

**HARROW COLLEGE FURTHER EDUCATION CORPORATION  
MINUTES OF THE MEETING OF THE CORPORATION  
WEDNESDAY 27 MARCH 2013**

**1. CORPORATION DEVELOPMENT SESSION**

A presentation was received on the College's current marketing initiatives, including the innovative use of technology.

**2. PRELIMINARY PROCEDURAL MATTERS**

**2.1 Attendance, Apologies for Absence, Welcome & Introductions**

**Membership:** Nick Davies  
Yvette Adu-Mante  
Mark Eastwood  
Sandra Ernstoff (Chair)  
Chloe McIntosh  
Tony Medhurst  
Gill O'Brien  
Steve Owen  
Karen Tyerman  
Sachin Shah  
Mumtaz Van Der Vord  
Antonio Weiss

**In attendance:** Judith Abbott  
Pat Carvalho  
Jayne Chaplin (Clerk)

**Apologies:** Jay Jobanputra  
Ketan Sheth

**2.2 Chair's & Clerk's Announcements**

Following changes to his professional commitments, making attendance at meetings impracticable, members were advised of the recent received resignation of member Abs Malik. Expressing the Corporation's regret at his departure, the Chair thanked him for the great support and invaluable expertise provided during his term in office and wished him well for the future.

**2.3 Declarations of Interest & Agenda Order**

Declarations of Interest were received from:

2.3.1 Sandra Ernstoff with her work with the Education Funding Agency.

2.3.2 Sachin Shah in his role as Harrow Councillor.

It was **RESOLVED** for Agenda Items 3.1e to 3.1g to be taken as one item.

## **2.4 Minutes of the Meeting 12 December 2012**

The Minutes of the Corporation Meeting held on 12 December 2012, were agreed as a correct record and signed by the Chair.

## **2.5 Matters Arising**

None advised.

## **3. ITEMS REQUIRING FORMAL DECISION OR FOR NOTING**

### **3.1 Resources Committee Meetings, 20 March & 1 February 2013**

An overview of the business of the meetings was presented. After noting those items appearing elsewhere on the agenda for information, the recommendations regarding the main items of business from the meetings were reviewed:

#### **3.1a Reforecast Budget 2012/13**

Presenting the 2012/13 reforecast budget, members were advised that it was proposed to leave budgeted surplus for 2012/13 unchanged at £100k, as approved by Corporation in July 2012.

After exploring further the risks to the achievement of the budget, notably the need to retain highly trusted status to avoid jeopardising overseas recruitment, members concurred that the most appropriate course of action was to remain focused on the delivery of the College's original objective.

After discussion, and on the recommendation of the Resources Committee, it was **RESOLVED** to:

- **APPROVE** the Reforecast Budget.

#### **3.1b February Management Accounts**

The Management Accounts and update on Learner Numbers and Sub-contractors for the period ending 28 February 2013 were received along with the SFA Financial Health Letter.

It was reported that the income and expenditure account for year to date February 2013 showed a surplus of £284k and £186k better than budget. Welcoming the position to date, it was acknowledged that whilst this included additional income from the SFA it represented a considerably weaker position than that reported for the same period in the previous year. Members were advised of the SFA College Financial Health Letter, welcoming confirmation of the re-assessment of the College's financial health for 2011/12 from Satisfactory to Good, with the underlying health grade for 2011/12 and 2012/13 combined remaining at Satisfactory.

Considering the position to date it was reported that the Committee had reviewed expenditure, the risks and opportunities and those opportunities available for income growth, forming the subject of on-going and vigorous pursuit.

After discussion, the report was noted.

### 3.1c Draft Budget 2013/14

The 2013/14 Draft Budget was presented.

Members were advised that based on information currently known, a combination of additional income and in-year cost savings of £2.4 million would be required to achieve a bottom line surplus of £100k, which it was noted was less than the £200k committed in the three year plan approved in July 2012.

The budget narrative was considered in further detail:

- Noting in particular in respect of income that next year's indicative target for 16-18 year old learners was down 105 from the current year target, reflecting the College's failure to recruit to target in 2013/13.
- Reviewing the extent to which the unidentified savings required would be achievable to deliver the proposed bottom line surplus of £100k, acknowledging the challenges presented and the potential growth opportunities available.

After noting that the final budget would be presented to the Corporation at its July 2013 meeting, it was **RESOLVED** to:

- **APPROVE** the draft revenue budget for 2013-14.

### 3.1d Draft Capital Budget 2013/14

The 2013/14 draft Capital Budget was presented.

Members were advised:

- That a costed maintenance plan had been commissioned to inform future expenditure to address urgent Estates concerns. It was noted that once known, it a meeting with Barclays Bank was proposed to discuss the possibility of re-phasing the remaining existing bank loan and increasing the loan facility to cover urgent capital elements of the maintenance plan.
- For budget planning purposes, that the College was assuming receipt of an SFA Renewal Grant of £100k for 2013-14, with funding probably ring-fenced for sustainability actions; and with an expectation that the College would match this on a 2:1 basis.
- That it was currently assumed that the College's Expression of Interests for capital grants would not proceed further; and that in the event that the bid was successful, it would be set up as a separate project budget.

After consideration, and on the recommendation of the Resources Committee, it was **RESOLVED**:

- To **APPROVE** the draft capital budget.

### 3.1e Building Condition Survey

To inform both the production of a phased and costed maintenance plan, financial planning for shutdown works and evidence in support of the College's SFA Capital Bid, members were presented with:

- The outcome of the recent Building Condition Survey
- A detailed strategic review of the College estate
- SFA's latest invitations for Capital Bid Expressions of Interest for funding,

After reviewing the findings of the Condition Survey and the strategic review of the estate, there was discussion of the College's proposed response to the SFA's latest invitations for Capital Bid Expressions of Interest for funding to support the implementation of implementing the developments identified as Priority 1 and 2 for each campus, with redevelopment at Harrow on the Hill forming the Colleges main priority. Considering the proposals in further detail members were advised that:

- Two Eol's had been submitted, one for each campus, with Harrow on the Hill representing a considerably higher priority and stronger business case; and that for the Harrow Weald campus intended to register with the SFA the College's further building needs.
- In addition, the College had submitted a financial case to support a higher level of grant intervention than the standard 33% because of the necessity for the borrowing of a substantial sum for remedial work on other parts of the estate that would restrict capacity for borrowing for the new building. Noting that, on advice from the SFA, it had been identified that the College could afford to fund 10% and had requested grants for 90%, it was reported that the SFA was evaluating the Eols, and had been scheduled to visit to review the estate but that the meeting subsequently had been cancelled.

Discussing the content of and proposed financing of the projects in the Eols, it was reported that:

- The accompanying guidance stipulated a minimum project value of £3 million and a maximum grant support of £10 million, with an expectation for colleges to maximise their contribution to the project and normally provide funding equivalent to two thirds of the project cost.
- The College's two Eol's outlined a £9.8 million project for Harrow on the Hill and a project for just under £8 million for Harrow Weald, although the figures would be refined during the project planning phases and the resourcing difficulties were recognised in delivering two substantial building projects in the same tight time frame.

After consideration it was **RESOLVED** to:

- **NOTE** the Building Condition Survey
- **NOTE** the Estate Strategic Toolkit
- **APPROVE** the College Eols; progression of work to support submission of a detailed CCIF bid; and **PROVIDE IN PRINCIPLE SUPPORT** to the submission of the bid

together with arranging facilities for borrowing any funding necessary to match the grant subject to affordability

### **3.1f Estate Strategic Toolkit**

See Minute 3.1e

### **3.1g Capital Bid Expression of Interest (Eoi)**

See Minute 3.1e

## **3.2 Curriculum, Quality & Standards (CQS) Committee Meeting, 6 February 2013**

An overview of the business of the meetings was presented. Noting those items appearing elsewhere on the agenda the recommendations regarding the main items of business from the meetings were reviewed:

### **3.2a Curriculum Strategy: Update Report**

A report was presented updating members on progress in the implementation of the College's Curriculum Planning and Development Strategy.

With the College's Curriculum Planning and Development Strategy remaining unchanged for the coming two years, members were advised of the continued significant change with reduction to government funding aligned to a major shift in direction towards employer driven curriculum, training and job outcomes in addition to new Programmes of Study for 16-18 year olds. Discussing the opportunities presented for the College to reposition itself locally, regionally and internationally, the need was recognised to overcome a continued significant reduction in all government funding in parallel with growing and sustaining alternative income streams along with developing sustainable links with employer organisations.

Reviewing progress to date, members were advised that some inroads had been made in supporting the unemployed, work-based learning and international recruitment but that new 16-18 learners had reduced; and that this area continued to be the subject of further research, the outcomes of which would then to be used to inform recruitment for 2013-14.

After consideration the report was noted.

## **3.3 Report on and items of note from the Learner Voice Committee Meeting, 6 March 2013**

An overview of the business of the meetings was presented.

Members were advised that discussion had focused on the outcomes from the First Impressions Survey and the feedback from the respective department's latest student Focus Group Meetings, the focus of which had concerned how well lessons were taught the regularity with which work was being assessed and the provision of feedback to help learner improvement. It was reported that it had been a very positive meeting with constructive discussion with the student members about their respective experiences.

The report was noted.

### **3.4 Clerk's Update: Corporation Performance against Target**

A report was received outlining progress with the Corporation's year to date performance against targets and current sector developments and training opportunities available.

Reviewing performance the increased participation in the Governor Links programme, which formed part of members' annual conference was reported, noting the unanimously positive feedback.

The report was noted.

## **4. OTHER ITEMS FOR INFORMATION PURPOSES ONLY**

### **4.4 Minutes of the Health & Safety Committee**

The Minutes of the Health & Safety Committee were noted.

### **4.5 Minutes of the Equality & Diversity Committee**

The Minutes of the Equality & Diversity Committee were noted.

## **5. PRINCIPAL'S REPORT**

### **5.1 Principal's Report & College Development Plan**

The Principal's Report and the Development Plan for the year was received.

The report and progress in the implementation of the objectives within the Development Plan for the year was summarised with members discussing:

5.1.1 The update on latest sector policy changes, including the reversal of plans to abolish GCSEs, the administration and funding of High Needs Students and 24+ Advanced Learner Loans

5.1.2 Recent local developments regarding the two free schools in Harrow and the opportunities that this potentially presented to the College.

5.1.3 Progress with the College's international activity with trips, focussing on longer term developments; along with a scoping visit to South Africa as part of a consortium approach involving Dudley and Belfast Metropolitan colleges.

5.1.4 The most recent student activities, noting in particular the range of activities undertaken by the Hair and beauty students that had raised the College's profile in the local community; and the ways in which this could be replicated in other areas.

Following discussion, the report was noted.

## **6. OTHER BUSINESS, MEETING EVALUATION & DATE OF NEXT MEETING**

### **6.1 Any Other Business**

There was none.

### **6.2 Date of Next Meeting**

**5.30pm, Wednesday 10 July 2013**

### **6.3 Meeting Evaluation**

Members completed the meeting evaluation forms and the meeting closed.