

Minutes
GB Finance & Resources Committee
Governance

Date	22/11/2023	
Time	18:00 - 19:30	
Location	Online Teams	
Present:	Alasdair MacLeod Simon Boulcott Susan Kingman Keith Smith	Chair Vice Chair Governor Ex Officio CEO
In attendance:	Dylan McTaggart Shane Woodhatch Julie Amory Jo Withers Gavin Hughes Anna Beattie Suba Dickerson	Deputy CEO, Group Principal Chief Finance Officer Group Director of People & Organisation Development Principal – Harrow College Principal – Richmond upon Thames College Director of Finance Asst Dir of People & Organisation Development
Invited speakers:	Asif Khan Yaseen Akhtar Karen Elliott Abiraj Vijayakumar	Assistant Principal - IoT, Engineering and Technologies Managing Director - WLLIoT, Business Growth, Skills & Partnerships Assnt Director of People & Organisation Development Senior Health and Safety Advisor
Governance	Perry Perrott	Chief of Staff & Governance
Minuting:	Rekha Kaul Amy Blue	Senior Governance Manager Administrator Apprentice
Absent:	Nicholas Davies	Chair of Governors

22nd November 2023 F&R ACTION LOG:

No.	Action:	Who:	By When:
1.	ETF Training Programme for Governors to be provided.	PP/RK	12 th Dec GBC
2.	KE to provide a detailed HR Data Dashboard report.	KE	6 th March F&R
3.	KE is reschedule Staff Focus Group – Lecturers meeting, due to low attendance / insufficient representation at November meeting.	KE	6 th March F&R
4.	At next Staff Focus Group meeting, KE to ask staff about 40% staff survey response rate.	KE	6 th March F&R
5.	SW to provide accurate costings / summary of designs from four companies.		6 th March F&R

22nd November 2023 MINUTES OF MEETING:

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:
	ND was absent from the meeting.
3.	Declarations of Interest:
	None were received.
4.	Minutes of 22nd September 2023 meeting:
	Meeting notes were APPROVED .
5.	Progress on 15 Actions from 22nd November 2023 meeting:
	1-3. updates provided in meeting pack.
	4.HRUC Risk Register: EMT to meet on 24 th November to calculate the top 30 HRUC risks, which will then be sent back out to staff to provide a detailed list of mitigations, costings and actions.
	HRUC Risk Register – top 30 risks with detailed mitigations, costs and actions to be brought to 12 th Dec GB Corporation, where significant time will be spent to discuss the top 30 risks, for information.
	Clarification of normal and correct cycle that A&R is the reporting committee into GBC.
	The following caveat has been NOTED at 22 nd November A&R Committee: on this occasion, the A&R members have <u>not</u> had an opportunity to review and provide advice, guidance or recommendation on the HRUC Risk Register, in advance of 12 th December GB Corporation.
	Once prepared, an early view of the top 30 risks will be emailed to A&R members, in advance of 12 th December GB Corporation, including summary narrative for each risk.
ACTION 1:	5.ETF Training Programme for Governors to be provided at 12th December GB Corporation.
	<i>18:04 AM (Chair) wifi dropped. 18:04 SB (Vice Chair) was delegated to role of Chair until AM was able to rejoin the meeting.</i>
	6-8. updates provided in meeting pack.
	9-15: updates provided in meeting pack.

6.0	HRUC Risk Register:
	Verbal update and associated actions provided above.
7.0	HR Report:
7.1	KE talked to the highlights of the 7.0 and 7.1, detailed HR reports which had been provided in advanced and have been taken as read.
	<p>Turnover: <i>Richmond turnover has been fairly high this year, as the delay in the Merger has meant that there were an increased number of fixed term contracts to cover management positions and support roles than normal.</i></p> <p>Recruitment: <i>Three recruitment events attended so far this term; Twickenham Stadium, Harrow Council and Forces Transition Group which has generated 65 leads hich are being followed up.</i></p> <p>Sickness: <i>HRUC sickness has reduced slightly over the last term.</i></p> <p>Staff Engagement: <i>Staff Survey closed on 10/12/23 report to follow.</i></p> <p><i>Staff Awards nominations are open with a celebration event on 21/12/23 followed by a wellbeing day on 21/12/23.</i></p> <p>Equality:</p> <ul style="list-style-type: none"> ▪ <i>BAME representation has increased by 2% YTD to 48% which is in line with the DfE benchmark for London of 48.6%</i> ▪ <i>Female representation is 67% which is above the DfE benchmark for London by 1.9%</i> ▪ <i>Disability representation at HRUC has increased to 9% which is 3% above the DfE benchmark for London.</i> ▪ <i>SLT BAME representation is 32% which is 8.8% above the DfE benchmark for London</i> ▪ <i>SLT Female representation is 16.2% below the DfE benchmark of 54.2% for London.</i> <p><i>The DfE workforce survey results for 21/22 have been published.</i></p> <p><i>AOC will be conducting their Senior Pay Survey at the end of the year and the Workforce Survey will be launched in January 2024.</i></p>
7.2	Members had a robust examination and inquiry of the equality & diversity data trend analysis as presented within the reports.
7.3	A member queried Age Profile of staff and potential pinch point of known staff retirement dates.
7.4	There is a move towards using HR data more intelligently to inform Workforce Planning and to building our own Talent to mitigate against potential drop off / pinch points.
7.5	A member noted that improved HR data will continue to focus future action up on equality and diversity and underrepresented staff areas.
ACTION 2:	KE is working with Data Team to produce a detailed HR Data Dashboard report, to be brought to the 6th March F&R Committee.
7.6	<p>Future reports to have:</p> <ol style="list-style-type: none"> a) clearly labelled dates: 2022 – 23 is last year's data is "2022 – 23" and Year to date is "1st August – 31st October 2023". b) Data to be clearly segmented by Directorates/Colleges.

7.1	Staff Focus Group – Lecturers:
7.1.1	Meeting took place on Tuesday 21 st November 12:30 – 14:00 (Group wide).
7.1.2	Due to timetable challenges, Lecturer attendance was low (by end of meeting there were only 5 Lecturers present).
7.1.3	It is felt that the meeting was not representative enough and there is insufficient feedback to provide.
ACTION 3:	KE is reschedule Staff Focus Group – Lecturers meeting, to take place in January 2024.
	Staff Survey results:
7.1.4	The HRUC Staff Survey was internally run via MTeams form and emailed to all established staff and agency staff with +two years' service.
7.1.5	The staff survey achieved 40% staff response rate.
7.1.6	Positive feedback received from staff: a) staff like working with colleagues and part of great teams like helping learners to achieve their full potential
7.1.7	What changes staff would like to see: a) better facilities for staff. Management are developing Project Ambition, improvements to Staffrooms and Estates. b) Flexibility and work life balance: Wellbeing work. c) Workload and Staffing levels: ongoing work.
7.1.8	Members queried the 40% staff response rate as low / less than half of staff across the Group.
7.1.9	JA commented on possible factors contributing to the low staff response rate: ▪ It could be interpreted that staff are happy with how things are going, as some staff only use survey to raise concerns if they have any. ▪ It is also possible, that use of an internal anonymous e-form has caused "trust" issue. ▪ It is important for staff to complete the survey, in order to affect necessary changes that staff would like to see take place.
7.1.10	When the staff survey is conducted next year 2023-24, HR will review the above challenges and look for ways to maximise staff response rates.
ACTION 4:	At next Staff Focus Group meeting, KE to ask staff about 40% staff survey response rate.
7.1.11	Members inquired about HRUC 9% Exemplary staff appraisal grade achieved across the Group.
7.1.12	KE/JA are reviewing/harmonising the current HCUC policy to a HRUC policy, which currently states a target of 13% Exemplary staff appraisal grades.
	<i>18:17 AM resumed role of CHAIR.</i>
8.0	Health & Safety Report:
8.1	AV, Senior Health & Safety Advisor was introduced and talked through the highlights of the HCUC H&S report which had been provided in advance and was taken as read.
8.1.1	AV will be a frequent attendee at future F&R committee meetings.
8.1.2	An internal H&S Audit is to be conducted in January 2024. It will take 60 days to complete and will be a full assessment of 5 campuses. AV to provide update H&S Report at 7 th Mar A&R committee.
8.1.3	PP provided a verbal update on the future developments in H&S to report on HRUC groupwide: a) Full implementation to HRUC groupwide Safesmart reporting across the group. b) PP is supporting AV and the H&S team in the development of a new digital system from January 2024.

	<p>c) PP/SW are working on corporate structure to ensure there are more staff to do local risk assessments on site.</p> <p>d) More First Aiders walking the floor.</p> <p>e) Merger of Fire Safety, Lock Down and all Fire Wardens, to create tighter controls.</p> <p>f) This will enable AV to prepare executive summary reports.</p> <p>Next stage, is to take the digital structure groupwide, reportable and local data can be drilled down.</p>
8.1.4	The Chair and Committee thanked AV for a comprehensive and detailed H&S report which was clearly presented.
	Shelter in Place/Lockdown update:
8.1.5	Purchase of new lockdown system: following a value for money tender process, three quotes have been obtained. SW (CFO) advises that the preferred supplier is School Watch circa £125K (across HRUC all three colleges) and this represents value for money, safety of staff and students and the preferred software.
8.1.6	SW/PP are meeting with an external Security Specialist on 30 th Nov, to advise on lockdown system and security matters.
8.1.7	Lockdown tests will be conducted: 18 th December Harrow am / Uxb pm and 19 th December RC.
8.1.8	An All Staff email outlining Lockdown ppt and policy to inform staff and students, in advance of the scheduled lockdown tests.
8.1.9	SW/PP will provide a full report on efficacy and outcome of lockdown tests at 6 th March F&R committee and 7 th March A&R committee.
8.1.10	<i>18:32 DM, SW, AB (seated together) briefly lost connection to the e-meeting for one minute (laptop connected to charger).</i>
9.0	Review HRUC financial statements to 31st July 2023:
9.1	SW (CFO) stated that normally at this time of year, we have an integrated A&R and F&R meeting, to cover the financial statements.
9.2	The F&R Committee NOTED that formal confirmation has been received from the ESFA that an extension has been given to submit the financial return and finance record in February 2024.
9.3	There will be a special meeting convened in late January/early February 2024, to go through the financial statement, recommendations, assurance document before the data is submitted to the ESFA.
9.4	<p>SW reminded the committee, that the Audit has been delayed due to numerous reasons:</p> <ol style="list-style-type: none"> 1) Fixed assets based from RC 2) FRS10 Pensions Actuary report, Assets of RC Pensions Fund has not been moved over to HCUC report and not able to produce a FRS102 Report at Group level. We do have separate HCUC July report and RC December report, we need a consolidated HRUC report for year end. <p>Cooper Parry has not had the capacity to complete the audit between now – January 2024.</p>
9.5	SW (CFO) provided assurance that we are track to complete the activity to meet the end January / early February 2024 deadline.
9.6	<p>AB talked to the highlights of the following reports which had been provided in advance of meeting:</p> <ul style="list-style-type: none"> ▪ Cover Sheet ▪ RuTC P5 2022-23 Draft Accounts ▪ 2022-23 Draft Financial Accounts Consolidated ▪ HCUC July Management Accounts
9.7	Financial Statements have been prepared for RUTC for the period up to the merger and for HRUC consolidated financial statements have been prepared for the year ended 31 July 2023.
9.8	The external auditors are currently reviewing both sets of financial statements.
9.9	A final FRS1 Pension valuation is awaited, which might change the figures.

	5 months of RuTC operating figures: a) small operating surplus release of evaluation reserves of £133k. b) adjustment to opening balance sheet totalling £5.65m.
9.10	Auditors are still looking at these figures including opening balance sheet £5.65m.
9.11	The Chair NOTED the disappointment of due diligence gap during merger with Richmond college is showing £5.65m has hit reserves, due to depreciation write off. It is an uncashed item.
9.12	The committee NOTED full year results to 31 July 2023, previously reported as full year for RuTC and full year for HCUC, we are showing an improvement for RuTC of £1.3m against P12 accounts previously provided. This is principally due to the valuation report at December does not include FRS12 adjustment and decreased depreciation and total assets charge in year.
9.13	The committee NOTED HCUC full year surplus of £4m, of which improvement of £1.6m. Uplift of 19+ funding £646,000.
9.14	GLA 103% allocation is booked. SW in year growth discussion to take place with GLA due to over-delivery. GLA can guarantee up to 106%. GLA year end funding statement will be received in December and will confirm HRUC payment. Anything over 103% will be carried forward into this academic year.
9.15	The Chair queried whether the ESFA delayed financial reports would have an impact or affect OfS.
9.16	SW anticipated there to be no affect to OfS reporting cycle, due to the February ESFA deadline extension, there is not expected to be any impact on OfS, but SW will double check on this point.
9.17	SW advised there are no further implications or ramifications to any other stakeholders, due to the ESFA deadline extension.
9.18	SW was proud to announce a positive success story - HRUC has received notification from the Commissioner, that the HRUC merger is to be included as a Case Study in the Shelagh Legrave CBE Annual Report on the merger of HCUC with RuTC, which is deemed as best practice in financial terms.
9.19	The Chair welcomed the good news for the HRUC Group and look forward to seeing the report.
9.20	The Chair thanked AB/SW for reports which show fairly positive results. Pre-Auditor's adjustments are awaited.
9.21	The HRUC financial statements to 31 st July 2023 were taken as READ .
10.0	Management accounts for September 2023:
10.1	AB talked to the highlights of the following reports which had been provided in advance of meeting: <ul style="list-style-type: none"> ▪ Cover sheet ▪ RuTC Management Accounts P2 Sept 2023 - commentary ▪ RuTC P2 Management accounts for printing ▪ HCUC Management Accounts PO2 Sept 2023 – commentary ▪ HCUC Management Accounts PO2 Sept 2023 – financials
10.2	Separate sets of management accounts have been prepared for RUTC and HCUC for September 2023 as the migration of the finance data from RUTC to HCUC's financial system has not yet been completed.
10.3	The Committee thanked AB for the reports which were NOTED .

11.0	Review Office for Students OfS compliance spreadsheet (HE assurance):
11.1	SD talked to the highlights of the report which shows the progress made in relation to the OfS checklist.
11.2	There has been significant improvements in relation to the reporting structure as regards to OfS issues.
11.3	New HE Committees have been set up to oversee progress and compliance in relation to OfS. Aspects of Condition C remain amber, this is because the College information for student is not yet completely compliant.
11.4	However, significant work is being undertaken led by the Assistant Principal, HE, to ensure information for courses being undertaken for entrance September 2024, including fees meet consumer protection law requirements. It is therefore expected that at the next meeting this area will be RAG rated green and therefore will be fully compliant.
12.0	Draft HE Strategy:
12.1	AK talked to the highlights of the Draft HE Strategic Plan 2023 which has been provided in advance.
12.2	Strategy focus on: <ul style="list-style-type: none"> ▪ Growing HE numbers (30% growth of UK students this year vs. last year) ▪ WLIOT growth numbers ▪ Further growth West London and across London ▪ 400 TEF doing Higher Education (500 student number will be hit, which means gold standard TEF reporting to be completed) ▪ Access and participation plan ▪ Degree Awarding Body
12.3	Other local competitor colleges do provide HE. HRUC have excellent internal progression processes, Level 2 to 3 and beyond. HRUC will be strengthening its external piece of work, to get external people in.
12.4	The Chair enquired about timelines to achieve Degree Awarding Powers (DAP).
12.5	DM outlined the several phases to the formal process to achieve DAP with OfS: <ul style="list-style-type: none"> ▪ HRUC to complete a proxi-application form in the December-January to OfS, quite a lot of preparation work. ▪ The next stage is for a formal meeting to take place with OfS where they provide an indicative suggestion for if HRUC will be able to apply for DAP. ▪ Important aspect of this work is shifting a significant proportion of our HE delivery towards Level 6. This is a significant and important piece of work.
12.6	The Chair welcomed this positive approach.
12.7	SD provided further assurance and importance of ensuring HRUC has an excellent reputation with OfS in terms of rigorous internal checking and verification processes.
12.8	HRUC has successfully bid for Higher Level Technical Qualifications, which follow on from HNC and HNDs . This is one of the Government's flagship policies of technical HE level 4 & 5s. HRUC has won a bid for £1.1m to develop HLTQ. This underlines the excellent reputation and trust built by HRUC in developing strategies towards HLTQs.
12.9	Lifelong Learning Entitlement which is another Government flagship policy - modular courses to be agile for the local economy and local needs.
12.10	The Chair enquired about Staffing challenges to HE teaching roles.
12.11	Staffing vacancies of approximately 9% are a key area of focus, particularly in the challenging recruitment of STEM HE teaching staff, Engineering, Construction and Computing.

12.12	HR colleagues are working to put strategies in place including Hard to Fill Roles, Market Supplements, Working Force Planning and growing our own Talent/good succession planning.																				
12.13	AK confirmed the HE staff we do have are excellent and they work really hard and produce excellent results.																				
12.14	The Committee thanked SD/AK and the HE staff for the important work.																				
13.0	State of the Nation GDPR report:																				
13.1	SW talked to the highlights of Cover Sheet and detailed GDPR report which were provided in advance.																				
13.2	The A&C Committee have been introduced to Validera Auditors have been appointed.																				
13.3	GDPR is a priority area that Validera will be supporting HRUC with by conducting an audit review on.																				
13.4	SW (CFO and now the DPO) highlighted CONCERN about data protection, storage of data and the deletion there of across the Group.																				
13.4	Since the departure of Executive Director, SW has been appointed as the DPO for HRUC.																				
	<i>Data is stored on mix of legacy file servers and aspiration is to move all data into a single location with a file structure aligned with retention policy allowing for automation of both retention and deletion of data. Timescales to complete process – 12 to 18 months including internal audit of process etc confirming compliance etc.</i>																				
	Overview: <i>Progress has been made to better protect our data as a result of our Cyber Essentials+ certification addition to this, we have worked to remove accounts and services from our legacy Google environment to mitigate our risk of retaining unnecessary Personal Identifiable Information. We are also making better use of Share Point, which is now being backed up, along with our Microsoft Team's data, OneDrive, email and calendars.</i>																				
13.5	The Committee thanked SW for the large scale and important development activity in this key area of GDPR compliance and await a progress update report in future.																				
14.0	Hayes LRC and HE area capital transformation works:																				
14.1	Large LRC area at Hayes campus has been modernised over summer into multifunctional five new classrooms, upgraded LRC area and a new HE area.																				
14.2	Photos were shared on screen.																				
14.3	The Hayes LRC staff who were commended for their flexibility during the transformation works and the clearing/sorting of large amounts LRC books and materials.																				
15.0	Confirmed student enrolments and agency funding 2023/24:																				
15.1	SW talked to the highlights of the detailed Cover Sheet and Funding reports which had been provided in advance.																				
15.2	RECOMMENDATION: HRUC seeks in year growth application for RUTC.																				
	<i>All three colleges have completed main enrolment, are above their 16 - 18 allocation as per day 42 submission and continue to enrol in particular ESOL provision.</i>																				
	SUMMARY <i>All three Colleges have completed the main enrolment sessions for full time learners, although enrolment will continue for late comers including enrolment for January starts particularly within ESOL provision.</i> <i>The intention is always to recruit over the portfolio target to allow for the withdrawal of some students before the Agency data returns that are required in November and being able to meet the allocation.</i> <i>There is a positive trend this year following a reduction in learner numbers in prior years due to the possibility of schools retaining students due to familiarity and feeling safe in known environment, 17 year olds entering job marker due to cost of living and inflated grades during COVID.</i> <i>Pleasing to report, all Colleges are above allocation by 332 learners and HRUC is 397 learners ahead of last year's actual as per the 42 day submission which of course is lower than the enrolment report as of 15th November 2023 as we continue to enrol throughout the year.</i>																				
	<table><tr><td>College</td><td>Week 6</td><td>Allocation</td><td>Variance</td></tr><tr><td>Harrow</td><td>1,607</td><td>1,567</td><td>+40</td></tr><tr><td>Richmond</td><td>1,973</td><td>1,935</td><td>+38</td></tr><tr><td>Uxbridge</td><td>4,216</td><td>3,962</td><td>+254</td></tr><tr><td>HRUC</td><td>7,796</td><td>7,464</td><td>+332</td></tr></table>	College	Week 6	Allocation	Variance	Harrow	1,607	1,567	+40	Richmond	1,973	1,935	+38	Uxbridge	4,216	3,962	+254	HRUC	7,796	7,464	+332
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	<p>There are 2 thresholds one can apply for in year growth funding and the 2 thresholds are:</p> <ul style="list-style-type: none"> lower threshold - 7.5% of the 2023 to 2024 allocated student number, with a minimum of 25 students and a maximum of 100 students. upper threshold - 15% of the 2023 to 2024 allocated student number with a minimum of 50 students and a maximum of 200 students
15.3	Following merger discussion with ESFA/DfE, it was agreed that if RuTC student numbers were to increase, then a financial in year growth submission could be applied for. Due to the additional RutC 40 learners, this equates to additional £250K, SW will apply for the additional funding now.
15.4	SW paid credit to the Enrolment staff, the Data team for Enrolment reports and all the Curriculum teams who have work hard to ensure enrolment numbers across the Group have exceeded targets, with particular focused activity to drive down Withdrawals.
15.5	SW confirmed Portfolio discussion meetings have taken place with curriculum teams.
15.6	Reminder that funding is lagged learning, financial uplift will be received next year and is an investment for next year. In Year Growth will be consumed in next year's allocation, we will financially benefit from it now, due to lagged learning.
	High Needs Provision:
15.7	<p>High Needs Provision 627 (758) +131 learners over allocation: <i>Element 2: £6000 received per each HN learner from ESFA.</i> <i>High Needs Learner example If a learner delivery cost £18,000 to deliver, the balance of £12,000 is received from Boroughs.</i></p>
15.8	The Chair enquired about confident levels of the Borough's to pay in a timely manner.
15.9	SW confirmed, all the Borough's have paid all the sums that were due for last year and are removed from the Debtors list.
15.10	Members asked whether other college's are showing the same uplift of 16-18 enrolment numbers.
15.11	SW/DM confirmed colleges are reporting an uplift nationally. HRUC has worked exceptionally hard to maximise the uplift by ensuring we retain the learners.
15.12	High Needs 758 learners: HRUC is definitely a provider of choice and reputation, and HRUC are disproportionately seeing an increase in HNs.
15.13	KS (CEO) added – there has been a general bump across sectors. HRUC continues to optimise the recruitment and enrolment processes including marketing. Next 2 – 3 years there will be population growth.
15.14	The Committee welcomed the good news and thanked all for the work completed.
16.0	Capital Projects report:
16.1	SW talked to the highlights of the Capital Build update report had been reported at the Estates & Property Work Force meeting on Monday 6 th November.
	<p><i>Phase 2 capital build on time and in budget. Finalising legal contract with GLA, submitted three GLA claims totalling £9.3m. Four designer companies submitted their designs for Project Ambition with costs ranging from £6m to £9m, subject for review later in the month.</i></p> <p><i>Three new capital bids – LSIF bid £1.6m awarded (HRUC lead) and submitted Skills for Londoners Capital Fund Round 3 - £500k (HRUC only), Higher Technical Educational Skills Injection - £880k (HRUC only).</i></p>
16.2	Project Ambition update: A total of four design companies will be seen, showcasing their designs (indicative costs range between £6 - £9m).
ACTION 5:	SW to provide accurate costings / summary of designs from four companies.
	The Chair enquired about STEM RuTC contingency figure.
	SW advised £0.5m is remaining in the contingency fund.
	PP/SW have visited Barclays Bank in central London, who are donating £300-£400K office furniture which can be used to furnish the new STEM building at RutC.

17.0	Standing Item - IoT update:
17.1	YA was introduced and talked to WLIoT update report which had been provided in advance.
	<p>Enrolment Numbers</p> <ul style="list-style-type: none"> A total of 57 apprenticeships are currently in learning. The majority of apprenticeships are in Engineering (45) followed by ICT (11) and Construction (1). A total of 246 HE learners are currently enrolled. This represents an increase of 45 from 201 enrolments in AY22/23. The majority of HE learners are enrolled in Engineering (126) followed by Computing (107) and Construction (13). All areas increased their numbers compared to AY22/23 with Engineering noting a significant increase of 35 learners. <p>Income</p> <p>The IoT income has gradually increased during the previous three years with £1.9M (AY20/21), £2.2M (AY21/22) and £2.5 (AY22/23) respectively. Plans to further improve the financial income include the following strategies:</p> <p>External Collaboration</p> <ul style="list-style-type: none"> A new collaboration with the Massachusetts Institute of Technology (MIT) is being reviewed to take advantage of their extensive network of prestigious contacts and businesses. The brand will undoubtedly attract a new clientele for the IoT with the opportunity to develop new income streams. Thames Water are currently in discussions for their apprenticeship provision which will significantly increase our numbers across a range of sectors. The outcome of the Apprenticeship Review will include a detailed assessment of the apprenticeship market and partner acquisition. This will determine the building of a substantial, commercially successful apprenticeship provision. <p>Anchor Partners</p> <p>The IoT relicensing has provided an opportunity to review our existing Anchor Partners and identify further opportunities for growth including the following:</p> <ul style="list-style-type: none"> University of West London – reciprocal arrangement to potentially use our facilities to accommodate Engineering growth plans. This includes the manufacturing process required within the Food and Drink industry through their extensive contacts. Mars – opportunity to further develop apprenticeship provision and develop links within the Food and Drink sector. Heathrow – we will maintain and build on our existing partnership to penetrate the existing supply chain. <p>Modular Learning</p> <ul style="list-style-type: none"> The Lifelong Learning Entitlement (LLE) enables individualised HE units to be accessed through a single funding stream and will be available from September 2025. This will widen our reach to employers who may be interested in modular delivery to retrain and upskill their staff. To date, our HE growth has mainly focussed on increasing our L3 conversion rates and a concerted effort is required to explore growth through external avenues. We are pursuing a suitable platform to optimise this opportunity with a blended delivery model as well as applying for “HN Flex” approval for suitable programmes. We are engaging with our employers to promote this offer to them in readiness for its launch in 2025 <p>Location</p> <p>The new STEM Centre at Richmond College and plans to relocate the IoT provision at Uxbridge College supports the overall strategy to improve the IoT brand to all stakeholders. The collaboration with employers ensures our equipment is industry standard, to offer learning factory facilities and the ability to provide conference facilities by accommodating high profile events, to further enhance the external brand image with a professional working environment and create a commercial funding stream.</p>
18.0	Any other Business:
	<p>PP reminded all to attend 12th December 4.30pm GB Corporation in person meeting (final meeting of the year) at Hayes Campus, followed by a 7pm seasonal meal in the Revisco restaurant.</p> <p>We encourage all Governors to attend in person.</p> <p>As an opportunity to say thank you and for Governor Wellbeing, there will be a Health & Wellbeing treatment provided from 3pm in the Distinctions salon.</p>
19.0	Dates of forthcoming GB Finance & Resources Committee meetings:
	Wednesday 6th March 2024 @ Uxbridge campus 10:00 - 11:30am
	Wednesday 19th June 2024 @ Harrow Hill campus 10:00 - 11:30am
	Meeting closed at 7.30pm

SIGNED: *Alasdair MacLeod*

DATED: 06 / 03 / 2024