

Minutes: 10th October 2023

GB Corporation Meeting

Governance

Date 10/10/2023
 Time 16:30 - 19:00
 Location Room W201, 2nd Floor, Uxbridge College, Park Road, Uxbridge UB8 1NQ
 Present **Chair:** Nicholas Davies
Vice Chairs: Steven Cochran, Ian Valvona

CEO Ex Officio: Keith Smith

Governors: Alasdair MacLeod, Amanda Priem, Ketan Sheth, Mario Michaelides, Mel Nebhrajani, Nas Khan, Simon Boulcott, Susan Kingsman, Sofia Barbosa-Boucas, Vincent Neate

Staff Governors: Tracey Critchley, Hannah Talabany, Sharon Croxon

Student Governors: Annabel Johnson (40167233), Muaz Shariar (40168226), Salman Sudheer (40173248), Liloththan Paskaran (40156191)

Permanently Invited: Dylan McTaggart, Jo Withers, Gavin Hughes, Suba Dickerson, Shane Woodhatch, Julie Amory, Mark Burey, Karen Elliott

Observer: Sarah Steadman

Absent Mike Sutcliffe
 Governance Perry Perrott
 Clerk: Rekha Kaul

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Governing Body Corporation Meeting

ACTION LOG:

1	PP - In line with data protection rules, Members will be provided with new HRUC email address/username/password, allowing direct access to GB Meeting Packs and Governance Sharepoint folder.	30/10/23
2	PP - Updated Articles and Instruments of the Corporation, Terms of Reference and operating handbook – action is carried over to 31 st October 2023.	31/10/23
3	PP - Provide a link paper to explain how the three Strategic documents fit together, with the family of associated operating papers that sit underneath them - action was carried over to 31 st October 2023.	31/10/23
4.	DM - Detailed report to show the correlation between student attendance and At Risk groups (incl E&M) and the Staffing support needs of these groups. To be reported to QCS committee in November 2023 and flow into December GBC thereafter.	QCS Nov 2023
5.	PP – Reminder to four Governors to complete Survey evaluation form, as circulated in summer.	overdue now
6.	PP/ND – few remaining Members to ensure 100% Governor Appraisal meetings have taken place this term (attended by ND/PP).	overdue now
7.	PP - All members to put themselves forward to attend training in the relevant programmes that are available this academic year.	2023-24
8.	DM/GH/JW - HRUC attendance (and specifically RC attendance) is being closely tracked and monitored October - Christmas, using the newly harmonised EDF/new IT systems. Student Attendance (specifically RC) to be reported to 23 rd November GB QCA committee and will follow into December GBC meeting.	23 rd Nov QCA
9.	DM to email ND with context explanation of the supporting data that sits within the Student Complaints report.	Oct 2023
10.	Student Governors were asked to think of strategies that will maximise student attendance. A follow up Student Governors meeting to be arranged with DM/PP.	23 rd Nov QCA
11.	SD - Student App to be used as motivation tool. Revisit what is app doing/levels of engagement?	23 rd Nov QCA
12.	Governors - encouraged to attend the HRUC Student Conferences at end of term to talk.	End Oct 2023
13.	SD - to provide fuller explanation to the Board to understand what harmonisation of Safeguarding looks like.	Oct 2023
14.	SD - Child Protection Online Monitoring System (CPOMS) is a comprehensive centralised reporting system. A demonstration of the system can be shown to Members, for example at 30 th October GB Strategy day.	30 th Oct 2023
15.	SD - Every two years, HCUC has completed a Safeguarding Audit. RC is due an audit of its Safeguarding.	Due now
16.	DM - investigate and confirm timeline for Hayes lift to be repaired.	Due now
17.	DM will explore the viability of: <ul style="list-style-type: none"> ▪ Flexibility of temporarily relocating classrooms to ground floor when the lift does not work ▪ Permanently relocating three Hayes disabled student's classrooms to the ground floor. 	Due now

Minutes of Meeting:

1.	Confirmation of Chair / Vice Chair 2023-24
1.1	It was AGREED that Nicholas Davies will continue as Chair of Corporation 2023-24.
1.2	It was AGREED that Steven Cochran & Ian Valvona will continue as Vice-Chairs of Corporation 23-24.
2.	Apologies for absence
	Apologies were received in advance from MS.
3.	Declarations of Interest
3.1	No declarations of interest were received.
3.2	All Members have completed the Annual Declaration of Interest and Conflicts forms for 2023-24.
4.	Minutes of 11th July 2023 GBC Meeting
	11 th July 2023 GBC minutes were APPROVED.
5.	10 Actions from 11th July 2023 GBC Meeting
ACTION 1:	Members to be provided with new HRUC email address/ username/password, allowing direct access to GB Meeting Packs and Governance Sharepoint folder.
	(1) Update provided in GBC meeting pack below.
	(2) Business case for Extraordinary Recruitment company was approved in summer 2023. A vote was taken and PASSED. The company is now set up and operational.
	(3) Governance overview was completed over summer by Chair/Vice Chairs/PP in summer 2023.
ACTION 2:	Updated Articles and Instruments of the Corporation, Terms of Reference and operating handbook – action carried over to 31st October 2023.
ACTION 3:	Provide a link paper to explain how the three Strategic documents fit together, with the family of associated operating papers that sit underneath them - action carried over to 31st October 2023.
ACTION 4:	Detailed report to show the correlation between student attendance and At Risk groups (incl E&M) and the Staffing support needs of these groups. To be reported to QCS committee in November 2023 and flow into December GBC thereafter.
	(7) Update provided in GBC meeting pack below.
	(8) Completed.
	(9) Linked to Action 4.
ACTION 5:	Reminder for Governors to complete Survey evaluation as circulated in summer 2023.
	<i>DM joined meeting at 16:45.</i>
6.	Updates from Committees
6.1	Chief Executive's updates
6.1a	Palestine and Israel conflict: KS made mention of support that has been put in place to support students who may have been affected by the current evolving conflict situation.
6.1b	Student Governors were asked whether they were aware of any students affected by the conflict, to which they responded that there are some students affected and the topic was covered in Tutorial lessons.
6.1c	Conservative Party Conference: New British Standard Qualification (BSQ) expected to replace A Levels in next ten years. The new BSQ will be a combination of an A Level and a Technical Level.
6.1d	College Performances: HRUC group has had a strong enrolment period 23-24 which is testament to a lot of hard work by staff. This is also due to reduced GCSE results at age 16 and also School Engagement Strategy. All three colleges are up on enrolment with over 8000 enrolments across group.
6.1e	Pay negotiations with Unions: strong pay award has been communicated to Unions, including commitment to London Living Wage and focus on important work of harmonisation, pay and conditions.
6.1f	Launch of RC's School partnership with Richmond School: GH and team were thanked for successful event which showcased strong partnership activity, to work collaboratively with local schools.
6.1g	Strong partnership work with local universities: development works are ongoing. Hopeful to announce new partnership with local university for degree apprenticeships and undergraduate programmes.
6.1h	New Strategic Plan 2023 – 30: copies have been sent to local MPs, local authorities, local stakeholders including Members.

6.1i	LSIP West London MPs dinner: to be hosted in Westminster in December. This will increase activity with local MPs.
6.1j	Strategic Apprenticeship model: Yaseen Akthar has been appointed as new Managing Director of WLIoT.
6.1k	Development of Immersive Digital Strategy: EMT work continues on long term acquisition plans.
	<i>KSh and TC joined meeting at 16:50.</i>
6.2	Update from 11th Sept Commercial Operations
	Chair of GB Commercial Operations (SC) talked to the main highlights of the first committee meeting, this being a newly formed subcommittee of the GB Finance & Resources committee. The remit covers WLIoT, scrutiny of new commercial opportunities including international and acquisitions, property and estates.
6.3	Update from 18th September Estates and Property Task Force
6.3a	Chair of Estates and Property Task Force (SC) talked to the main highlights of the meeting, which has oversight of the large-scale project at RC, approval of Estates Strategy before it comes to GBC and general development of the estate.
6.3b	It is pleasing to see that good progress has been made on the RC construction project which is on budget and on plan.
	PP provided a general reminder to members that attendance at all GB meetings is important. If any member is unable to attend, they must inform the Governance team in good time, to minimise instances where committee meetings are held as “non quorate”.
6.4	Update from 20th Sept Search, Governance & Remuneration
6.4a	Chair of GB Search, Governance & Remuneration committee (SK) talked to the highlights
6.4b	HC Principal appointment: FE Associates are preparing the shortlist of candidates, to be considered on 7 th November. Interviews will take one week shortly after, with the intention of being able to inform the successful candidate by 20 th November.
6.4c	SPH remuneration: confidential items.
6.4d	If any member requires further information related to SPH remuneration, they can make that known, as the notes are available under confidential cover.
6.5	Update from 22nd Sept Finance & Resources
6.5a	Chair of Finance & Resources committee (AM) talked to the highlights management accounts to July 2023 and Protocol and Investment policy.
6.5b	As part of Agenda Item 10.0 in today’s meeting pack, SW will provide an update on “material adjustments”.
6.6	Update from 28th Sept Audit & Risk
6.6a	Chair of Audit & Risk committee (NK) talked to the highlights including developments towards HRUC’s Risk Register, which will be covered in today’s GBC meeting.
6.6b	HRUC Lockdown simulation: scheduled to take place on 30 th October, 1 st November and 2 nd November at all three campuses. Staff and students will be informed of the lock down test in advance. Fire alarm is different sound to the lockdown alarm. Run / Hide / Tell scenario.
6.6c	Marshalls will be located around the campus and will take down notes such things as staff and student conduct during the test / speed / effectiveness / costing of the lockdown test. A full report of Lockdown findings will be reported back to GB A&R committee.
6.6d	H&S is a standing item and progress towards this is monitored at every GB A&R committee.
7.0	Pay Award for 2023-24
7.1	Chief Financial Officer (SW) talked to the highlights contained within the detailed papers that had been provided in advance of the meeting.
	<ul style="list-style-type: none"> i. HRUC 6.5% pay award (in line with AoC recommendation) to be communicated to all staff, to be backdated to August. ii. Lowest paid staff to match the London Living Wage, to be backdated to August. iii. Unconsolidated £250 thank you payment to all staff in December, to thank and recognise for all the hard work that has been achieved. iv. Aligned HCUC and RC staff payscales. v. HRUC are in the thankful position to be able to reward our staff as compared to other colleges. vi. Balance of funding has been achieved.
7.2	Governors APPROVED of the generous Pay Award deal as described above.

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7.3	Group Director of People and Organisation Development (JA) provided further detail below.
	<ul style="list-style-type: none"> i. The London Living Wage payment will be received at the same time as Pay Award, in October pay and will be backdated to August. This affects approximately 200 of the lowest paid staff and equates to 9% - 15% uplift in their pay. ii. A thank you payment of £250 will be given to staff in December pay. iii. The Unions have been notified and indications received are positive.
7.4	<p>KS summarised the above as demonstration of how HRUC are:</p> <ul style="list-style-type: none"> i. Investing back into staff. ii. Longer term pay policy, to ensure HRUC is competitive with other colleges and attracts the best talent particularly in professional functions.
8.0	Governance
8.1	Draft Programme for 30th October 2023 GB Strategy Day
8.1a	<p>All Members are invited to the new venue at London Heathrow Marriott Hotel (<i>who are winners of the "International Sustainable Awards 2023"</i>).</p> <p>Date: Monday 30th October 2023 Time: 08:30 - 16:00</p> <p>Location: London Heathrow Marriott Hotel, Bath Road, UB3 5AN (Meeting Room Bleriot Suite)</p>
8.1b	If any members require Hotel accommodation or access issues, please inform Governance team.
8.1c	Formal diary invitations and Agenda to be published by Thursday 19 th October. We look forward to seeing all Governors there.
8.2	Review of Governors' attendance 2022-23
8.2a	HRUC Governor attendance is good overall, however there are instances where Members have fallen below the benchmark of 65% attendance.
8.2b	Chair of SGR committee (SK) and PP are reviewing strategies to increase Governor participation and attendance and recruitment.
8.2c	SK reiterated the importance of Members ongoing commitment.
8.2d	GB committee meetings will be as flexible as possible with regards to being held online/hybrid at campuses to avoid transportation issues.
8.2e	<p>At 30th October GB Strategy day, members will receive:</p> <ul style="list-style-type: none"> i. New HRUC email address/username name/password (Governors to bring their devices). ii. Demonstration of how to view and access GB meeting packs in the new Decisions portal.
	HRUC Governors Appraisal meetings 2023-24
ACTION 6:	Reminder from the Chair (ND) that he would like to achieve 100% Governor Appraisal meetings to have taken place this term (excluding Staff Governors and Student Governors). This is a brief but important meeting to understand what each members' support needs are throughout the year and an understanding of members' ambitions going forward as an active part of the Board.
8.3	HRUC Student Governors 2023-24
	Pen Portraits of Student Governors were provided for information and introductory purposes.
8.4	ETF Governance CPD Program for 2023/24
	An overview of all the available programs through ETF were circulated.
ACTION 7:	All members were encouraged to contact the Governance team to put themselves forward to attend training in the relevant programmes that are available this academic year.
	<i>MN joined meeting online at 17:25pm.</i>

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9.0	HRUC Curriculum & Quality headlines
9.1	KPIs incl. '22-23 Performance Indicators / Qualification Achievement Rates (QAR) / Emerging Afls
9.1a	Group Principal & Deputy CEO (DM) talked to the highlights of the detailed curriculum reports that had been provided in advance.
9.1b	Three colleges have maintained or improved their 16-18 Achievement Rates.
9.1c	This is first year of fully examined delivery at large scale. This is also the first year that results have not been adapted due to previous Covid carry over issues.
9.1d	2023-24 is also HRUC merger year and this has neither disrupted HCUC achievement progress but has also resulted in increased achievement rate at RC.
9.1e	Headline 16-18 data: <ul style="list-style-type: none"> ▪ HC 85% (same as previous year) ▪ RC 75% (up from 72% last year, still before NA). Well done to RC for huge amount of work. ▪ UC increase of 0.10%
9.1f	L2 and L3 results: significant increases across BTECS. Flagships quals have done better than previous years.
9.1g	Apprentices: in line with NA. HC has improved but least number of leavers.
9.1h	<p>RC Attendance figures: are low. RC are working on strategies to improve attendance, similar to the work that has been done at HCUC, in terms of systematic monitoring and tracking.</p> <p>For example, RC are capturing an action for each student, standardised across group and followed up on. Each student is given 1 – 3 attendance actions, standard intervention including parental engagement.</p>
ACTION 8:	HRUC attendance (and specifically RC attendance) is being closely tracked and monitored October - Christmas, using the new EDF/new IT systems. To be reported to GB QCS committee in November and will follow into December GBC meeting.
9.2	Learner Achievement 2023-24 Emerging Headlines / Dashboard
9.2a	DM talked to 23-24 in year highlights as provided in the detailed report: <ol style="list-style-type: none"> i. E&M Attendance across HRUC group remains the biggest drag on overall position. ii. UC enrolment – record highest. iii. Retention is high.
9.2b	Forthcoming areas of quality improvement and strengths: <ol style="list-style-type: none"> i. This is the last year of HCUC and RC separate Self-Assessment Reports. ii. There will be one Quality Improvement Plan. iii. Thereafter there will one single SAR.
9.2c	Staff attrition and effects on curriculum: 7% - 8% of established staffing are vacancies, (national problem) but is putting a strain on established staff, pressure on quality, pressure on class numbers. <ul style="list-style-type: none"> ▪ Business: 4 vacancies (area of growth). ▪ Comp 4 -5 vacancies (area of growth). ▪ Construction ENGTL: 5 vacancies. ▪ Apprenticeship & Skills: 4 vacancies
9.2d	Curriculum areas that increasing in volumes: (in terms of student numbers) but are traditionally low achievement rates: <ul style="list-style-type: none"> ▪ Construction, incl. Building Services ▪ GCSE E&M ▪ Business
9.2e	Curriculum Areas that decreasing in student numbers: <ul style="list-style-type: none"> ▪ Health & Social Care ▪ Art & Media
9.2f	SW provided a verbal update to meet All three college staffing needs. <ul style="list-style-type: none"> ▪ 6.5% pay award to reduce staff attrition. ▪ Focus on Hard to Fill role by applying a Market Supplement rate. ▪ Additional £3.1m funding received in year to address staffing

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ACTION 9:	DM to email ND with context explanation of the supporting complaints report data.
	Student attendance is a national issue: HRUC Student Attendance strategy including reward schemes are in place to maximise attendance e.g. student of the month, IPAD prizes.
ACTION 10:	Student Governors were asked to think of strategies that will maximise student attendance. A follow up Student Governors meeting to be arranged with DM/PP.
	SD reminded members of: <ol style="list-style-type: none"> i. HRUC Student Conferences taking place at end of term – where Student Reps will be engaged with on how to increase attendance. ii. First Impression Survey – SLT visit students in classrooms to obtain Quality review. iii. SD conducted very effective Student Focus Groups in 22-23 to engage with non-attending learners, targeting very low attenders whose key issues were mental health/basic organisation skills. HRUC will continue with this Student Attendance strategy 23-24 and report back to GB QCA.
ACTION 11:	Student App to be used as motivation tool. Revisit what is app doing/levels of engagement?
ACTION 12:	Governors were encouraged to attend the HRUC Student Conferences at end of term.
10.1	Interim Enrolment Report 2023-24
	SW talked to highlights of enrolment report that was printed this morning: <ol style="list-style-type: none"> i. Enrolment 7992 learner which is +528 learners above allocation which is additional £3.1m to next year's allocation (vs. -428 learners down on allocation last year). ii. Some attrition is expected with Student withdrawals currently at 518 16-18 year olds, however each student has been replaced with a new enrolling student. iii. Census date 16th October 2023. iv. HRUC continues to enrol during Terms 2 & 3 in areas such as ESOL. v. SW to submit in year business growth request to DfE for additional funding. vi. CFO is comfortable HRUC will be able to balance books.
10.2	Capital Projects Update
10.2a	SW talked to the highlights of the Phase Two Capital Build as provided in the detailed report: <ul style="list-style-type: none"> ▪ Transfer document has been signed in terms of sale of land to Clarion; received £4.6m and further payment of £8.9m to be received this week.
10.2b	Further Education Capital Transformation Fund: <ul style="list-style-type: none"> ▪ HRUC are to receive £6.5m to help address the condition of the estate. ▪ Self funding £7.3m to modernise Uxbridge Campus: Reception, Mall, access to canteen, learning spaces, to achieve a cohesive zoned area.
10.2c	Members reminded SW for "accessibility considerations" to be included in the tendering re: Uxbridge Campus refurbishment. For example very small toilet gender signs to be made larger and include braille/accessibility considerations.
10.2d	Uxbridge Campus tender designs will be shared with members at 30 th October Strategy Day.
10.3	Risk Management
10.3a	HRUC Risk Register has been refreshed using Monday.com which is an interactive risk register aligned to the HRUC's Strategic Pillars.
10.3b	SLT have identified their top 10 Risks (currently 270 risks) have been inputted into the new Risk Register, which are clear, relevant with clear accountability and timeframes. It is now clear who is accountable for each risk, who is working on it and monthly review of what the risk is valued at in terms of a Risk Appetite.
10.3c	Risk Registers will be reviewed at each of the committee meetings and will feed back into the GBC.
10.3d	Risk Appetite will be presented in RAG format, to assess the scale vs. return of risk.
10.3e	PP/SW have committed to present the new HRUC Risk Register at Monday 30 th October GB Strategy Day.
10.3f	MN will support PP/SW in the form of a critical friend, in the development of the new risk register.
10.3g	The Chair (ND) concurred that he has looked at the new Monday.com risk register, approves of it and encourages all Governors to have a look at it, before GB Strategy Day.

10.4	Management Accounts July 2023 and August 2023
10.4a	<p>Management Accounts update, subject to year-end adjustments following in year audit:</p> <ul style="list-style-type: none"> i. 6 months audit of RC accounts. ii. 12 months audit of HCUC accounts. iii. Requirement of two financial statements. <p>£1.2m has been earned in interest payments in terms of rich cash balance</p>
10.4b	Governors were pleased to note that KPI balance sheet is strong and HRUC's financial health remains as Outstanding.
11.0	Marketing Strategic Plan Update
	Group Director - PR, Marketing and Communications (MB) talked to the highlights of his detailed report.
11.a	The HRUC Marketing, Brand, and Communications Strategy seeks to establish a strong brand identity, enhance online presence, and engage key audiences to drive enrolment and, build and protect our reputation. The strategy outlines specific objectives, actions, and key performance indicators, with a focus on data-driven decision-making and dynamic content creation.
11.b	<p>Key Strategic Objectives:</p> <ul style="list-style-type: none"> o Increase brand awareness and reputation. o Drive course enrolment through improved online user experience. o Enhance audience and stakeholder engagement. o Highlight the outstanding learner experience through innovative content. o Strategy and Approach: The strategy aligns with the 2030 vision and focuses on creating high-impact campaigns, maintaining consistency, and using analytics to respond to market trends.
11.c	<p>Key Themes:</p> <ul style="list-style-type: none"> o Brand building campaigns o Integration o Innovation o Growth
11.d	Governors had a collaborative discussion about the marketing strategy and they look forward to hearing more about marketing at 30 th October Strategy Day.
11.e	Internal Communications Officer: Georgia Jones has started and will be attending on 30 th October Strategy Day to support with capturing Governor photographs and pen portraits videography.
	<i>KE joined at 18:30pm.</i>
12.0	Annual Health & Safety Report 2022-23
12.a	SW talked to the highlights of the detailed reports.
12.b	The Health and Safety position of HRUC is much improved since 2022, with better staffing. Support from management teams will be required to ensure the improved health and safety culture continues to grow.
12.c	<ul style="list-style-type: none"> • The HCUC element underwent a comprehensive audit with non-conformance reports being swept up and actioned. • RuTC were found to have a strong Health & Safety culture and have been up to date with their audits and committees. • Increased Training of first aiders
12.d	A new HRUC Health, Safety and Welfare policy has seen the HRUC start to combine on many facets although there is still work to be done, especially around areas such as PEEPs.
12.e	Fire Safety and M&E inspections are in date with the most recent external review taking place in September 2023 after the report was written.
12.f	Corporate or Reputational Risks: The Health and Safety culture within the group needs to mature to reach its full potential, this will be the focus of 2023/24 and until complete will be added to the risk register.
12.g	Due to recent change in personnel, PP will be overseeing H&S in interim period.
12.h	<p>A two-fold assurance approach has been proposed:</p> <ul style="list-style-type: none"> ▪ Introduction of the new system & process to provide cross college reporting on KPIs for each site. ▪ New Compliance Team to oversee H&S, Data Protection and all things compliance.

13.0	Annual HRUC Safeguarding Report 2022-23
13.a	SD talked to highlights of report:
13.b	<p>The report gives an overview of the Child Protection and safeguarding issues raised during the academic year 2022/23.</p> <p>The category of “neglect” was the most named category for serious safeguarding issues; the primary reason cited was the effects of increases in the cost of living. Mental health cases were also high both on serious and secondary safeguarding registers.</p> <p>There was 1 Prevent case across HRUC. All students had a Prevent tutorial during the first few weeks of College and had tutorial sessions on the importance of well-being.</p> <p>All staff complete their safeguarding and Prevent training once they join the College, and staff also received updated safeguarding training during 2022/23.</p>
13.c	NK is the designated Safeguarding Governor.
ACTION 13:	SD fuller explanation to the Board to understand what harmonisation of Safeguarding looks like.
ACTION 14:	Child Protection Online Monitoring System (CPOMs) is a comprehensive centralised reporting system. A demonstration of the system can be shown at 30th October GB Strategy day.
ACTION 15:	Every two years, HCUC has completed a Safeguarding Audit. RC is due an audit of its Safeguarding.
14.0	Annual HR Report 2022-23
	KE talked to key highlights of the HR report which had been provided one week in advance.
	Governors had a collaborative discussion about points raised within the report.
	<i>SS left meeting at 19:05pm</i>
15.0	Any Other Business (AoB)
	SD shared a good news story: congratulations to Hayes Campus Performing Arts teams are Silver Awards. BBC coming in to film SD/DM and John McDonnell MP.
	Student Governor (MS) is a Hayes Campus student with a disability and has a wheelchair. MS sited an example where he has not been able to attend lessons due to the Hayes lift not working.
ACTION 16:	Principal Uxbridge College (DM) will investigate and confirm timeline for lift to be repaired.
ACTION 17:	DM will explore the viability of: <ul style="list-style-type: none"> ▪ Flexibility of temporarily relocating classrooms to ground floor when the lift does not work ▪ Permanently relocating three Hayes disabled student’s classrooms to the ground floor.
16.0	Dates of the next meetings
	<p>Tuesday 12/12/23 @ 16:30 - 19:00 at Hayes Campus</p> <p>Tuesday 26/03/24 @ 16:30 - 19:00 at Harrow Hill Campus</p> <p>Tuesday 14/05/24 @ 16:30 - 19:00 at Richmond Campus</p> <p>Tuesday 16/07/24 @ 16:30 - 19:00 at Uxbridge Campus</p>
17.0	Glossary of Terms
	Attached for Information only. Acronyms and terms.
	Meeting closed at 19:15.

Signed

Date