16th July 2024 Governing Body Corporation

Governance

Date: 16th July 2024
Time: 5.30pm – 7.45pm
Location: Room W201, Uxbridge Campus and online

Present:	Steven Cochran	(SC)	**Chair**, Vice Chair of Governors
	Nicholas Davies*	(ND)	Chair of Governors
	Alasdair McLeod*	(AM)	Governor
	Susan Kingman	(SK)	Governor
	Mel Nebhrajani*	(MN)	Governor
	Vincent Neate	(VN)	Governor
	Simon Boulcott	(SB)	Governor
	Mike Sutcliffe	(MS)	Governor
	Mario Michaelides*	(MM)	Governor
	Sofia Barbosa-Boucas*	(SBB)	Governor
	Sunitha Cee*	(SCe)	Co-Opted Governor
	Jenny McLaughlin*	(JM)	Co-Opted Governor
	Sujit Reddy	(SR)	Co-Opted Governor
	Hannah Talabany	(HT)	Staff Governor (RC)
	Tracey Critchley	(TC)	Staff Governor (HC)
	Sharon Croxon	(SC)	Staff Governor (UC)
	Thomas Lock	(TL)	Student Governor (RC)
	Salman Sudheer	(SS)	Student Governor (HC)
	Liloththan Paskaran	(LP)	Student Governor (HC)
	Keith Smith	(KS)	Ex Officio, Chief Executive
Attending:	Shane Woodhatch	(CFO)	Chief Finance Officer
	Julie Amory	(GD,P&OD)	Group Director of People & Org Dev
	Mark Burey	(GD-PRM&C)	Group Director - PR, Marketing & Communications
	Dylan McTaggart	(DCEO)	Deputy CEO and Group Principal
	Jo Withers	(CoBS)	Chief of Business Strategy
	Alex Denley	(CTO)	Chief Technology Officer
	Clive Hodge	(PHC)	Principal – Harrow College
	Gavin Hughes	(PRC)	Principal – Richmond upon Thames College
Invited:	Mark Brough	(DoE&F)	Director of Estates & Facilities
	Yaseen Akthar	(MD-IoT,BGSP)	Managing Director - WLIoT, Business Growth, Skills & Partnerships
Governance:	Perry Perrott	(CoS)	Chief of Staff
	Rekha Kaul	(SGM)	Senior Governance Manager
Observer:	Carole Drury	(CD)	External Board Reviewer, AoC
Apologies:	Nasim Khan	(NK)	Governor
	Ketan Sheth	(KSh)	Governor
	Paul Miller	(PM)	Co-Opted Governor
	Muaz Shariar	(MSh)	Student Governor (UC)
	Nicholas Barbosa	(NB)	Student Governor (UC)
	Paramveer Singh	(PS)	Student Governor (RC)

*Online**

16th July 2024 Governing Body Corporation – Minutes of Meeting

1.0 General disclaimer statement at start of meeting:
The meeting began with a statement of disclaimer. Attendees were informed that the meeting was being recorded in compliance with the General Data Protection Regulation (GDPR). There were no objections to the recording of the meeting.

1.1 Apologies for absence:
The Chair acknowledged apologies for absence from Governors NK, KSh, PM and from Student Governors MSh, MB and PS.

The meeting was conducted as a hybrid with a number of Governors attended in person and online.

Carole Drury, External Board Reviewer from the Association of Colleges (AoC) was present in person to observe the meeting. Under AoC guidance, an External Board Review is conducted every three years.

Alex Denley was welcomed, as the newly appointed Chief Technology Officer.

1.2 Declarations of Interest and Gifts / Hospitality:
The Chair called for any declarations of interest or gifts/hospitality. Governors noted that there were no significant gifts, there were light sandwich lunch and refreshment hospitality during the July trip to MIT in Boston, USA by six attendees (combination of Governors and staff). These will be recorded for the sake of transparency. There were no further declarations from the members present.
Governors presented the CoS with a small gift of an MIT logo'd coffee travel mug, as a thank you for organising the trip.

Action 1: Complete list of any declarations, gifts or hospitality to be formally declared for the group of six travellers to the MIT Boston trip in July 2024.

2.0 Board vote on two new Co-Opted Governors
The SGR Committee have reviewed the structure of the Board to address some of the gaps that have been identified – Finance, Audit, Technology and FE. SK (Chair of SGR Committee) introduced the proposal for the Board to vote for two new co-opted Board members - Sujit Reddy and Paul Miller. It was noted that Paul Miller had a prior commitment and could not attend today's meeting. The proposal was seconded by NK, who was part of the recruitment process. The Board voted unanimously to ratify the appointments of Sujit Reddy and Paul Miller as new governors. Sujit Reddy was welcomed into the meeting as the newly appointed governor.

Decision: The Board voted unanimously to ratify the appointments of Sujit Reddy and Paul Miller as new Co-Opted Governors to the Board (one year term of office).

3.0 Minutes of 14th May 2024 GB Corporation meeting
The committee reviewed the minutes from the GB Corporation meeting held on 14th May 2024. No comments or changes had been received in advance. SC expressed his approval of the minutes, and these were noted as approved.

Decision: The minutes of the 14th May 2024 GB Corporation meeting were approved.

3.1 GB Corporation Action Log of 14th May 2024
The action log from the meeting on 14th May 2024 was reviewed. Two of the three actions were completed: Governor JM was thanked for her support with on T Levels and the modularised maths and English approach. The third action, concerning the review of alternative risk register software options, was still in progress. Two software solutions have been shortlisted. The deadline for this action has been extended to the next Corporation meeting in October 2024.

Action 2: Deadline for the Board to review the alternative risk register software solutions has been extended to the 8th October 2024 Corporation.

4.0 HRUC Risk Register update
The Chair introduced the HRUC Risk Register update, confirming that extracts from the risk register are scrutinised at each sub-committee meeting, and this session was a rolled-up version for the Board to review the end of year position.

A Governor discussion took place which included the installation and maintenance costs of immersive learning technology, return on investment, and student feedback.

EMT members provided responses which summarised:

- The cost of installation, maintenance, training and software updates as included within the procurement bid, there being no further costs to the college.
- The DCEO confirmed that an installation and early adoption action plan has been devised and discussed at CQA and CEWG. Installation is to be completed by September and the rooms will start to be used by October. KPIs have been provided. The first year of usage will be a learning curve for the HRUC group, with the testing of the student experience at the heart of the approach.
- The CTO concurred that the immersive technology is state of the art delivery of something new that is not march in scale by any other college. KPIs are in place to work towards a return on investment, that support the curriculum and are sustainable. Staff and Student Focus Groups are to be established to help shape the direction of travel. The excitement comes from the creativity element of working with students and staff directly involved, from content creation through to delivery patterns.
- Return on investment is linked to LSIP and LTQ funds targeting of specific curriculum areas. The main paybacks were reduced workload and reduced vacancy asks.
- The immersive learning technology would be fully utilized and rolled out in phases.
- Student experience – there is significant literature available on the digital investment by other colleges into immersive technology in relations to English & Maths and SEND. HRUC are leading on a “braver and more ambitious” investment programme into immersive technology that will ensure fully utilised rooms with the progressive digitation of usage, thereby adding footprint to the college. The CFO added that key KPIs will be quantified with a clear demonstration of savings made per annum.

The Board agreed for the allocation of time at a future CQA/CEWG meetings (feeding back to the full Corporation) for a deep dive into the case for a project management to be allocated for the immersive technology activity.

Action 3: 3rd October 2024 CQA committee to conduct a deep dive into the case for a project management approach for the immersive technology activity, that is to provide assurance on the project planning of installation and early adoption usage, staff training, student experience timelines, milestone, management of risks, and cost savings/return of investment. The findings are to be fed back into the 8th October 2024 full Corporation.

Governors sought assurance on the key performance metrics of the HRUC Catering contract to ensure staff and students receive the best experience. The CFO confirmed that from 1st September 2024 catering is to be brought in-house, initially at Richmond campus, followed by Hayes campus. Menu planning in ongoing with the respective Principal’s in line with the demographic of each campus. Board agreed to monitor the improvement of the quality and affordability through the Audit & Risk Committee.

Action 4: 11th September 2024 Audit & Risk Committee to monitor the KPI’s of the Catering contract in 2024-25, including staff/student satisfaction surveys and pricing structure/subsidy. The findings are to be fed back into the 8th October 2024 full Corporation.

Action 5: Staff Governor TR’s questions related to the pilot of GCSE M&E modular delivery to be followed up offline. The CEO commented upon the strategic context and importance of delivering the key projects with impact, pace and a focused outcome on impact and outcome. KPIs are to be clearly monitored and tracked.

The CTO is working on the wider Information Technology Strategy for the group, in line with the HRUC Curriculum requirements and alongside the acquisition activity of FL and others.

Action 6: October 2024 Governor Strategic Conference – AD to lead on a deep dive into the Information Technology Strategy including updates on the return on investment into the immersive technology rooms.

5.0 Update from Committees:

5.1 Audit & Risk Committee 13th June 2024

Action 7: Chair A&R to provide an update from the 13th June A&R meeting at the 8th October 2024 Corporation.

5.2 Curriculum Quality Assurance Committee 20th June 2024

The Chair provided a verbal update outlining that assurance is awaited on the impact of immersive technology and the need for effective communication of the key College achievements going forward. The CQA Committee has noted improvements in retention rates (significantly above sector norms) and there are good indicators of improved exam results including January exams series pass rates.

The Curriculum Enhancement Working Group is to continue into 24-25, allowing for deep dives into key curriculum and quality assurance matters. The Board were encouraged to suggest topics for the future CQA deep dives.

5.3 Commercial Operations Committee 24th June 2024

The Chair provided a verbal update, confirming that wide ranging and detailed discussions had taken place on the confidential acquisitions in scope. The outcome of due diligence activity is to be reported at the 23rd September 2024 Comm Ops Committee to aid further discussions, leading to the full Board decisions at the 8th October 2024 Corporation. Updates had also been provided on the WLIoT marketing plan, MIT partnership, Apprenticeships and early-stage monitoring of a NDA with an external provider. No formal decisions have been taken at this stage on any subject.

Action 8: Outcome of the due diligence activity of the confidential acquisitions is to be reported at the 23rd September 2024 Commercial Operations Committee. The findings are to be fed back into the 8th October 2024 full Corporation.

5.4 Finance & Resources Committee 12th July 2024

The Chair provided a verbal update. Key points included:

- Imminent agreement is awaited by the Union on the HRUC Pay harmonisation which is to be backdated to the 1st January 2024
- Finalising of In-House Recruitment from 1st September 2024 including signing of contracts with Reed.
- Discussion of the Gender Pay gap, noting that HRUC's gap is wider than some of the peer West London colleges. The GD,P&OD will continue to monitor this at future F&R Committee meetings with actions in place to close the Gender Pay gap over time.
- Discussion of the HE and IoT and a deep dive into projections of future learners will take place in the latter half of the autumn term.
- The sale of Barra Hall has been approved by the London Borough of Hillingdon. A full business case will be provided for HRUC's bid to purchase the building and land for SEN provision.
- **The F&R committee APPROVED an interim allocation of £1.5m which is £750,000 for IT projects, £500,000 for minor works and £300,000 for other minor projects for works to be completed during the summer student break.**
- **F&R committee RECOMMENDED the Budget to the 16th July Corporation for APPROVAL.**

Action 9: Full business case on the purchase of Barra Hall is to be provided at the 11th September 2024 F&R Committee. The findings are to be fed back into the 8th October 2024 full Corporation.

Action 10: Deep dive into HE and IoT projections of future learner to be reported at the 20th November 2024 F&R Committee.

6.0 Chief Executive's update

The CEO started with the formal notification of a serious incident which occurred on the 2nd July 2024 which led to the death of a HRUC student. The Board acknowledged that the College has prioritised the management of this important and priority situation for the last two weeks, providing support to students, staff, and the student's family. The Board will be meeting at 7.45pm this evening to receive a confidential briefing update on this matter.

The Governing Body Corporation acknowledged the tragic death of a HRUC student and offered their thoughts and prayers to the family of the student, and to his fellow friends, the students and staff at

Hayes campus. Credit was given to the management team for how this tragic matter has been dealt with for the last two weeks.

The CEO further updates included:

- Positive end of year indicators, including 2% improved exam results, higher retention rates and work continues on the improvement of 88% Good or Outstanding Lesson Observations grades.
- There is a continued focus on preparedness for Ofsted inspection which is expected to take place at any time from 1st September 2024 onwards. Caution was provided, in that a Good Ofsted inspection outcome cannot be taken for granted. A keen focus will be maintained on all areas, including to achieve improvements in Apprenticeships, driving up Overall Attendance and the new Enhanced Skills Inspection.
- The Richmond College STEM building is on track to be opened in September 2024. This is an important milestone that needs to be delivered on time and on budget. There is one remaining risk, associated with the Section 278 works which involves the removal of a bridge outside the college, which has been met with some resistance from local residents and the council. This matter has been escalated by the CEO and the CFO with the Richmond local Authority.
- HRUC welcomes the appointment of the new Managing Director for Apprenticeships, and they will be introduced to the Board in the coming weeks. This is a significant milestone with HRUC's ambitions to grow it's Apprenticeship commercial business.

The CEO concluded by providing the highlights from a recent session he attended with the newly appointed The Rt Hon Bridget Phillipson MP, the new Secretary of State for Education. Early indicators of the new Government's top four priorities are to reset the relationship with the education system as whole, a focus on increasing nursery classes, teacher recruitment and retention, and establishment of Skills England. The minister has expressed a commitment towards ending one word Ofsted judgements a consultation will follow on new type of Report Card, increased SEND provision in Schools and Curriculum Assessment Review across the whole of compulsory education, assumed to include 16-19.

7.0 Marketing Strategy WLIoT & MIT Industrial Liaison Partnership

The CoBS, MD-IoT,BGSP and GD-PRM&C introduced the marketing strategy for West London IoT (WLIoT) and Massachusetts Institute of Technology (MIT), providing an overview of the strategy, which is focused on engineering, computing, and construction. The impact of the HRUC/MIT partnership was mapped out. Plans to roll out the Student Competition were discussed. They highlighted the importance of getting the quality right in these key areas and presented projections for higher education and apprenticeships. The Board discussed the strategy and agreed on the importance of maintaining focus within these areas.

A Governor discussion on the marketing strategy for the WLIoT and MIT partnership began with an emphasis on maximising the collaboration's potential. The key focus areas included enhancing the commercial offerings, particularly considering the Lifelong Learning Entitlement (LLE) coming in September 2025. The aim is to increase income projections through initiatives such as creating an innovation zone and working closely with HCUC industry partners.

Significant time was allocated for EMT/SLT to respond to questions / comments from Governors:

- Clarification of what the specific drivers are for the projected increase in learner numbers / level of confidence in the numbers of increasing learners
- Understanding of the WLIoT's unique selling point
- Awareness of what a successful partnership looks like and how Governors can support in this effort
- Clarification of what HRUC is bringing to the partnership – power of the brand alignment and brand association to the IoT nationally and internationally.
- Purpose of the IoT – to provide high quality technical skills in construction, engineering and computing. Higher level qualifications from FE/HE in partnership with Industry and Higher Education Providers. HRUC have taken the concept of the IoT and made it work for the local area to bridge delivery of a curriculum with work/business. There is a need to reinvent/rebrand the IoT to work towards achieving the ambitious growth in learner numbers.
- Understanding of how to manage the expectations of MIT and all the stakeholder partners.
- Discussion about the optimal marketing routes: Spotify vs. YouTube and study websites such as ''physics and maths tutor', 'maths-genie' and 'study-mind'.
- Consideration of what potential failure may look like / confident to explore strategies to adjust or event withdrawn from failing arrangements. Conversely, to quickly identify the large scale potential success, to bring in local MPs from the local areas.

- Identification of the critical success factors of the WLIoT laid out in a clear project plan with trackable milestones.

Governor JM added that she has been looking at a number of funding streams through Innovative UK, to identify the issues and problems that Industry are currently facing and to work in a Curriculum setting to work on / find the solutions. JM is aware that Warwick University are currently working with learners in curriculum setting on a current problems faced by Industry. JM offered to talk through the number of issues currently faced by the Aviation and Construction industries, where IoT is a safe curriculum space to talk through the issues and find innovative solutions, that helps the business and enriches the students.

HRUC have conducted a feasibility study in relation to the location Skills Improvement Plan and have identified the needs, which links to the LSIF fund and West London Business. This will turned into a project to link HRUC and Brunel, to maximise on the HR research grants to create a larger scale effective project related to the Food and Drink provision.

The current IoT contribution stands at 20%, with plans to increase this figure by expanding learner numbers from 200 to over 400 in the next five years. This growth will be supported by a range of opportunities, including online learning approaches. The discussion also highlighted the importance of collaborating with large employers and partner institutions like Brunel University, University of West London, and University of Northampton, each focusing on specific curriculum areas such as engineering, computing, and construction, respectively.

A significant part of the strategy involves leveraging the MIT partnership. A recent visit to MIT by governors and staff was noted as crucial for understanding and integrating MIT's ethos. The partnership will offer numerous benefits, including student competitions, staff CPD opportunities, and employer research and development collaborations. The partnership aims to enhance brand awareness and provide access to cutting-edge resources and conferences.

The discussion also covered the strategic mapping of the IoT and MIT ILP partnership's impact. The collaboration is expected to benefit HRUC learners, staff, and wider partnership opportunities, including other FE partners and industry stakeholders. The emphasis is on aligning the curriculum with industry needs and leveraging AI and VR technologies to enhance learning and sustainability.

The marketing strategy also includes revamping the IoT website to improve mobile experience and creating digital campaigns, videos, blogs, and case studies to connect with students. A significant effort is being made to raise awareness and understanding of the IoT's role and benefits among different audiences, including students, parents, and industry partners.

A notable marketing tool discussed was the use of Spotify ads to reach specific postcodes and drive traffic to the IoT website. This approach aims to translate awareness into engagement and applications. The strategy also involves media outreach to policymakers and leveraging the MIT collaboration to enhance the IoT's national and international profile.

The discussion concluded with a focus on the importance of clear communication and alignment of expectations among all stakeholders, including MIT, industry partners, and internal audiences. The goal is to ensure that the IoT and MIT partnership delivers tangible benefits and positions the IoT as a leader in technical education and industry collaboration.

The meeting was paused at 6.45pm for a scheduled refreshment break and Governor Exceptional Service Award ceremony. The meeting reconvened at 7.00pm.

8.0 Staff and Student Governors - feedback and questions
In the interests of time, the Chair thanked the Staff and Student Governors for the questions and feedback which had been captured in advance of the meeting. This feedback will be centrally captured by the Governance team and help inform Governance actions for the 2024-25 academic year.

9.0 Security Update
The Security Update was presented by the DoE&F, who emphasised the importance of monitoring the KPIs and the Security Mobilisation Plan. A meeting on the Security Mobilisation Plan is scheduled for Friday. Staff Governor SC highlighted the need for enhanced Student Support, and DoE&F mentioned that security staff would be directly employed by HR. This approach combines existing and new staff to increase engagement with security. Keith discussed repositioning security to better align with student support, offering employment to individuals who can build relationships with students.

Action 11: Monitor KPIs and Security Mobilisation Plan.

Action 12: Schedule a meeting to review the Security Mobilisation Plan with ND.

10.0 For Governor Approval:

10.1 - HRUC Governance Meeting Schedule 2024-25
The proposed HRUC Governor Meeting Schedule for 2024-25 was presented for ratification. The schedule was RECOMMENDED to the Board and was subsequently APPROVED.

Decision: The HRUC Governor Meeting Schedule for 2024-25 was approved.

11.0 For Governor Briefing only:

11.1 CFO Reports
The CFO reports were received at the 13th June A&R committee and the 12th July F&R committee.

The reports included updates on Estates & Capital, Management Accounts, Year-End Financial Statements, and Student Enrolments & Agency Funding for 2023/24.

Decision: The financials for the planned year, as presented by the CFO, were RECOMMENDED to the Board and APPROVED.

A question was raised about the inclusivity of immersive rooms for SEND learners, which was addressed by the CEO, who explained the current focus on MLD and the additional provision at Bara Hall.

11.2 Safeguarding & Prevent Reports
The Safeguarding & Prevent Reports were discussed, with VN requesting statistical data to be presented by percentages to understand the scale. The PRC mentioned that Uxbridge has double the numbers compared to Harrow and Richmond. VN also inquired about the Prevent process and the audit details, which PRC explained were covered at the A&R committee.

11.3 Health and Safety Annual Round-Up
The CoS provided an update on significant changes in health and safety reporting, training, and processes following a recent serious incident. The aim is to address these changes quickly, with a return to this topic in September to ensure all actions are completed. VN highlighted the importance of compliance, noting concern about the reported 17% non-compliance of health and safety. The CoS acknowledged the need for improvement and committed to ensuring full compliance.

Action 13: Oversee the completion of all Health & Safety actions by September 2024.

11.4 Governance summer activity
The Chair provided a verbal update on the governance summer activity, which includes scheduling 360 Governor Review meetings with the Chair, setting the Annual Order of Business for 2024-25, and scheduling Governor meetings in diaries for the entire year. Clear pathways for decision-making were also discussed. The Chair thanked everyone for their contributions and expressed optimism for a strong start in 2024-25.

12.0 Any Other Business
No other business was declared in advance.

13.0 Dates of GB Corporation Meetings 2024-25
The proposed dates for GB Corporation Meetings for 2024-25 were presented. The dates are as follows:

- Tuesday 8th October 2024, 5.30pm - 7.30pm @ Uxbridge Campus
- Tuesday 17th December 2024, 5.30pm - 7.30pm @ Hayes Campus (followed by a seasonal evening meal prepared by the learners)
- Tuesday 25th March 2025, 5.30pm - 7.30pm @ Harrow Hill Campus
- Tuesday 13th May 2025, 5.30pm - 7.30pm @ Richmond Campus
- Tuesday 8th July 2025, 5.30pm - 7.30pm @ Uxbridge Campus

The meeting closed at 7.45pm.

16th July 2024 CORPORATION ACTION LOG:

No.	Action:	Who:	By When:
1.	Complete list of any declarations, gifts or hospitality to be formally declared for the group of six travellers to the MIT Boston trip in July 2024.	Governance	July 2024
2.	Deadline for the Board to review the alternative risk register software solutions has been extended to the 8th October 2024 Corporation.	Governance	8th Oct Corporation
3.	3rd October 2024 CQA committee to conduct a deep dive into the case for a project management approach for the immersive technology activity, that is to provide assurance on the project planning of installation and early adoption usage, staff training, student experience timelines, milestone, management of risks, and cost savings/return of investment. The findings are to be fed back into the 8th October 2024 full Corporation.	DCEO/CTO	3rd Oct CQA 8th Oct Corporation
4.	11th September 2024 Audit & Risk Committee to monitor the KPI's of the Catering contract in 2024-25, including staff/student satisfaction surveys and pricing structure/subsidy. The findings are to be fed back into the 8th October 2024 full Corporation.	CFO	11th Sept A&R 8th Oct Corporation
5.	Staff Governor TR's questions related to the pilot of GCSE M&E modular delivery to be followed up offline. The CEO commented upon the strategic context and importance of delivering the key projects with impact, pace and a focused outcome on impact and outcome. KPIs are to be clearly monitored and tracked.	TR / Alastair Mullins	July 2024
6.	October 2024 Governor Strategic Conference – the CTO to lead on a deep dive into the Information Technology Strategy including updates on the return on investment into the immersive technology rooms.	CTO	October Governor Strategic Conference
7.	Chair A&R to provide an update from the 13th June A&R meeting at the 8th October 2024 Corporation.	NK	8th Oct Corporation
8.	Outcome of the due diligence activity of the confidential acquisitions is to be reported at the 23rd September 2024 Commercial Operations Committee. The findings are to be fed back into the 8th October 2024 full Corporation.	CFO/CoBS	23rd Sept Comm Ops 8th Oct Corp
9.	Full business case on the purchase of Barra Hall is to be provided at the 11th September 2024 F&R Committee. The findings are to be fed back into the 8th October 2024 full Corporation.	CFO	11th Sept F&R 8th Oct Corporation
10.	Deep dive into HE and IoT projections of future learner to be reported at the 20th November 2024 F&R Committee.		20th Nov F&R
11.	Monitor KPIs and Security Mobilisation Plan.	DoE&F	11th Sept A&R 8th Oct Corporation
12.	Schedule a meeting to review the Security Mobilisation Plan with ND	DoE&F	11th Sept A&R 8th Oct Corporation
13.	Oversee the completion of all Health & Safety actions by September 2024	CoS	11th Sept A&R 8th Oct Corporation

SIGNED:

DATE: