

**HARROW COLLEGE FURTHER EDUCATION CORPORATION
MINUTES OF THE MEETING OF THE CORPORATION
WEDNESDAY 17 OCTOBER 2012**

1. CORPORATION DEVELOPMENT SESSION

A presentation was received on the College's success rates for 2011/12

2. PRELIMINARY PROCEDURAL MATTERS

2.1 Attendance, Apologies for Absence, Welcome & Introductions

Membership: Nick Davies
Mark Eastwood
Sandra Ernstoff (Chair)
Mandy Humphreys
Jay Jobanputra
Tony Medhurst (Up to Item 2)
Gill O'Brien
Steve Owen
Ketan Sheth
Sachin Shah
Karen Tyerman
Antonio Weiss

In attendance: Judith Abbott (Up to Item 8)
Pat Carvalho (Up to Item 8)
Jayne Chaplin (Clerk)

Apologies: Abs Malik

On behalf of the Corporation the Chair welcomed Sachin Shah to his first meeting.

2.2 Chair's & Clerk's Announcements

Remaining members that the Governors' intranet site was now live, the Clerk summarised the documentation available and advised members that updates would be posted regularly, including Ofsted related briefings and guidance.

2.3 Declarations of Interest & Confidential Items

Sandra Ernstoff with her work with the Education Funding Agency.

Sachin Shah in his capacity as a Harrow Councillor

2.4 Minutes of the Meeting 21 March 2012

The Minutes of the Corporation Meeting held on 11 July 2012, were agreed as a correct record and signed by the Chair.

2.5 Matters Arising

There was none.

3. ITEMS REQUIRING FORMAL APPROVAL OR ADOPTION

3.1 Oral report on and recommendations from Committees

3.1.1 Search & Development Committee, 10/10/12

An overview of the business of the meetings was presented noting that aside from those items appeared elsewhere on the agenda, there had been particular discussion of meeting attendance, which at 69%, was shown to have plateaued with performance against the sector benchmark at the lower end.

Observing that, in the event of an Ofsted Inspection, that this was an issue likely to form the subject of scrutiny and discussion the Committee observed with concern the negative impact on attendance rates, most notably arising from the ongoing issues of the inconsistent attendance of the Student Members.

Whilst acknowledging the importance of meeting attendance, members endorsed the Committee's view that whilst not always able to attend meetings, of equal value was the expertise available and the immeasurable quality of the contributions provided by members when present and at other times.

The recommendations regarding the main items of business from the meetings were reviewed:

3.1.1a Committee 2011/12 Annual Report

The annual report for the Committee was received outlining its work during the period 1 August 2011 to 31 July 2012.

The business considered by the Committee during the year was noted, endorsing the conclusion that it had made an effective contribution to the work of the Corporation and substantially fulfilled its role as set out in its Terms of Reference

On the recommendation of the Search & Development Committee, It was **RESOLVED** to:

- **APPROVE** the Committee's Annual Report for 2011/12.

3.1.1b Governance Development Plan 2012/13

The Plan proposing the objectives for 2012/13 were reviewed.

Noting in particular the Committee's discussion of:

- Those objectives concerning those elements of the English Colleges Code of Governance requiring further attention, specifically proposed amendments to the process for the self-assessment of members' collective and individual performance, the Corporation was advised that the arrangements were to be the subject of further review.
- The curriculum links programme, the Chair advised that after reflecting on the recent presentation on the new Ofsted Common Inspection Framework and the ways in which

to facilitate members' engagement with the College, it was suggested that the forthcoming Corporation Conference presented the ideal worth opportunity to gain a wider understanding of the College operations, including the cross college areas.

On the recommendation of the Search & Development Committee it was **RESOLVED** to:

- **APPROVE** the Plan for 2013/12

3.1.2 Resources committee, 20 June 2012

An overview of the business of the meetings was presented noting that aside from those items appeared elsewhere on the agenda, there had also been discussion of the College insurance, and in particular a recommendation regarding the cancellation of its Terrorism Insurance cover with the risk of terrorism threat to the College is judged to be very low.

The recommendations regarding the main items of business from the meetings were reviewed:

3.1.2a Committee 2011/12 Annual Report

The annual report for the Committee was received outlining its work during the period 1 August 2011 to 31 July 2012.

The business considered by the Committee during the year was noted, endorsing the conclusion that it had made an effective contribution to the work of the Corporation and substantially fulfilled its role as set out in its Terms of Reference

On the recommendation of the Resources Committee, It was **RESOLVED** to:

- **APPROVE** the Committee's Annual Report for 2011/12.

3.1.2b Sub-contractor & Partnership Provision 2012/13

A report was received summarising proposed Sub-contractor and Partnership Provision for 2012/13.

Reviewing activity during 2011/12 it was reported that training delivered had drawn down funding of £1,490k for a cost of £1,305k, in-line with re-forecast budget and enabling the achievement of the College's objective of accelerating transition to apprenticeship provision.

In respect of 2012/13 members were advised that:

- The budget for sub-contacting activity has been reduced this year compared with prior year, as we are able to deliver more work in-house at higher margin.
- Contracting was currently under way with sub-contractors invited to submit bids with selection based on those that would best fit the College's operating needs to meet its targets. In response to questioning it was noted that the contractual arrangements were based on the Eversheds template contract, regarded by the College Internal Auditors as representing the best practice model.

The report was noted.

4. OTHER ITEMS FOR NOTING OR FOR INFORMATION PURPOSES ONLY

4.1 Enrolment Update 2012/13

A report was received updating members on performance against the current year's enrolment targets.

It was reported that:

- 16-18 learner numbers at 1,896 were below target of 2,084, but in line with the same period for last year. It was noted that further programmes were being planned to reduce the shortfall and that every step would be taken to retain those learners enrolled.
- Recruitment to apprenticeships remained challenging. It was noted that apprenticeship positions existed for 16-18 learners, although finding suitable candidates to fill the roles was difficult, and for adult apprenticeships the target was very significantly higher than last year with funding requirements making achievement of the funding target highly variable
- Although there was a significant year on year reduction in LLDD learners this had been anticipated due to the age profile of last year's students. It was noted however, that achievement of the target of 46 learners, set by the EFA, was not anticipated.
- Recruitment to 19+ ALR programmes was progressing very well, with JCP courses having run through the summer months. Members were advised that no issues were anticipated in meeting or exceeding the target for this activity within the single adult funding budget.

The report was noted.

4.2 Year-End 2011/12

A report was received summarising the College's draft year-end position for 2011/12.

After noting that the draft accounts could be subject to potential adjustment following the outcome of the external audit of financial statements, confirmation was welcomed that the draft accounts showed a year-end surplus of £405k compared to budget of £50k, a positive variance of £355k. The significance of the position was observed especially when compared with the previous year's deficit and after a financial turnaround of £732k, achieved after the off-setting a £724k cost gap contained in the original budget and whilst maintaining a positive cash balance throughout the year.

Reviewing the data in more detail it was noted that:

- The position had been primarily attributed to additional margin on unbudgeted income secured from the SFA together with tight cost control and reduced sub-contracting activity.
- Domestic and international fee income was at an all-time high level;

- Capital expenditure was £783k compared with a budget of £700k, with the over-spend being partly due to timing differences in some expenditure and partly due to unbudgeted equipment replacement for health and safety reasons.

It was agreed that the year-end position represented the best out-turn for many years, commending the work invested and the tight cost control exercised by the College management.

The report was noted

5. PRINCIPAL'S REPORT

5.1 Principal's Report & Development Plan

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

The report and the development plan for the year was summarised with members noting in particular:

- That in London the 16 to 18 recruitment position for learners at Entry/Level 1 remained a challenge with a negative impact of recruitment expected arising from the combined impact of the removal of EMA and the scaling down of the Connexions service; along with changed recruitment practices in schools. In contrast, in respect of adult learners (19+) category, members were advised that whilst a slightly more mixed picture, the College had been given verbal confirmation of receipt of an additional funding for programme/ALS/DLS funding.
- The most recent continued activity in respect of fee income derived from international students, welcoming confirmation that it was starting to make a key contribution to the overall financial performance of the College.
- The invaluable feedback gained from **the** Student Induction programme and the Principal's student focus groups of the year, particularly the ways in which the College could engage further with learners to relate skills to their programmes of study to enhance subsequent chances of employment.

Considering the objectives within the Development Plan there was discussion of the format agreeing that an overall summary accompanying the Plan, outlining progress in the implementation of the objectives, would help direct members' attention to those areas requiring fuller discussion.

After 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

Wednesday 12 December 2012

6.3 Meeting Evaluation

Members completed the meeting evaluation forms and the meeting closed.