employability Skills
	Yaseen Akhtar	Assistant Principal - Student Aspiration and Projects Managing Director - WLIoT, Business Growth, Skills & Partnerships
Governance:	Perry Perrott	Chief of Staff & Governance
	Rekha Kaul	Senior Governance Manager
	Amy Blue	Administrator - Apprentice
Absent:	Nicholas Davies	Chair of Governors
	Ketan Sheth	Governor
	Amanda Priem	Governor
	Vincent Neate	Governor

* Attended online

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12th December 2023
ACTION LOG:

No.	Action:	Who:	By When:
1.	HRUC Declarations of Interests 2023-24 log and HRUC Hospitality/Events 2023-24 log to be maintained centrally by the Governance team.	AB	2023-24
2.	Copy of the Safeguarding organisational chart and Flow chart to be shared via email.	SD	January 2024
3.	Comprehensive ED&I Action Plan, in support of the above, at the local colleges, to be brought to the next GB Corporation meeting.	SS	26th March 2024
4.	Review "Gender" characteristics for future ED&I reports.	SS	
5.	Identify other colleges who are performing well in ED&I, to identify best practice and achieve positive action.	SS	
6.	Take advice on the correct use of "BAME" terminology for future ED&I reporting.	SS	
7.	Two further columns to be added to the Risk Register: Mitigations and Costs. For reporting at next Committee meetings in 2024.	SW/PP	January 2024
8.	Provide Governors with clarification of their role is in relation to the Risk Register at Committee meetings and GB Corporation meeting.	SW/PP	January 2024
9.	Provide Governors with 3-4 executive summaries to explain the highest category risks, which is directly linked to agenda items at future GBC meetings.	PP/EMT	26th March 2024
10.	Order the risks in order of priority.	PP	26th March 2024
11.	EMT discussion with GB Chairs/Vice Chairs, on best way forward to achieve ratification of potential commercially sensitive opportunities, that enable GB to reach effective decisions in a timely manner.	PP/EMT	January 2024
12.	WLIoT Business Plan is a priority, to be brought to the 22nd January 2024 GB Commercial Operations Committee and leads into the March 2024 GB Corporation meeting.	JW/YA	22nd Jan 2024
13.	Schedule a Chairs of Committee meeting in January 2024, to achieve agreement of format of two-page governing body executive summary.	PP	January 2024
14.	Governance team to work through the minor updates as provided by MN on two minor points/wording contained with a particular clause to be tightened up.	PP/RK	January 2024
15.	Governance team to provide a cover sheet to outline future updates.	PP/RK	January 2024

12th December 2023
MINUTES OF MEETING:

	5.00pm SC assumed the role of Interim Chair, until IV (Acting Chair) arrived at 5.02pm.
1.	**Declaration of Recording for Data Protection Purposes:**
	Permission was obtained for the meeting to be recorded for the purposes of minutes.
2.	**Apologies for absence:**
	Apologies were received from ND, KS, VN and AP.
3.	**Declarations of Interests and Hospitality:**
ACTION 1	**HRUC Declarations of Interests 2023-24 log and HRUC Hospitality/Events 2023-24 log to be maintained centrally by the Governance team.**
	5.02pm IV entered the meeting room and assumed the role of Acting Chair.
	All present provided declarations of interest and hospitality/events:
3.1	• DM attended the Conference Banquet at the AoC on Tuesday 14th November.
3.2	• SC attended the FEA dinner on Monday 13th November and Conference Banquet at the AoC on Tuesday 14th November.
3.3	• SW attended the Protocol National dinner on Monday 13th November.
3.4	• YA attended the Times Educational lunch in December.
3.5	• IV attended the FEA dinner on Monday 13th November.
3.6	• KS attended the FEA dinner on Monday 13th November, Conference Banquet at the AoC on Tuesday 14th November and a Richmond Chamber of Commerce lunch.
3.7	• PP attended the ETF dinner on Monday 13th November.
	5.05pm Meeting was paused (due to wifi Teams link droppage).
	5.08pm Meeting resumed.
4.	**Vote on two new Co-Opted Governors:**
4.1	Co-opted Governors are brought into the Board for a specific period of time (one year) and bring specific skills which add value to the Board or to provide succession/transition during a period whilst other Governors near the end of their terms or chose to retire.
4.2	Jenny McLaughlin brings neuro diversity awareness to the Board, works in Infrastructure at Heathrow.
4.3	Sunitha C brings high level technical expertise as the Chief Technology Officer for a Government organisation in London.
4.4	**A VOTE was RATIFIED by the Board for Jenny McLaughlin and Sunitha C to be formally welcomed as co-opted Governors to the HRUC Board, for a term of one year (December 2023 - December 2024).**
4.5	The Board now comprises of 14 Governors and 2 Co-Opted Governors (total of 16 Governors).
4.6	In December 2024, should the Board so decide, a new vote can be taken, to elect JM and SC as full Governors once their one-year terms have passed.
4.7	Members went around the room and introduced themselves to JM and SC.
	5.11pm MN and SS entered the meeting room.
5.	**Minutes of 10th October 2023 GB Corporation meeting**
5.1	Reminder for Governors to use objective terminology, rather than subjective views. The 10/10/23 minutes were adjusted to reflect this point.
5.2	The 10/10/23 GBC minutes were **APPROVED**.
6.	**Action Log of 10th October 2023 GB Corporation meeting**
6.1	An updated action log was provided in the meeting pack.
6.2	No comments were received from Governors.

7.	**Safeguarding including Prevent - update**
7.1	DM (Deputy CEO and Group Principal) provided a verbal introduction, followed by a detailed update from SD (Group Designated Senior Safeguarding Lead).
7.2	HRUC Safeguarding & Prevent policy has been in place for the Group, since HRUC merger took place in January 2023.
7.3	HRUC Safeguarding is tracked effectively and uniformly across the group.
7.4	Group Designated Senior Safeguarding Lead is SD until February 2024, when it will be passed to GH.
7.5	There are three local Safeguarding Leads at each College (Harrow, Richmond and Uxbridge) who are trained to level 3 status. SC (Staff Governor) is the local Safeguarding Lead at UC.
7.6	The three local Safeguarding Leads manage teams of local Safeguarding members at each College, who are also trained to level 3 status, this being good practice.
7.7	HRUC Safeguarding Committee (internal operational meeting) comprised of Senior Safeguarding Lead, the three local Safeguarding Leads (and others meet) every six weeks to review themes, caseloads and challenges as they arise.
7.8	Currently there are two legacy/parallel Safeguarding systems at HCUC and RC. Progress has been made to create a new Group wide online Safeguarding capturing tool.
7.9	SD showed the harmonised Safeguarding organisational chart and Flow chart on screen.
7.10	The Governing Body is responsible for Safeguarding at HRUC, followed by responsibility from KS (CEO), DM (Deputy CEO) and SD (Group Designated Senior Safeguarding Lead).
7.11	HRUC Safeguarding Committee reviews strategy and the effective deep dive cases across HRUC, with associated actions taken by relevant external authorities and close the loop back to individual learners.
7.12	HRUC Safeguarding Committee is chaired by SD and NK (Safeguarding Link Governor). Attendees include CFO, the DSLs at each College, and representatives from Human Resources. The group is scheduled to meet every six weeks. The focus of the group is to effectively scrutinise. all aspects of safeguarding across HRUC. A deep dive of all safeguarding cases across HRUC occurs during the meeting to provide assurance to the Committee and Board that cases are being dealt with effectively.
7.13	Following the merger, there has been alignment of the serious safeguarding register categories and the secondary register, indicating a more unified approach to safeguarding practices.
ACTION 2	**SD to share a copy of the Safeguarding organisational chart and Flow chart via email.**
7.14	IV expressed an interest to come into college to look at the newly harmonised categories and metrics, which was noted by SD.
7.15	HCUC has completed an audit of safeguarding every two years, most recently completed in 2022, confirming that HCUC safeguarding is effective.
7.16	RC has completed a Section 11 safeguarding audit, confirming that RC safeguarding is effective.
7.17	GH (Principal Richmond College) has spoken to SW (CFO) to request GB Audit & Resources Committee to approve the procurement of a HRUC Safeguarding Audit for the HRUC Group.
7.18	NK (Chair GB Audit & Resources Committee) **APPROVED** Validera Auditors to conduct the HRUC Safeguarding Audit in 2023-24 academic year (likely to take place in February 2024).
7.19	The Board noted this and welcomed the **RECOMMENDATION** for the HRUC Safeguarding Audit to be conducted in 2023-24 academic year
7.20	IV (Chair) looks forward to receiving the HRUC Safeguarding Audit Report at a forthcoming GB Audit & Resources Committee and GB Corporation meeting in this academic year.
7.21	DM confirmed that external Consultants (retired Ofsted Inspectors) have also be instructed, as part of the Group's Ofsted preparations, to provide a report of TLA including Safeguarding in February 2024.
7.22	IV thanked SD and DM for a comprehensive Safeguarding report which provides further assurance to the Board that HRUC Safeguarding is effectively managed across the Group.
7.23	GH confirmed that students on Work Experience placements are provided with Safeguarding contact details and are aware of the procedure to inform the college of Safeguarding issues should it occur.

8.0	**Equality, Diversity and Inclusion Annual Report**
8.1	SS talked to the highlights of the ED&I Annual Report which had been provided in advance of the meeting.
8.2	**Strengths** 1. Strong Commitment to EDI: HRUC demonstrates a robust commitment to equality, diversity, and inclusion (EDI) throughout the report. This dedication is highlighted in the CEO's foreword and reiterated in the mission and vision statements. 2. Inclusive Mission and Vision: The organisation's mission and vision statements explicitly emphasise diversity, inclusion, and excellence in all aspects of its operations. This inclusive approach is embedded in their core values and goals. 3. Diverse Student Body: HRUC celebrates its diverse student body representing various ethnicities, races, religions, sexual orientations, and learners with different abilities. The College aims not only for academic success but also for the holistic development of its students. 4. Active Student Participation: The report illustrates various initiatives and activities promoting student involvement in equality and diversity efforts. These include LGBTQIA+ groups, international experiences, mental health support, community engagement, and cultural events, fostering an inclusive environment. 5. Transparency through Data: HRUC commits to transparency by annually publishing data related to equality and diversity, including student and staff data. This commitment ensures accountability and provides a basis for evaluating progress and identifying areas for improvement. 6. Staff Training and Development: The College ensures comprehensive equalities training for all staff members, promoting a culture of understanding and addressing discrimination. 7. Promotion of Inclusivity: HRUC actively promotes inclusivity through its marketing activities by showcasing diverse student life, using authentic images of students, and ensuring accessible marketing materials. 8. Progress in Diversity Representation: The report notes positive progress in diversity representation among staff, including BAME, female, and disabled representation, often surpassing benchmarks set by external authorities. 9. Engagement with External Agencies: HRUC collaborates with external agencies and organisations to enhance mental health support, engage in community projects, and promote awareness, contributing to a more inclusive environment. 10. Data-Driven Insights: The report provides detailed data analysis regarding student achievement rates, gender differences, learning difficulties, economic disadvantage, high-needs students, and other factors. This data-driven approach enables targeted interventions and support strategies.
8.3	**Areas for development** 1. Underachievement among Specific Ethnic Groups: Identified ethnic groups within the student body underachieve compared to the national average. The report highlights ethnic groups such as Caribbean, White British, White/Asian, and others that have achievement rates below the national average. Addressing the specific challenges faced by these groups could be a focus area. 2. Gender Disparity in Achievement: Male students consistently have lower qualification achievement rates compared to female students. Despite improvement, the gap between male and female achievement persists. Strategies to address this gender disparity could be explored further. 3. Challenges Faced by Students with Learning Difficulties: While there have been improvements in achievement rates for students with learning difficulties, their overall achievement remains lower than students without learning difficulties. Implementing targeted support and intervention strategies could assist in bridging this gap further. 4. Economic Disadvantage Impacting Achievement: Students from economically deprived areas tend to have lower qualification achievement rates compared to those from more affluent backgrounds. Developing programs or support specifically targeted at these students could help in improving their academic outcomes. 5. Diversity Representation in Staff and Leadership: While there are commendable percentages for BAME representation in the staff population, there appears to be a gender disparity at the Senior Leadership Team (SLT) level, where female representation is notably below the DfE benchmark. Efforts to enhance diversity and gender representation, especially at leadership levels, could be beneficial. 6. Awareness and Support for High-Needs Students: High-needs students, while achieving at a higher level in specific areas like GCSE English and Maths, still face challenges in basic skills. Tailored support and resources focusing on basic skills could be beneficial for these students. 7. Support for Looked-After Students: Looked-after students achieved at a slightly lower rate compared to not looked after students. Specific support programs or interventions aimed at supporting this group could be explored.
ACTION 3	**SS to provide a comprehensive ED&I Action Plan, in support of the above, at the local colleges, to be brought to the 26th March 2024 GB Corporation meeting.**
8.4	The Action Plan should target underachieving students who are underperforming against NA for that group and also for college achievement targets.
8.5	Governors stated this is an opportunity to raise the bar and create tangible improvements for the identified underachieving groups.
8.6	KS cross referenced this ED&I work with the Black Leadership Group activity which recently commenced at the College, related to best practice with students and diverse workforce and ten point action plan.
8.7	Governors highlighted an important clarification about the nine protected characteristics:
8.8	a) "Sex" refers to male and female (biological) attributes. b) "Gender" refers to social attributes, for example continuum of Woman, Man, Binary, Trans.
ACTION 4	**SS to review "Gender" characteristics in future ED&I reports.**
ACTION 5	**SS to identify other colleges who are performing well in ED&I, to identify best practice and achieve positive action.**
8.9	DM confirmed there are 8+ projects already on the go across the Group, led by Assistant Principals, are focused on AFIs and also correlate to ED&I underachieveing areas. Projects include targetting of specific groups in areas such as attendance and retention with associated actions.
8.10	A Governor highlighted the need to retire the correct use of "BAME" terminology which has been shown to include certain ethnic groups/exclude others and masks disparity between ethnic groups, with a tendancy to lump ethnic groups together.
8.11	It is important to understand the needs of the different ethnic groups and provide positive action on the specific At Risk groups.
ACTION 6	**SS to take advice (i.e. National Institute of Statistics Government reports) on the correct use of "BAME" terminology for future ED&I reporting.**
8.12	SC offered her support and guidance (to SS and the Board) in the important and ongoing ED&I work.

8.13	The Board thanked SS for a succintly presented ED&I report and welcomed seeing the detailed Action Plan, to help identify the areas for improvement and clear actions at the next GBC meeting.
9.0	**Update from 23rd November Curriculum Quality Assurance Committee**
9.1	MS (Chair GB CQA Committee) provided a verbal update, which aims to provide the Board with a clear understanding of the effectiveness of the curriculum and quality assurance across the Group, following merger on 4th January 2023:
9.2	a) HRUC Group are moving towards improved/cohesive working as a merged group.
	b) The Committee has been evolved, to enable richer discussion at GB CQA by focusing on one-two key items, to clearly inform Governors of the direction of travel and provide tangible assurance to the Committee and Board of progress/improvements.
	c) Introduction of a new monthly "HRUC Curriculum Enhancement Working Group" to allow deep dive focus on AfI areas of the curriculum and quality assurance. The launch meeting is in January 2024.
	d) The Self Assessment Report (SAR) has identified two Subject Sector Areas (SSAs) that require a granular deep dive focus: Construction and Business. The aim is to closely review AfI areas to generate positive improvements in year.
	e) A Student Governor will be invited to attend and represent the student voice/student experience at GB CQA and the Curriculum Enhancement Working Groups.
	f) There have been tangible improvements: Attainment and Destinations at Harrow and Uxbridge. The Richmond destinations data collection now mirrors HCUC.
	g) Retention is high across the Group.
	h) There has been an introduction of a new College App.
	i) Ofsted preperation: HRUC has plans in place and is working towards the achievement of Ofsted Outstanding grade at the next inspection (which is expected to be upto 18 months away).
	j) DM will be providing regular Ofsted preperation crib sheet/state of the nation updates for Governors as the Ofsted preperation ramp up.
	k) HRUC SAR: it is important to note that there has been little change in the overall HRUC QAR this year as compared to last year – a close eye is being kept to improve this.
	l) Overall Attendance continues to be sluggish – a close focus is being kept to improve this.
	m) FE Commissioners Annual Report to produce a case study on the best practice/gold standard of HCUC's merger with RC into the newly merged HRUC Group.
	n) This demonstrates an increased external spotlight on HRUC which further compounds the importance to keep the momentum of improvement shifting forward and not stagnating.
	o) There are ongoing systems and data reporting improvements.
9.3	MS thanked all staff and students for the work that has been achieved in the last year, following HRUC merger. The important work is ongoing with a keen focus.
9.4	The Board thanked MS and the GB CQA Committee members, all staff and students.
9.5	The Board welcomes the deep dive reports that will start to flow through the Committees in the areas of attendance, attainment, destinations and the key work of the student voice and student experience.
9.6	KS, PP and SW provided assurance to the Board on the specific Richmond College IT department and Systems Integration challenges that had been highlighted at 23/11 GB CQA meeting. The specific issue at RC has been dealt with, there are now weekly IT department drop in sessions to address issues.
9.7	KS indicated there are legacy systems integration challenges which he will talk to later in the meeting.
10.0	**Risk Register update**
10.1	PP provided a broad overview of what has taken place since summer 2023:
10.2	a) A paper based review of the risk register was started in summer.
	b) Working with Monday.com, EMT and SLT, 120 risks (including existing risks and new risks) were distilled into a total of 67 Total Risks, which have been filtered through the "High catergory" into 17 High Catergory (red) Risks, aligned to the 2023 HRUC Strategic Pillars.
	c) The risks are reviewed monthly, including the categorisation and risk scoring is adjusted as/when mitigations have taken place.
	d) This is a live and evolving document.
	e) There is clear Risk Ownership and clear dates of when a risk was reviewed, by whom, what mitigations have taken place and which Committee the risk was reviewed at.
	f) Net score once mitigation has been applied.
ACTION 7	**Two further columns to be added to the Risk Register: mitigations and costs.**

10.3	Full disclosure – on this occasion/ due to timing issues, a copy of the 17 high category risk register was not shared at the 22nd November GB A&R Committee meeting. The GB A&R Committee was emailed an early view of the document in advance of the 12th December GBC meeting.
10.4	The GB A&R Committee will purview a deep dive into the 17 high categor risk register at 7th March 2024 GB A&R Committee meeting.
10.5	It is an operational list of mitigation actions intended to provide assurance to the Board on how each Risk is being managed from red into amber/green category. The Risk Register is for information only.
10.6	Each Committee have their own risks.
10.7	Risk is the top agenda item at all GBC mtgs, Committee meetings, and EMT meetings.
ACTION 8	**Provide Governors with clarification of their role is in relation to the Risk Register at Committee meetings and GB Corporation meeting.**
ACTION 9	**Provide Governors with 3-4 executive summaries to explain the highest category risks, which is directly linked to agenda items at future GBC meetings.**
ACTION 10	**Order the risks in order of priority.**
	PP thanked Governors for their feedback.
10.8	It is the remit of GB A&R Committee to challenge EMT/SLT on the structure and process and usability of the risk register.
	17:40 – 17:43: SB left the meeting room for a comfort break.
10.9	The Board thanked EMT for clear view of the 17 Highest Category Risks.
10.10	The Board welcomes clarification and a clear steer on how they are being asked to use this document effectively at future GBC meetings.
11.0	**Chief Executive's update**
11.1	KS provided a verbal update which included and update about MIT and HE Partnerships / Schools:
11.2	a. **KS reflections back on the year**: KS paid tribute/testament to all HRUC staff, who have work diligently all year to deliver the service to the college. Thank you to the staff and students. b. **Post merger update**: KS to meet with DfE this week, for a formal activity, hopeful to move out of post-merger intervention monitoring phase. c. **Alignment to strategic vision and pillars**: HRUC has moved from strategy phase into implementation phase. Work is ongoing to mobilise operational groups/ architecture, underneath the strategic pillars, with the creation of the operational, sponsored by EMT colleagues. KS is pleased to see some ex-DfE colleagues will be working with the HRUC Group to deliver some project work to further support. All of this is aimed to provide assurance to the Governing Body that the EMT/SLT and Group's operational capability and operational plans are on track towards achieving the 2030 strategic vision. d. **Journey to Ofsted Inspection preparedness**: HRUC are proud of the progress and achievements we have made as a Group; we are excited to show this to Ofsted. enthuse and prepare our staff and students towards the next inspection, which is expected to be within 18 months. New Year 2024 All Staff message. e. **Development of partnerships, acisitions and capability**: Partnerships to develop Immersive technology. Centred on student experience and outcomes, Deliver central vision. Important capabilities still being delivered on. f. **Our people**: First staff survey has been received. Important baseline data about staff engagement and development of campuses. g. Networking with MPs: West London's Principals Lunch. Shadow Skills MP at lunch. Election phase in next few months. h. Future on Marketing and Branding.
11.3	KS is focused on: a) **Staffing and teaching gaps**: sizeable and ongoing. New Year – push on all the levers to be optimised, teachers' pay, grow our own. b) **Qualification Reform**: T Levels. Most contentious issue in whole sector. Challenges to us to teach staff. Cannot be mitigated. SS to be commended for work he is doing to prepare for T Levels reform, which is a big external risk, if we get that wrong. c) **Technological solutions**: systems architecture and implementation to enhance student experience.
	17.52 – 17.54 NK left the meeting room for a comfort break.
11.4	The Board thanked KS and whole team for the work that has taken place and to take time to celebrate the successes across the Group.

11.5	The Board recognised and commended HRUC on the FE Commissioners case study report, which shows off merger as gold standard – this is a credit to the management team.
11.6	Partnerships and Acquisitions to enhance the Student Experience continue to be critical to future development of the Group.
11.7	Time and effort has been taken to create strong Governance models and Committees, that enable all key decisions to come through the Governance structures and to the full Board, whilst we operate with due diligence and pace. For example, GB Commercial Operations Committee is a governance Committee that can be used for this purpose.
11.8	KS and Executive provided assurance to the Board that no decisions are being made without direct governance.
ACTION 11	**EMT discussion with GB Chairs/Vice Chairs, on best way forward to achieve ratification of potential commercially sensitive opportunities, that enable GB to reach effective decisions in a timely manner.**
12.0	**Receive Partnerships Report including IoT Update**
12.1	YA talked to powerpoint presentation that had been provided within the meeting pack in advance.
12.2	Strategic context: • Received £8.5M investment in facilities and equipment. • Further £1.1M awarded through Higher Technical Education Skills Injection Fund with • Higher Technical Qualifications (HTQ) uplift from £5K to £8K per learner • Opportunity to develop new links with HE and Employers • DfE confidence with WLIoT leadership, collaboration, research, and learner numbers • Raising of profile as DfE continues to promote IoTs as the key driver for technical skills development
12.3	Challenges: • External stakeholder engagement • National IoT awareness • Internal brand awareness • Change in Government
12.4	Opportunities: • Position as forerunner to technical skills development • Richmond STEM Focus • Revise Anchor Partners • Online/Blended model delivery expanding our reach

12.5	Developments:
	• Massachusetts Institute of Technology (MIT) – **February 2024**
	  • Access to cutting-edge research and development with memberships fees for different levels of the programme
	• Technical Skills Training and Development – **July 2024**
	  • Annual/Termly CPD Training and Development for Schools, FE and Industry Certification to lead on local, regional and national skills.
	• Online/Blended Learning – **September 2024**
	  • Enhance the opportunities through the Lifelong Learning Entitlement (LLE) with modularised unit development and exported to local, regional and international markets.
	• International market- **initiated.**
	  • Expanding the IoT by penetrating new, international markets

12.6	Considerations:
	• Review organisational structure.
	  • Remain within HRUC or create a separate entity with clear financial accountability.
	• Governance of the IoT
	  • Reporting and management structure
	• Capacity of IoT to achieve overall ambition.
	  • Staffing, premises, collaborations and platform to support online/blended learning.
	• Other
	  • Curriculum to focus on Innovation and Learning Factory Model

12.7	JW added review of timescales, what can be achieved and return on investment.
	Governors were asked to provide feedback/comment on the revised vision statement:

	"Achieving global recognition for innovative development through strategic collaboration with high-performing industry partners. We will foster an environment that enhances progression opportunities for the diverse and inclusive communities we serve."
12.8	A Governor suggested "global" recognition be toned down and "technological development" be added.
12.9	A Governor highlighted the importance of the link between EDI and technology and the requirement for accessibility for all students.
12.10	JM offered to introduce HRUC to Heathrow's contacts at Google and Microsoft re: accessibly.
12.11	The Accessibility Lead for Google has extended an invitation to HRUC to attend Accessibility Lab at Kingston Offices, which the Executive team will follow up on after the meeting.
ACTION 12	**WLIoT Business Plan is a priority, to be brought to the 22nd January 2024 GB Commercial Operations Committee and leads into the March 2024 GB Corporation meeting.**
12.12	MS (Link Governor/HE Specialist) offered his support with the development of the WLIoT Business Plan, in terms of HE, which YA will follow up on after the meeting.
12.13	Business Plan to include: • what does the WLIoT do / what does it stand for / how does it add value / what is the USP • what are growth targets • what expenditure is required on specialist staffing and equipment etc. • what is the business architecture? • Executive team are keen for WLIoT to be stand-alone commercial operation and profit-making entity. • Consideration to how staff are recruited to WLIoT • Clarity of form, purpose, and opportunities • Clarity on how it makes it money (different to main college) • Highlight diversity and progression (L3 to L4 is outstanding)
12.14	IoT is a priority risk category for the Group.
12.15	We need to have a very strong vision externally that involved quality and key partners.
12.16	There was a discussion about how much money has been invested in the WLIoT to date and how much return on investment has been generated.
12.17	SW confirmed WLIoT is achieving break even. There have been known legacy issues with DfE targets.
12.18	The Board are excited about WLIoT developments and Governors do want to continue to invest. HRUC is innovative and want to invest in the equipment and technology led, but clarification is required to what end. A comprehensive business plan is required.
12.19	Governors **AGREED** the pathway to achieve formal RATIFICATION of the MIT partnership in a timely/commercially sensitive manner, that achieves all correct and due diligence milestones: 1. December 2023: MIT Business Plan was emailed to Chair of Governors and Vice Chairs. 2. 22nd January 2024: Chair of GB Commercial Operations Committee to confirm RECOMMENDATION to the GBC Board. 3. 23rd January 2024: written resolution will be sent to the full GBC Board, seeking a formal VOTE for RATIFICATION to be taken to APPROVE. 4. ND, Chair of Governors to sign / authorise paperwork thereafter.
12.20	The Chair thanked JW/YA for the report.
	5.55pm PP paused the running order of the meeting, for a second opportunity for all present to provide Declarations of Interest (due to the timing at the start of the meeting, not everyone was present and may not have had an opportunity to provide full disclosure).
12.21	SC had no declarations of interest.
12.22	JM had no declarations of interest. It was noted that JM works on the Heathrow Inclusive Learner Partnership Programme (HILPP) that was launched on 11th December 2023.
12.23	IV made a declaration of Interest: IV may be taking a small number of days work with Rockborn consultancy firm.
12.24	A conflict of interest was **NOTED** as Rockborn are working with HRUC on two separate activities.
12.25	PP advised that consideration will need to be taken as the future course of action with regards to IV's declared conflict of interest, in terms of the commercial interests of the HRUC Group or whether to exclude IV from specific Governance decision making points.

13.0	**Streamlining of Future Reporting to Corporation**
13.1	There was a collaborative discussion about how Members would like to receive governing body reports going forward to ensure the effective use of their time during meetings in the form of organic, rich discussion and expert advice from a specialist.
13.2	GBC formally meets five times a year + two Strategy Days each academic year. The seven formal GBC events should be focused on high level strategic matters and not bogged down in excessively long and detailed reports.
13.3	Governors are there to support the Executive team on the strategic vision and direction of the college, not to read through hundreds of pages of operational detail.
13.4	Governors cannot be expected to receive excessively long/operational detailed reports (12th December GBC meeting pack was +300 pages long.
13.5	Executive Summary Sheet should provide the key salient points and be no longer than two pages.
13.6	Governors do recognise and appreciate the passion that presenters put into providing the detailed reports. Training may be required on how to synthesize down the detail, to provide Governors with the appropriate level of detail that enables them to easily identify the salient points and focus on rich discussion.
13.7	In September 2023, PP has been supporting SLT on a journey to develop a two-page GB Cover Sheet template, that was fit for purpose, that would enable richer discussion in the meeting.
13.8	November 2023 GB QCA trialled a new method of using two-page report that permits the presenter to talk for 2-5 mins followed by increased Governor time for rich discussion.
13.9	Contained within 12th December 2023 GBC Meeting Pack, are two examples of a trial of a new style Infographic Report (two pages long, heavy on facts, highlighting the salient points in an easy-to-read visual way) which allows for more time for richer Governor discussion: • Agenda Item 21.2 Health & Safety Report • Agenda Item 21.3 Governors Skills Audit
13.10	A new HRUC Governance SharePoint site is being developed, to house the heavy/data rich reports. Governors can access the reports at any time, using their HRUC email address.
13.11	The full Corporation are committed to work with supporting the EMT/SLT members present, to achieve succinct two-page streamlined reports that highlight the salient points.
ACTION 13	**PP to schedule a Chairs of Committee meeting in January 2024, to achieve agreement of format of two-page governing body executive summary.**
15.0	**Articles & Instruments, Terms of Reference for Committees:**
15.1	The Code of Conduct and Charities Commission guidelines outlines a requirement for the Articles & Instruments and Terms of References for Committees to be reviewed annually.
15.2	Due to time constraints at today's meeting, the Chair indicated a preference for agenda item 15.0 be carried over to March 2024 GBC, to allow sufficient time be allocated to this detailed item which requires resolution.
15.3	The Chair had requested a cover sheet to state the changes within each of the documents.
15.4	The Governance team, Chair of SGR Committee and individual Governors have been reviewing the documents since July 2023. PP governance professional confirmed the standard due diligence has been shown and has been completed as part of the review. Any changes are minor name changes only for example "CEO to Chief Executive".
15.5	This is a government issue standard template and Eversheds lawyers have approved it.
15.6	SK (Chair SGR Committee) confirmed that a version with track changes had been circulated in October 2023. SK confirmed there is nothing of any contentious in the changes. Updates are minor/tidy ups.
15.7	NK (Chair A&R Committee) concurred that if audited, we would not be compliant.
15.8	CoS&G went on record to voice concern of the RISK of failing to achieve RESOLUTION of this mandatory item. Following due diligence, it is normal practice to APPROVE In December.
ACTION 14	**Governance team to work through the minor updates as provided by MN on two minor points/wording contained with a particular clause to be tightened up.**
ACTION 15	**Governance team to provide a cover sheet to outline future updates.**
15.9	Following a robust discussion about the best way to proceed, a **FORMAL VOTE** was taken, and **APPROVAL** was obtained by majority members present, to adopt and publish the updated Articles and Instruments and Terms of Reference for Committees (following minor reviews comments as highlighted by MN, AM and SK).

14.0	**Update from Committees:**
14.1	**Update from 6th October Estates and Property Task Force:**
14.1	SC provided a verbal update: a) HRUC Risk register was reviewed, and PP talked Governors through it. b) Update on STEM project, progressing well in terms of budget and, time. c) Estates & Property Strategy: broad discussion took place, deferred to February 2024, will also come to full GBC in March 2024. New Estates Director appointee in role, allow them time to review.
14.2	**Update from 22nd November Audit & Risk Committee**
14.2	PP provided a verbal update on behalf of NK: a) Security review: DECISION was taken for a full internal and external review of all five campuses to be undertaken by a Security Specialist, as recommended by ND Chair of Governors. b) Lockdown Tests: to take place on Monday 18th and Tuesday 19th December at Harrow Hill, Richmond, and Uxbridge campuses. An all staff and student ppt was shared in advance. Critical Observers will take down notes at all campuses and recommendation/findings will be brought to the 19th February Estates & Property Task Force, 7th March GB A&R Committee and lead through to 26th March full GBC. c) Priority Policies: SLT are awaiting Rockborn to complete a piece of work on several policies. d) Risk Register: top 17 risks were emailed in advance. A full discussion will take place at the next GB A&R meeting.
14.3	**Update from 22nd November Finance & Resources Committee**
14.4	AM provided a verbal update: a) normally final audited accounts for previous academic year are reviewed and agreed at December GB F&R Committee. This is the first time the audit of the management accounts has not been carried out; three reasons were provided as the why this has not taken place in time for December GBC to ratify. ESFA have approved for an extension for the audited accounts to be completed/approved in January 2024 and sent for submission in February 2024.
14.5	SW provided a verbal update: a) at the time of writing the report, the FRSO1 was outstanding for HRUC (there was one for HCUC and for RC). The HRUC Group report has been received yesterday and can now be completed with adjusted final statement. b) Cooper Parry are currently going through the audit and SW is confident that final audited accounts will be completed for approval by Committee in January ready for submission in February 2024. c) SW reported it is pleasing to see financial improvement across the Group and the financial forecast has been exceeded for the HRUC Group.
16.0	**Direct Awards**
16.1	SW provided a verbal update on the use of direct awards incl. recruitment, capital, and resource procurement.
16.2	HRUC has a procurement process: a) Any goods or service over £30k is put through a formal tender process, in line with expectations of managing public money, where we need to demonstrate that goods and services are awarded through fair and open competition. b) Tenet deals with any goods or service below value of £30k. c) The contract has come to an end with Tenet. HRUC are considering bringing this service in house to ensure compliance. d) Direct Awards and procurement function going forward will be brought to 6th March 2024 GB F&R Committee. e) SW provided assurance that the compliance process is correct.
17.0	**Information Report: Artificial Intelligence in FE**
17.1	This item was carried over to 26th March 2023 GBC meeting.
18.0	**Items for Governor Approval:**
18.1	**Approve HCUC and RC Self-Assessment Reports 2022/23**
	DM confirmed that both SARs have noted an improvement within sub grades.
18.1	DM has provided a timeline of the journey to Outstanding for the merged HRUC Group, in terms of the number of inspections required to achieve HRUC Outstanding: a) HCUC has maintained it's Outstanding Quality of Education self-assessment.

	b) RC has made improvements to its sub grades which are robust and would stand up to inspection.
	c) A combined entity, HRUC is currently Requires Improvement at this point. To achieve Good, it has to be consistently Good and there are currently inconsistencies in the mix, across the Group, despite the rapid improvements that have been made.
	d) Journey to Ofsted Outstanding will be a standing item going forward, once it has gone through its Committees: Curriculum Enhancement Working Group and GB CQA Committee.
18.2	**Approve HRUC internal audit annual plan 2023/24**
18.3	**Approve draft internal audit annual report**
	Items 18.1, 18.2 and 18.3 were FORMALLY APPROVED.
19.0	**Any other Business (AoB):**
19.1	The Chair thanked all HRUC staff, and everyone involved in the Governing Body, for the progress which has been made since January 2023 merger into HRUC Group, which is to the benefit of our students. The Board looks forward to new developments and progress in 2024.
19.2	We wish everyone – staff and students a very nice break of Christmas and new year.
20.0	**Dates of the next meetings:**
	Dates of forthcoming GB Corporation meetings: Tuesday 26th March 2024 @ Harrow on the Hill campus Tuesday 14th May 2024 @ Richmond upon Thames campus Tuesday 16th July 2024 @ Uxbridge campus
	The meeting closed at 7pm.

Signed: ……………………………

Date: ……………………………