

Public Value Statement

Introduction

In July 2012 the Harrow College's Corporation formally adopted the English College's Foundation Code of Governance. The code places a significant responsibility on colleges to be accountable to their learners, to the wider community they serve and to other stakeholders. Harrow College's Public Value Statement sets out how we will fulfil this responsibility. This statement will evolve over time as specific guidance and best practice amongst colleges emerge.

Overarching Statement

We are ambitious for our community. This is articulated in our mission and vision and is integral to our strategic objectives, within which is a key focus for the College in continuing employer-facing activities to support the Harrow Local Authority's latest Local Economic Assessment (LEA) Review (2011-12).

Our Mission

We provide choice and opportunity. Your success is our priority.

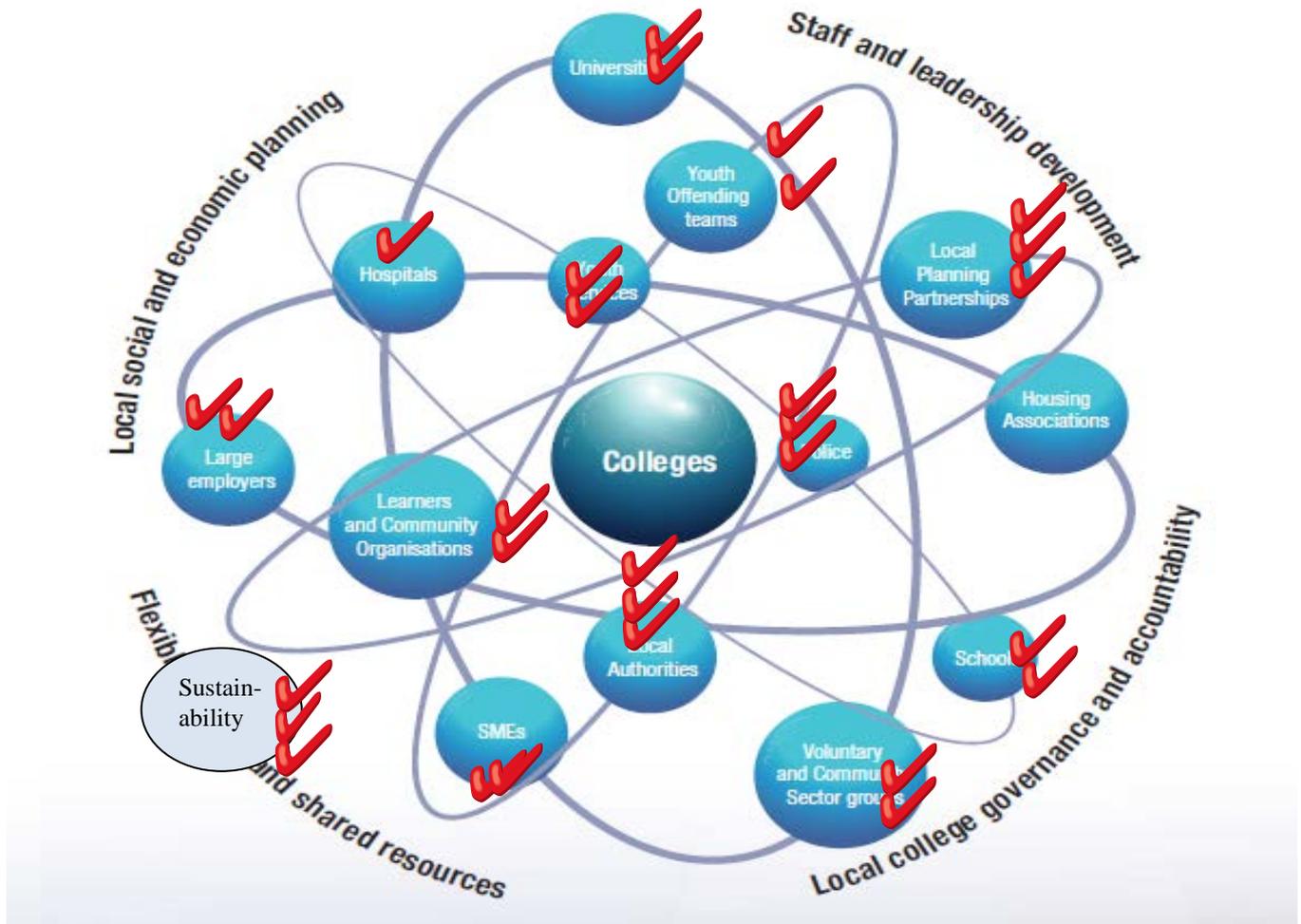
Our Vision

We strive for excellence in all we do, We seek to develop new learning opportunities for the community.

To fulfil our mission and vision, we actively engage with our local community to shape the services we provide. This report gives an overview of the extent of the work and relationships developed by Harrow College in the Harrow Community mapping its activities against Niace's Colleges in the Community report (2011). The College would judge itself to be good. It should be noted however, that in describing its community, Harrow College serves goes beyond the boundaries of Harrow and goes into all the surrounding boroughs and in some cases even further afield.

Our Community

Harrow College has a wide range of provision covering all but one sector from Entry to Higher Education (HE) level that successfully supports a diverse range of learners including those with language needs and learning disabilities and difficulties. A significant majority of learners succeed at all levels relative to their starting point and Harrow College is now the best General Further Education (FE) College in the borough and indeed London for adult learners (National Data Service 2011/12) and remains one of the top FE colleges for desinations to universities nationally and has the highest Employer feedback ranking compared to other FE colleges in West London (FE Choices 2010/11) . The College continues to widen its provision having secured access to HE for local learners with its new Higher National Diploma (HND) programmes (drawing down direct HEFCE funding) and significantly extended its training offer to Job Centre Plus (JCP) claimants. This is in addition to building up its apprenticeship provision and increasing the footfall in the locality by growing the number of international students now attending the college.



✓ Under developed
 ✓✓ Good
 ✓✓✓ Very Good

Table 1 A summary assessment of the College’s links with its community

Diagram from Niace The final Report of the Independent Commission on Colleges in their Communities: November 2011

Harrow College in the Local Community

How we work with our communities

Table 1 provides a summary of the links that the College has established with its community. These are described in further detail as follows:

Local Authorities and Local Planning partnerships: Harrow College has very good links with Harrow Local Authority (HLA) and is a member of a number of strategy groups including Enterprising Harrow and the Town Centre Management Group which lead on economic regeneration activities. Recently, HLA has funded the development of HQRecruit, the College’s recruitment agency, as well as activities that have supported the Town Centre’s Valentine’s Day and festival activities. There is now a closer working relationship with the local Chamber of Commerce and with Harrow in Business (HiB). A College representative sits on the HiB board. Harrow College is the preferred training partner in Healthwatch Harrow project managed by HiB and will play a key part in Gateway Asia, a government funded project. (See also Voluntary and Community Sector groups.) The College is seen as a significant local partner as identified in the latest Ofsted Report.

Sustainability: Harrow College is the first GFE college to achieve the Carbon Trust Standard and has met its ambitious targets including reducing our carbon footprint which in turn have contributed to the HLA targets and had a positive impact on the local community. The College now has a STEM strategy and a number of larger employer representatives are members of the Steering Group. Plans are being developed to capacity build sustainability within the curriculum for 2013/14.

Schools: Harrow College has sustained an active role with the High School Academies ('The Collegiate') and has particularly strong relationships with Shaftesbury, Whitmore and Hatch End in order to progress learners to particular programmes, including LLDD and Level 3. The College provides successful alternative provision, accessible to all High Schools pupils in Years 10 and 11, in construction and building maintenance as well as through a High School Link programme. The College supports other educational providers by producing the Collegiate prospectus for all 16-18 year olds in the Borough.

The National Health Service (NHS): There are continued links with the local NHS trust and the College provides specific training to NHS staff. This year Hair and Beauty learners are also providing their services to patients.

Large employers: Harrow College has established a relationship with Skillspoint, who manage all the training needs for DHL, and is now developing training activities for local centres with the opportunity to train the supply chain. As previously referenced, small scale work continues with the local NHS Trust. The College is one of a group of preferred recruitment partners to the HLA and is developing links with Morrisons and hope to provide pre-recruitment training for the new store opening later this year.

Small & Medium-size Enterprises (SMEs): There is increased engagement with SMEs through projects with HLA and the College is now working with Darren Guinness Associates, a telesales organisation, to recruit SMEs to take on apprenticeships that the College will recruit candidates to and also deliver. We are successfully working with JCP to provide job-ready training for unemployed adults. The College has now engaged with 199 more SMEs in 2012/13.

Voluntary and Community Sector Groups: The College is, for example, a member of the New Arrivals Task Force (looking at how a range of community organisations and the HLA can effectively support particular groups e.g., Afghan, Somali). More recently the College has become a member of the Community Sport and Physical Activity Network (CSPAN) and the Third Sector Steering Group. The latter group is developing a strategy that will enable its members to effectively draw down funding to support local activities.

Learners and Community Organisations: The College has for a number of years helped new and settled communities to learn English. This is done both as an outreach activity, making use of community centres and schools, and within the College. In particular the College has delivered to groups of Muslim women locally and on the Rayner's Lane estate (a noted area of significant economic deprivation in Harrow). Through the College's role as a Learndirect centre, it also provides the Life in the UK assessment. Specialist programmes are also provided to support students with moderate disabilities and difficulties (both young people and adults) as well as being a centre of excellence for the hearing impaired and providing dedicated literacy programmes for people with mental health issues

referred by the local branch of MIND. Students have been actively involved in raising money for charities for the past 3 years and the College hosted a large event for MS charity.

The Police: There are strong relationships with the police at both governor and senior management level. This has enabled an effective relationship with the local police and benefits for learners such as travel training for the College's LLDD students and talks with students about youth crime. Media students have been commended for the promotional video about the work of police dogs commissioned by the local police.

Youth Services: Harrow College has good working relationships with the Work Work Experience Partners (WEP), formally Educational Business Partnership, and with CfBT (Connexions) that has led to enhancing our advice and guidance service to students and providing work experience opportunities. Indeed, WEP are based at one of the campuses and work closely with curriculum areas. Learner Services also establishes good links with local children services which are continued within the curriculum areas to provide students with the relevant support.

Youth Offending Teams: Harrow College was one of the first colleges to establish a protocol with the local YOT team to share information which has led to more effective support and monitoring of students and improved the working relationship with YOT teams.

Universities: The College has a long-standing associate college member of two local universities (Westminster and Middlesex) and has a compact agreement with the University of Hertfordshire and is developing a closer working relationship with Brunel. The College has a very good track record of progressing students to a wide range of universities (significantly above other FE colleges).

Seeking and acting upon the views of our stakeholders

Creating a culture of student involvement within the College is expressed through our Learner Involvement Strategy which is central to our commitment to seeking and acting upon the views of our stakeholders on the "determination and periodic review of the educational character and mission of the institution and the oversight of its activities". Students are encouraged and supported to become involved as part of a systematic approach. The strategy sets out a minimum framework and key success indicators for different groups of learners.

In order to understand the needs and views of students and potential students we:

- ✓ Provide support for students through pastoral tutors and our learner services staff;
- ✓ Consult with our learning community to help shape our strategic thinking;
- ✓ Ask learners for their opinions on our marketing campaigns;
- ✓ Provide a diverse enrichment programme for our students;
- ✓ Provide opportunities for students to talk directly with Governors via our Governors Links programme and the Learner Voice Committee;
- ✓ Arrange regular student group meetings with the Principal;
- ✓ Ask our students their views through a variety of means including QDP Services and FE Choices surveys, Student Council, course committees, and tutorials;
- ✓ Link with schools to identify appropriate progression routes;
- ✓ Liaise with employers to identify training needs to ensure the College delivers courses that develop appropriate skills;

- ✓ Work closely with partners in the voluntary sector to identify community needs;
- ✓ Work closely with the higher education institutions to establish a portfolio of appropriate higher education courses;
- ✓ Work closely with Job Centre Plus to ensure we deliver responsive, demand driven programmes leading to employment opportunities;

In order to understand the views of parents we:

- ✓ Ask parents through QDP Services surveys their views on a range of matters;
- ✓ Hold regular parents' evenings;
- ✓ Provide access for parents to the personal learning plans of individual students; and
- ✓ Provide a framework for pastoral tutors to feed back their comments to the curriculum staff.

In order to understand the views of employers we:

- ✓ Ask employers through FE Choices surveys their views on our service delivery;
- ✓ Hold business development forum meetings;
- ✓ Seek views of employers through the local Chamber of Commerce; and
- ✓ Seek feedback via the College's business development team.

In order to help us be recognised as a good employer and help our staff to flourish and achieve high standards we:

- ✓ Have retained our IIP status
- ✓ Carry out biennial staff and internal customer service surveys
- ✓ Consult regularly with trade union representatives, keeping them informed of key developments;
- ✓ Recognise staff achievement through our annual awards ceremony
- ✓ Consult with all staff on the development of our strategic plan using various forums; and
- ✓ Actively encourage members of staff to be innovative and to improve the service we offer through new ways of working and the best use of resources.

How we evaluate the success of our engagement with the community we serve

The College has a wide variety of means by which to evaluate how successful we are in fulfilling our responsibilities with regard to our learners, staff and our wider community.

In addition we will continue to:

- ✓ Monitor, review and enhance the quality of our provision and services;
- ✓ Improve existing partnerships and develop further, complementary partnerships;
- ✓ Seek new opportunities to reach potential students;
- ✓ Consider ways in which we can share infrastructure and resources in the borough and beyond;
- ✓ Look for innovative ways to engage with the wider community within the borough; and

The Key Issues the College has or will be focussing on over the coming two years

- ✓ Maintaining the attractiveness of the borough as a place to invest in and to live in
- ✓ Increasing Harrow's competitiveness in the West London sub-region is key to ensuring job growth that benefits Harrow faces increasing competition from the neighbouring two shopping centres, and other forms of retailing... Coupled with this is the challenge of ensuring that Harrow's other centres remain vibrant, and maintain their viability...
- ✓ Attracting new investment to the borough, particularly into the borough's town centres

- ✓ Maintaining a business/employment base in the borough, despite pressure for redevelopment of (increasingly outdated) employment sites and building
- ✓ The borough needs to stem the flow of the loss of further major employers (through closures or relocation), as further losses could have a significant effect on the local economy
- ✓ Nurturing and growing Harrows SMEs, as they are more adaptable to change and provide a mix of local jobs
- ✓ On-going reductions in public sector jobs in Harrow will impact on the local economy, unless the private sector is able to provide replacement employment
- ✓ Ensuring that population growth is matched by employment growth
- ✓ Increasing the supply of higher skilled workers in line with skills forecasts
- ✓ The adoption of the Harrow and Wealdstone Action Area Plan will facilitate economic development and regeneration within the Harrow and Wealdstone Intensification Area

Summary of Key Facts

- Harrow's population has been steadily increasing over the past 25 years and population projections indicate that the borough's population will continue to increase over the next five years and beyond.
- Population estimates indicate that Harrow has the fourth highest proportion of residents from minority ethnic groups nationally and the borough's population is likely to become increasingly diverse.
- Generally Harrow is overall less deprived than in 2007, but there are pockets of deprivation across the borough
- Economic forecasts indicate modest employment growth in the borough over the next 15 years
- The Harrow Core Strategy (adopted February 2012) has identified that 3,000 additional jobs could be created through comprehensive and co-ordinated regeneration within the Harrow and Wealdstone Intensification Area. A further 1,000 jobs are likely to come from infill development within Harrow's network of town centres and from other identified sites on previously developed land
- Commuting patterns show that Harrow is a net exporter of labour
- Economic activity and employment rates in Harrow are amongst the highest in London
- Wages paid to workers in Harrow are generally lower than in West London and London, perhaps leading to higher levels of out-commuting, but generally Harrow's residents have relatively high household earnings
- Unemployment rates in Harrow are lower than in all the other West London boroughs but have averaged 4% since the recession in late 2008
- The number of people on key out-of-work benefits has been falling over the past two years, but rates in 15 of the borough's Lower Super Output Areas exceed the London average of 12.4%
- The borough has a relatively well skilled and well qualified workforce, but a high proportion of Harrow's residents hold foreign qualifications
- Harrow's most dominant employment sectors are Finance, IT, Property and Business Services and Public Administration, Education and Health
- Micro businesses, employing less than five people, represent 78% of Harrow's 10,000+ 'businesses'
- The number of large businesses in the borough continues to decline. Just under a third of Harrow's total employment is still provided by the large businesses, employing 100 or more people
- There has been a steady increase in business start-ups, but business survival rates have been worsening
- Harrow has high levels of home ownership, but affordability is a key issue due to high housing costs
- Harrow Town Centre is regarded as one of the UK's top 100 retail locations. In a recent survey of one hundred town centres, Harrow was ranked fourth as being least at risk in the current financial climate
- Commercial property rental levels are generally lower in Harrow, compared to Watford, Ealing and Uxbridge
- There has been some small-scale office development in the borough in recent years
- Footfall levels across the borough's town centres in recent months have stimulated one-off increases in footfall levels

Appendix B Some Facts and Figures about Harrow students

(These are based on postcodes HA1, HA2, HA3 and HA7 only. There are other postcodes but shared with other Boroughs)

| Enrolments by Age Group | Harrow | Outside Harrow | Grand Total |
|-------------------------|-------------------|-------------------|-------------|
| <16 | 112 | 53 | 165 |
| 16-18 | 999 | 1407 | 2406 |
| 19+ | 2663 | 3320 | 5983 |
| Grand Total | 3774 (44%) | 4780 (56%) | 8554 |

| Harrow Ethnicity Enrolments | Starts | %Total |
|-----------------------------|--------|--------|
| Other Asian | 1153 | 21% |
| White British | 762 | 14% |
| Other | 622 | 12% |
| Other White | 611 | 11% |
| Indian | 591 | 11% |
| African | 477 | 9% |
| Arab | 242 | 4% |
| Pakistani | 232 | 4% |
| Caribbean | 176 | 3% |
| White/Asian | 99 | 2% |
| White/Black Caribbean | 90 | 2% |
| Other Black | 88 | 2% |
| Other Mixed | 77 | 1% |
| White/Black African | 67 | 1% |
| Irish | 53 | 1% |
| Chinese | 31 | 1% |
| Bangladeshi | 26 | 0% |
| Gypsy/Irish Traveller | 7 | 0% |
| | 5404 | 100% |

A significant proportion of Harrow residents are of Indian origin, estimated to be @26% in 2011*

| The number of Harrow students who are: | No. |
|--|------------------------|
| new arrivals studying at the College | 137 |
| looked after children or who have recently left care | 24 |
| learning literacy/ESOL at an outreach centre | 180 |
| medically ill | 30 |
| Enrolled on a JCP programme | +3150 (1166 claimants) |
| enrolled on an adult community learning programme | @1900 |

