

Minutes
GB Curriculum Quality Assurance Committee
Governance

Date:	23/11/2023	
Time:	16:00 - 18:00	
Location:	Room W201, 2nd Floor, Uxbridge Campus	
Present:	Mike Sutcliffe	Chair
	Mario Michaelides	Vice Chair
	Amanda Priem	Governor
	Sofia Barbosa Boucas	Governor
	Hannah Talabany	Staff Governor
	Sharon Croxon	Staff Governor
	Keith Smith	Ex Officio CEO
In attendance:	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
Invited speakers:	Alastair Mullins	Assistant Principal - Academic Programmes & Value added
	Asif Khan	Assistant Principal - IoT, Engineering and Technologies
	Mumtaz Van-der-Vord	Assistant Principal - Supported & Targeted Learning
	Sultan Soukani	Assistant Principal - Workplace and Employability Skills
	Mohammad Milani	Assistant Principal - Student Aspiration and Projects
Governance	Perry Perrott	Chief of Staff & Governance
Minuting:	Rekha Kaul	Senior Governance Manager
Absent:	Nicholas Davies	Chair of Governors
	Susan Kingman	Governor

23rd November 2023 CQA ACTION LOG:

No.	Action:	Who:	By When:
1.	An annual HRUC Register of Gifts and Hospitality will be maintained for the Group.	PP/RK	January 2024
2.	HR to advise upon progress towards best practice of embedding HRUC's Mission, Targets, Objectives and Values into the HRUC recruitment and selection process.	PP	January 2024
3.	GH to provide update that full harmonisation of RC Student Induction programme 24-25 has been achieved at November 2024 CQA committee.	GH	November 2024
4.	It was AGREED that a deep dive scrutiny and focus will be given to the two SSA areas of Construction and Business, to be reported directly into the GB QCA committee going forward.	DM	12 th March 2024
5.	Student Governors to be invited to attend GB QCA committees.	PP/RK	12 th March 2024
6.	Student Disciplinary report tweak: show percentage of disciplinaries in relation to overall number of students at each school.	DM	12 th March 2024
7.	Governors to be invited to Student Conferences going forward.	PP	12 th March 2024
8.	DM to provide Ofsted one page Crib sheet for Governors from January 2024.	DM	January 2024
9.	KS priority action for CFO, to be raised in Friday's EMT meeting: - address the culture in the IT department, particular at RuTC. - Fill the vacancy gaps - Feedback to RuTC staff on what is happening.	KS	EMT 24 th Nov 2023
10.	Biggest response rate of student numbers have completed this year's HRUC Student Survey and feedback is strong. SD will produce a report for March GB QCA committee on the specific questions asked and answered.	SD	12 th March 2024
11.	IT Services question to be added to the Student Conference.	SD	12 th March 2024
12.	Set up a new Curriculum Enhancement Working Group/Drafting ToR/getting dates in diaries.	PP/RK	December 23 – January 24

23rd 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.	Election of Chair / Vice Chair:
	This is the mandatory election at the start of each new term of the Chair of each committee.
2.1	MS was elected and Chair.
2.2	MM was nominated and elected as Vice Chair to July 2024.
3.	Ratification of Terms of Reference for 2023-24:
	Articles & Instruments and ToR will be emailed to Governors for their review in advance of 12th December GB Corporation.
4.	Apologies for absence:
	SK had sent her apologies in advance of the meeting (abroad).
5.	Declarations of Interest:
5.1	PP has attended ETF lunch, on behalf of HRUC, paid for by ETF.
5.2	DM has attended FE Associates event, on behalf of HRUC, no CQA business was discussed.
5.3	JW has attended business trip to China, Mindful Education Awards in London, Richmond Awards, HRUC sponsored.
5.4	AM is attending a First Run hospitality event in December and a business trip to Nepal.
5.5	There is a HRUC Hospitality Policy.
ACTION 1:	An annual HRUC Hospitality Register will be maintained for the Group.
6.	Minutes of 20th June 2023 meeting:
	Meeting notes were APPROVED .
	<i>SBB arrived at the meeting room (in person) at 16:13.</i>
7.	Progress on 7 Actions from 20th June 2023 meeting:
	1. Action is complete.
	2. Action is complete; update report provided in meeting pack.
	3. Action is complete; good progress towards RC harmonisation with HCUC processes.
ACTION 2:	HR to advise upon progress towards best practice of embedding HRUC's Mission, Targets, Objectives and Values into the HRUC recruitment and selection process.
	4. Action is complete; update report provided in meeting pack.
	5. Harmonisation of RC Student Induction programme 23-24 was started this year and will be fully harmonised for next academic year.
ACTION 3:	GH to provide update on the full harmonisation of RC Student Induction programme 24-25 at November 2024 CQA committee.
	6. Action is complete; update report provided in meeting pack.
	7. Action is complete.

8.0	HRUC Risk Register:
8.1	Development of the risk register is an iterative process. The intention is to get to a coherent HRUC Risk Register that clearly states top risks and mitigation actions and costings.
8.2	HRUC Risk Register: EMT to meet on 24 th November to calculate the top HRUC risks, which will then be sent back out to staff to provide a detailed list of mitigations, costings and actions.
8.3	The A&R committee and F&R committee will be given advance sight of the top risks.
8.4	HRUC Risk Register – top risks with detailed mitigations, costs and actions will be brought to 12 th Dec GB Corporation, where significant time will be spent to discuss the item for information.
8.5	Julia Yong, External Consultant to provide further consultancy work: a) Individual consultation with Governors on the HRUC Risk Register b) 1:1 support to SLT on the project management and risk management.
8.6	Going forward, all risks on the Risk Register will be brought to A&R committee.
8.7	Where there is a high priority risk that falls into Curriculum Quality Assurance area, that risk will be brought to the CQA committee.
9.0	HRUC Performance against KPIs:
9.1	Performance against KPIs for 2022-23:
9.1.1	DM talked to the highlights of the cover sheet and detailed ppt which had been provided in advanced and have been taken as read.
9.1.2	QAR are Qualification Achievement Rates, which are the success rates of our students at the end of the academic year.
9.1.3	QAR and the Destinations results are two of the main drivers for Impact at an Ofsted inspection.
9.1.4	Ofsted will look at the QAR of all three individual colleges and will provide overall judgement of the group based upon our Further Education (FE) QAR results.
9.1.5	The Ofsted judgements are broadly: ▪ Outstanding: outstandingly consistent in all ways ▪ Good: consistently good ▪ Requires Improvement: inconsistent ▪ Inadequate: poor / weak
9.1.6	DM's presentation showed the headline updates for all three colleges and the group as a whole: Slide 2: a) all three colleges have shown improvement across both ages (16-18 and 19+) b) Governors to note there has been a change in qualifications: I. During pandemic, assessments were Teacher Assessed Grades (TAGs) across UK II. Since then, we have moved to Adapted but Examined grades (students were examined on less of the curriculum, with some assessments done in different ways/lighter ask) III. 2022-23 was the first year when assessment reverted to fully examined. b) HRUC has invested an enormous amount of focus on exam strategies across the group, to support our students. The exam pass rate has increased by 7% across all three colleges. c) New national average is provided centrally in March/April 2024 and pertains to the previous academic year's results. d) Destinations are strong (there has been historical localised RC destinations data but it has not been systemically provided, HRUC destinations data and processes it will be provided going forward).
9.1.7	Slide 3: e) HRUC teach to 15 Subject Sector Areas (SSAs), across two age groups bands. All SSAs have shown an improvement, however there is more consistent improvement is required.

	f) The following SSAs (at 16-18) have shown inconsistent improvement and require a specific focus on, for continued and consistent improvements to be made: I. Construction II. Sport III. Business IV. Functional Skills Level 1 maths g) Retention is a key performance driver and refers to how many students we retain to achieve at the end of the year: I. There has been a dip in the retention of young learners we retain II. There is an increase of learners at risk (more intervention is required) III. There is more variation of retention rates between the three colleges (Retention: UC 92%, HC 92%, RC 80%). More work needs to be done to increase the consistency of retention rates between schools across the group and for the group as a whole. h) There is more inconsistency of 19+ across the group (young adults aged 19 – 21 years old on full time programmes, requiring more support needs). i) SD is leading on a project this year focused on driving up Attendance and Retention in the key objective group of 19+ young adults.
9.1.8	Members had a robust examination and inquiry of the performance against KPIs for 2022-23 as presented within the ppt and asked questions throughout the presentation.
9.1.9	A specific data point on slide 2 was queried, which showed 21-22 and 22-23 QAR success rates as broadly the same, at 85%, during a time when the method of assessments had changed. The Chair probed – how was this to be seen as in terms of an improvement or stagnation.
9.1.10	Explanation was provided that this is to be seen as an improvement for three reasons: 1. 0.3% of 20,000 qualifications in FE terms is significant (large number of students achieving across the group) 2. We are in the new world now of fully examined qualifications. 3. QAR is fully normalised (historical grade inflation, changes to framework/standard deviations, which has been mitigated 22-23).
9.1.11	A member highlighted CONCERN for the QAR rates and Retention for SSA 5 Construction at both 16-18 and 19+ and queried how the Group intended to do a deeper dive to provide improved consistency and improvement in Construction across the group at all ages. It was noted that there may be a multitude of reasons leading to the low retention rates, but also course content itself: course relevancy, employers.
9.1.12	The Chair echoed CONCERN for the QAR rates and Retention for SSA 15 Business at both 16-18 and 19+ , as above, including staff challenges.
9.1.13	DM confirmed that these two SSAs have historically proved hardest to shift and the group does require a deeper dive and specific focus, albeit relatively smaller number of learners (e.g. 44 learners at UC).
9.1.14	JW noted a specific situation at HC adult part time provision: large number of young adult learners (part time / evening) had enrolled, but due to family/financial/job/cost of living challenges, were unable to continue with the qualification.
9.1.15	AK concurred Construction is an area of focus across the group, and there will be a cross college examination of how to drive QAR and Retention forward across the group.
9.1.16	SSA 5 Construction is made up of a multitude of specialisms within the umbrella sector, some of which are stronger than others: ▪ Electrical Installation ▪ Plumbing ▪ Civil Engineering ▪ Construction management Level 1 - 3
9.1.17	Members discussed the importance of HRUC continuing to provide high quality Construction and Business SSAs to the local community: ▪ Two of the top five Employers in London ▪ LSIF priority growth areas for Government and infrastructure perspectives ▪ significant driver of what young learners want to do as careers, when they leave the college. ▪ Construction and Business are historically difficult qualifications and improvements are required.

ACTION 4:	It was AGREED, a deep dive scrutiny and focus report will be completed in the two SSA areas of Construction and Business, to be reported into the 12th March GB QCA committee. The report will provide clear data and recommendations.
9.1.18	JW talked to slide 4 Apprenticeships QAR: 2022-23 headlines: ▪ HRUC Overall QAR 52.1% which is 1.3% below NA. ▪ Early Years, Business Administration and Team Leading highest performing apprentices / enrolments ▪ Covid impact on retention of the long duration apprenticeship, engineering, electrical ▪ Some weaker retention for Dental Nursing and Hairdressing led to lower than previous year outcomes 2023-24 Key Action Points: ▪ Consistent leadership and management across all apprenticeships ▪ Strong employer engagement in the planning and delivery on all standards ▪ Robust IA and individual learning & assessment for learners
9.1.19	The biggest challenge are large staffing gaps for teaching staff, in Construction, Business, Engineering and increasingly in other areas such as Health & Care and A Levels. This issue is nationwide and college wide. At UC there are 10% staffing gaps for teachers.
9.1.20	Strong leadership and management: Assistant Principals have cross subject responsibility across the group (not line management) to oversee the HRUC harmonisation, direction and quality of a subject and also to help with filling vacancies across the group.
9.1.21	Beneath that, Heads of School are working together to co-develop and co-harmonise curriculum.
9.1.22	Heads of School and AsPs are also given innovation projects to develop improvements.
9.1.23	Beneath that, there are two tiers of hierarchy development that staff can aspire to: ▪ Lecturers can aspire to Course Team Leader or Section Manager, to grow into line management in an iterative way ▪ Investment in Leadership & Management Level 7 management programme: focused on imagination, innovation, aspiration and opportunity ▪ Appraisal objectives are set centrally
9.1.24	A member enquired on methods of student views: Surveys, SLT visits, class rep meetings, Weaker performing courses, lesson observations, course reviews lead into SARs, staff CPD, new SSA reports for cross group.
9.1.25	The overall Student Satisfaction result has been provided within the meeting pack of papers.
9.1.26	The overall Staff Survey has closed and is reporting +92% staff are proud to be working at HRUC, however only 40% staff completed the survey. A full HR report will be coming to 12 th December GB Corporation.
ACTION 4:	Student Governors to be invited to attend GB QCA committees to represent the student voice.
9.2	Update on 2023-24 performance post census date:
9.2.1	JW/GH talked to the highlights.
	Headline dashboard updates Strengths 1. Retention is very high across all age groups and provision types (HE and apprenticeships) and above this time last year. 2. Work experience is planned to exceed targets and noting RC infrastructure underway. AFIs 1. Attendance is Amber at 86% (lower at RC at 79%). Attendance at English and Maths is low at 78% and 79% (lower at RC 62% & 60%) 2. Disciplinarys are higher across HRUC: 69 v 50 (higher at UC 45 v 20)
9.2.2	The AsPs across all three colleges are very judicious to support and maintain the highest level of teaching standards and learning environments, safe learning environment across the group.
9.2.3	There are higher number of disciplinarys at UC as compared to the other colleges: ▪ UC students numbers are 2.5 times higher than the other colleges. ▪ Overall student numbers are up

	Pockets of isolated issues in Engineering and Business schools involving drugs which is automatic suspension and stage 3 disciplinary
9.2.4	Although management are engaging with larger numbers of students on behaviour issues, we are not excluding students in larger numbers, we are keeping students in education.
ACTION 6:	Student Disciplinary report tweak: show percentage of disciplinaries in relation to overall number of students at each school.
9.3	Attendance of at-risk groups vs. Achievement rate analysis 2022-23:
9.3.1	SD talked to the highlights of a detailed report that had been provided in advance.
	Executive Summary <i>Last year's overall 16 - 18 attendance was 80% for 16 – 18 – year olds. It is now proposed to look at strategies and actions to improve attendance overall in an innovative, research and evidence-based way.</i> Our analysis from the 22/23 retention, achievement and attendance data showed that: 1. Overall, 32% of our learners across HRUC, have an attendance below 74% and these learners have an achievement rate between 52.2% and 74.8%, which is significantly below the College average and national average. 2. Students in all at risk categories have lower overall attendance and their attendance is significantly weighted in the lowest bands (under 60%) and under 74% categories compared with other students. 3. Black Caribbean students also had a lower QAR as well as significantly lower attendance. Key objectives 23/24 - Improve the support to at risk learners so that their attendance gap is narrowed compared with other learners. - Improve learner satisfaction and engagement for at risk learners. - Improve parental engagement with the students with low attendance - Improve the attendance of Black Caribbean students - Improve the attendance of at -risk student groups with dedicated behaviour mentors
9.3.2	The Chair raised accessibility and inclusive curriculum and national benchmarking, improvements across the board.
ACTION 7:	Governors to be invited to Student Conferences going forward.
	KS e-joined meeting at 5.08pm
9.4	HE Performance:
9.4.1	AK had provided HE cover sheet, HE Emerging Strength Afl, HE SAR and Condition C detailed reports, in advance of the meeting, and were taken as read.
	Recommendation(s) i. To note the contents of the report in particular: o To note the very good achievement rate for 2022/23 o To note the 29% increase in HE growth for 23/24 academic year o The emerging strength and areas for improvement for HE provision o New work underway to submit an Access and Participation Plan ii. To request from governors who would like to be part of a forum to engage with HE students. This is a QAA expectation for students to engage with all levels of decision makers.
	Executive Summary The reports will look to the following Office for Students conditions: Condition A – Making very good progress in updating the Access and Participation Plan Condition B – Quality, reliable standards, and positive outcomes. (draft SAR and the emerging strengths and areas for improvement). Condition C – Protecting the Interests of All Students – including Public Information, compliance with Consumer Protection Law and complaints. – work is underway to ensure that the college is fully compliant with this condition. The target to complete this by the end of November. This is being reported on and are all on track. Condition D – Financial Stability (for HE in FE largely regulated through the EFSAs). Condition E – Management and Governance – including Public Interest Principles Condition F – Transparency and Information. Condition G – Accountability for Fees and Funding.
9.4.2	In response to a query, as an FE College, why are we doing HE: - To meet the progression and aspiration needs of our students - To meet the requirements of local economy needs of West London and London - Our students deserve those progression routes which our staff are able to provide to a very high standard, which other institutions may not be able to.
9.4.3	KS added that it is under the auspices of IoT to the provide Level 4 and 5 qualifications.
9.4.4	Strategic direction is to align progression and Degree Apprentices, conversation having with Uni partners, we have extra framework.

9.4.5	LLE launch in 2025 sub form graduate study. More blended modularised programme, interesting HE reform agenda. LLE will be Level 6 (full/fat). Looks like launch of DfE.
9.4.6	KS to check whether Level 4 and 5 will be funded by DfE and not Level 6.
9.4.7	Key aspects of the HE Strategy: a) Linked to the HRUC college strategy b) more growth linked to local economic needs c) TEF d) Higher Technical qualification in Engineering and Computing e) Aspirational courses at higher levels, hence why students are coming to us to study
9.4.8	PP to check on the appointment of the HE Specialist Governor.
9.4.9	Ensure HE monitoring continues to be through GB QCA Committee.
9.4.10	The Chair thanked all for this exciting direction of travel.
9.4.11	Page 79 provides summary of key strengths and Afls for HE.
9.4.12	HE key Afl: maintain high quality technical staff, that AK will be working on with HR team and curriculum team going forward.
9.5	Draft SAR for 2022-23:
9.5.1	The two draft SARs for HCUC and RC were provided in the meeting pack, in advance of the meeting and were taken as read.
9.5.2	Finalised SARs for HCUC and RC will be provided at 12 th December GB Corporation.
9.5.3	DM talked to the highlights of powerpoint slide for SAR/Ofsted preparedness.
9.5.4	High level risks for HCUC: Apprenticeships, Attendance (national issue) High level risks for RC: inconsistencies, attendance
ACTION 8:	DM to provide Governors with up to date mini Crib sheets for Ofsted Inspection, with 2-3 strengths and Afl bullets to clearly explain the current position and how we are improving.
9.5.5	The crib sheets were used by Governors during the previous Ofsted inspection and were greatly appreciated.
9.5.6	FE Commissioners Office have singled out HRUC to do a Case Study on the gold standard/best practice of merger of HCUC with RC as a success, to be used nationally.
9.5.7	The Chair and Committee congratulated the group on this excellent development and noted the positive impact being made by HRUC college group going forward. HRUC is an exciting place to be and to see the direction of travel so clearly explained.
9.5.8	The Chair provided a cautionary note of the importance of the HRUC group continuing to achieve and surpass in all areas of improvements and advancements that everyone is expecting to see.
9.5.9	The Chair indicated approval of the style of the Ofsted ppt slide, as it was simple and clearly laid out and easy to read the direction of travel.
	<i>AP left the meeting at 17:30.</i>

10.0	HRUC Quality update:
10.1	HRUC Safeguarding key Risks in 2022-23 vs. 2023-24:
10.1.1	SD talked to the highlights of the detailed Safeguarding report which had been provided in advance.
	Executive Summary The attached paper outlines the key risks that the College had in relation to safeguarding in 2022/23 and those that are the key risks in 2023/24. The risks remain the same, however, this year there is closer monitoring of risks at a senior level due to the establishment of a new HRUC Safeguarding Committee. Top 3 risks 1. Poor Safeguarding procedures or decisions lead to harm to a young or vulnerable person. 2. Staff do not complete adequate training to meet their statutory duty. 3. Failure to provide a safe environment. Actions to mitigate risks Risk 1 - Actions - Safeguarding Officers remain up to date with training and work closely with the local authority and other external agencies. - Regular meetings to discuss Safeguarding cases are held. Safeguarding scrutiny of cases undertaken at the HRUC Safeguarding Committee. Risk 2 - Actions - HR review completion of safeguarding training regularly and report to the HRUC Safeguarding Committee on progress. - New staff complete safeguarding training upon joining the college. - Regular all staff safeguarding briefings take place in relation to safeguarding. - All staff are required to undertake safeguarding training on annual basis, so their knowledge is kept up to date. HR review training undertaken and contact staff and managers in relation to non-completion. Risk 3 - Actions - Students are surveyed on whether they feel safe in college and follow up actions are taken as a result of these surveys. - College Safety is discussed at Student conferences and actions taken as a result of the conference feedback. - Keeping safe and safeguarding are topics covered within the tutorial offer. All students undertake a safeguarding and Prevent quiz.
10.1.2	SD concluded that the HRUC Safeguarding team are very experienced and very good at what they do. There are excellent relations with key stakeholders at local authorities.
10.1.3	A report will be brought by the Safeguarding Link Governor Nasim Khan at the 12 th December GB Corporation.
10.1.4	The Chair thanked SD for work in this central and challenging piece of work that is done to ensure everyone feels safe at the college.
10.1.5	Safe environment goes above and beyond the Safeguarding team and is the responsibility of everyone, it is critical to get this right. Important for the security team to be engaged with and part of the college.
10.1.6	PP advised of Health & Safety update report as provided by Senior Health & Safety Lead at A&R and F&R committees, where it was noted that we are now forming Health & Safety regime that includes much more rigorous testing and responses to instances, increased liaison with internal staff and linking to restructure of security function.
10.2	English & Maths impact of changes in 2022-23 vs. 2023-24:
10.2.1	AM talked to the highlights of the E&M paper that had been provided in advance.
	In 22/23, GCSEs performed above QAR Nas and AoC high grade rates. Functional Skills English at Entry 3, Level 1 and Level 2 was below NA. Functional Skills Level 1 Maths was below NA, with Level 2 and Entry 3 above NA. In 23/24, the two major changes to the curriculum are a big increase the number of entries in the November GCSE exam series and the switch from Functional Skills Level 1 Maths to GCSE for study programme students. The AoC has published some early results analysis for FE Colleges which shows GCSE English high grades in the summer series was 22.9% and GCSE Maths high grades was 14.5%. AoC figures are of entries for summer series only and are much more generous measure. HRUC figures below include the small number of students who achieved a grade 4 in the November entries. GCSE results compare favourably with both the NA QAR and with AoC high grades. In Functional Skills English HRUC is below the NAs. There is some variation at college level. For Functional Skills Maths HRUC is above the NA for Level 2 and Entry 3, but below for Level 1. This is significant as Level 1 has the largest volume of entries.

	Attendance was low across all colleges for English and Maths in 22/23. In 19/20 new more challenging Functional Skills qualifications were launched. This was during the pandemic and the full challenge of the qualifications has only been realised post-pandemic. Results for Level 1 and 2 Functional Skills Maths are poor nationally and much worse than for the old specifications. Many colleges have stopped offering Functional Skills qualifications to study programme students. At HRUC Functional Skills Level 1 Maths results are particularly poor and this qualification has now been dropped in favour of GCSE Maths for study programme students. It is still delivered to adult students where results are better, and it is a useful stepping stone qualification. This change will reduce the high-grade rate for GCSE, as these students are unlikely to achieve a high-grade. However, the overall QAR should improve, as the students are more likely to pass GCSE compared to Level 1 Functional Skills. HRUC has moved from Century to BKSb. Due to the slow roll out and initial systems issues, competing priorities compliance with Initial and Diagnostic Assessment is low.
10.2.2	Initial Assessment is a requirement we must do to satisfy funding requirements.
10.2.3	CONCERN: There have been significant internal teething issues and in particular internal IT department issues (acutely at RutC) which mean the HRUC group have not been in a position to provide the required support to the students and staff, specifically at RutC. There is an acute staffing issue in the IT department at RuTC, where the issue appears to be more of a culture issue and not just staffing issue.
10.2.4	SLT Student Group Review questions to students ask for quantified/qualified feedback from students on the IT Support service provided to students. With the move to increased digital learning, the students' view on IT Support is imperative.
10.2.5	Wider context: ▪ HRUC are doing a huge amount of systems and integration changes and harmonisation work across the group. This is not a typical year. There is an acute issue with IT at RuTC. ▪ CFO oversees the IT function and there is a known plan in place. ▪ There are wider staffing challenging in IT function (some of the specialist IT specialisms are very expensive). ▪ There is a bigger piece of work of recruitment, enrolment and digitalisation of bigger piece. ▪ HRUC require improvement on our analogue systems and processes to digitalisation. ▪ IT Services function provide high level IT students to complete work experience placements and employed apprentices within the IT department. ▪ RuTC acute issued: purchase of new hardware and software and training of staff to ensure everyone understands. System integration issues are compounded by workforce issues. IT department are working flat out and have achieved some amazing things, however this is not an optimal position.
ACTION 9:	KS priority action for CFO, to be raised in Friday's EMT meeting: ▪ fix the culture in the IT department, particular at RuTC. ▪ Fill the vacancy gaps Feedback to RuTC staff on what is happening.
ACTION 10:	Biggest response rate of student numbers have completed this year's HRUC Student Survey and feedback is strong. SD will produce a report for March GB QCA committee on the specific questions asked and answered.
ACTION 11:	IT Services question to be added to the Student Conference.
10.3	HRUC Harmonisation update:
10.3.1	DM talked to the highlights of the detailed report on harmonisation.
10.3.2	An enormous amount of work has been completed on harmonisation thus far and strong progress has been made. There is more work to be done.
11.0	Formation of Curriculum Enhancement Working Group:
ACTION 12:	Members AGREED for a new Curriculum Enhancement Working Group be formed: ▪ Meet twice a term (once half termly) ▪ First meeting to take place before Xmas or immediately in January. ▪ Remote/online meetings for convenience. ▪ New Terms of Reference to be drafted. ▪ to discuss "Ofsted" readiness plan and actions ▪ incorporating Curriculum Improvement (AFI) and building upon current activities.

	Enhanced skills inspection. There will be significant acceleration of Ofsted preparedness work in January.
11.2	KS/JW to consider wider constitution of the curriculum working group to include external perspective, from employer business community. JW offered to bring some suggestions, to avoid repetition at Stakeholder Advisory Boards which draws on macro employers such as Heathrow. Best use of time.
11.3	Governors MS, MM and SBB volunteered to be involved in the new Curriculum Enhancement Working Group.
12.0	Any other Business:
12.1	PP advised that governors are compiling a small working group to agree what is the ideal size of the meeting pack for the committees. This will be discussed at 12 th December GB Corporation.
12.2	One of the considerations is to go for a 2-3 page maximum cover sheet submission, with everything else put onto a sharepoint site for information and be available for Governors to do a deep dive as required.
12.3	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. We encourage all Governors to attend in person. 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.
13.0	Dates of forthcoming GB Finance & Resources Committee meetings:
	Tuesday 12 th March 2024 at 4.00pm – 5.30pm @ Harrow Hill campus.
	Thursday 20 th June 2024 at 4.00pm – 5.30pm @ Uxbridge campus.
	Meeting closed at 17:57.

SIGNED: *Mike Sutcliffe*

DATED: 12 / 03 / 2024