

HARLOW COLLEGE FURTHER EDUCATION CORPORATION
CORPORATION MEETING

Minutes of the meeting held on Thursday 13 July 2017

Membership:	* P Taylor	* J Breen	* L Laycock
	S Adamopoulos	* C Chatt	* R Levy
	* P Bartlett (Chair)	* C Christofides	* M Prodger
	J Bedford	* A Durcan	* B Spencer
	J Bouffler	* E Johnson	K Spencer

* denotes present

In attendance: M Stokes, Deputy Principal
L Turner, Deputy Principal
W Allanson, Vice-Principal
D Morgan, Executive Director – Financial Services
P Whitehead – Executive Director – Information, Data and Support
D Sheridan, Clerk to the Corporation
R Lucas, Deputy Clerk to the Corporation

2010 Apologies for absence

P Bartlett was elected as Chair for the meeting.

Apologies for absence were received and accepted from K Spencer who was unwell, J Bedford, J Bouffler and S Adamopoulos.

The Corporation were informed that L Jones' and T Woodward's terms of office had expired and new student governors were in the process of being appointed.

2011 Declarations of Interest

There were no additional declarations of interest.

2012 Minutes of the Previous Meeting

The Corporation approved the minutes and the confidential minutes of the meeting held on 18 May 2017 as a true and accurate record, subject to three minor typographical changes, and were signed by the Chair.

2013 Matters Arising from the Minutes

2013.1 Matters Arising - Principal's Update (minute 2003 refers)

The Corporation was informed that the Academy of Learning is now under the College's ownership. P Taylor asked what financial checks were made and D Morgan confirmed that, as part of the College's due diligence process, RSM UK had undertaken a piece of work to confirm their position and check for any tax implications. The Corporation was informed that P Bartlett, as Vice-Chair, had signed the required documentation in the Chair's absence. The Corporation unanimously endorsed the Vice-Chair's signing of the

paperwork to allow the purchase of Academy of Learning to go ahead.

2014 Membership of Harlow College Further Education Corporation

The Corporation was informed that a Level 3 Media student will be appointed as a student governor and the second student governor position should be filled early in the next academic year. Governors were reminded that one student governor would sit on the Standards and Curriculum Committee and the other on the Health and Safety, Equality and Diversity or Safeguarding Steering Group.

2015 Governor Training and Development

J Breen has an apprenticeship visit scheduled for 27 July 2017.

L Laycock attended the ACER annual conference and provided Governors with feedback from the event. She attended the Student Awards Ceremony, where she presented the Governors' Award.

R Levy attended RSM UK's FE seminar.

E Johnson attended the Chamber of Commerce event held in UCH.

C Chatt attended the Student Awards Ceremony and the Fashion Show.

M Prodger attended the Health and Safety Committee meeting and the Safeguarding tutorial planning meeting.

T Durcan reported that he has been in dialogue with Public Health England around the educational opportunities in Harlow.

P Bartlett attended RSM UK's FE seminar and the Canalability Network Event for which the College provided the catering. He reported that Price Bailey has recruited a former Harlow College student following a successful work experience placement.

2016 Principal's Report

The Corporation received and considered the Principal's Report, presented by L Turner, Deputy Principal, M Stokes, Deputy Principal and W Allanson, Vice-Principal in K Spencer's absence.

Governors' attention was brought to the KPIs and Governors noted that the College is still waiting on some achievement data before the figures can be finalised.

Governors discussed and considered the KPIs at length and noted the following:

- 93% of lesson observations are graded as good or outstanding.
- Attainment is currently just above the predicted figure and retention currently just below.
- Value added continues to be a key strength of the College.
- The College is on track to achieve the positive destination target.
- Approximately 60% of leavers undertook external work experience in some form.
- Currently apprenticeship success rates are 65% however this figure will increase, and timely success is currently 67%.
- Attendance is on target.

- Maths and English are the College's biggest challenge and staff predictions for student grades are currently below target. English GCSE has a new syllabus and will be graded using the new 1 – 9 system, whereas maths is using the old syllabus and will be graded using the previous letter system.
- The College held a management training day focusing on moving the College from good to great. In consequence, working groups have been set up focusing on aspects of the College, such as teaching, learning and assessment, maths and English, work readiness, finance, Stansted Airport College and celebration and well-being.
- The College is on track to exceed the finance KPIs. Whilst full time learner numbers are below target, the current projected surplus is £300k above the original budget. The College's percentage of borrowing is below target. The underspend on the adult budget will be rolled forward into next academic year and will not be clawed back.
- Staff sickness levels are low and the College is proactive in sickness management. There has been a significant change in the long-term sickness rate, however operationally short-term sickness has more impact on and is more critical for the College. P Taylor asked if the sickness KPI should be adjusted and M Stokes confirmed that this would be lowered.
- A staff satisfaction survey has been conducted, the results of which are being analysed.
- An updated HR Strategy will be presented at the next Resources Committee meeting.
- Currently staff costs are 64% of the College's income however this may increase next academic year due to uncertainties in funding.
- Team staffing as a percentage of income is being split into two targets, the percentage of the College's total income and the percentage of income streams directly attributable to that which the team delivers.
- The average class size is 17.03 and whilst there are no penalties with having small class sizes, there is a challenge with staffing them. L Laycock highlighted that this is high for an FE college.
- There are low levels of incidents and exclusions, however whilst there are benchmarks and targets, this can be subjective.
- L Laycock suggested that the target for support for students should be more positive and asked that "do students feel safe on campus" be considered.
- The Supported Studies area has been reshaped and has seen good results. There have been five supported internships and four job outcomes.
- There has been a focus on developing the campus and facilities. Building N has been refurbished as well as the I-Hub and the top floor of Building I.
- The College is waiting to sign the lease for the Advice Centre where it will relocate Hair and Beauty provision.
- The 25 year lease for The Hides is nearly finalised.
- The campus will be locked down permanently from August 2017 with swipe access only on all buildings. Governors asked how this would affect the restaurant. Part of the students' duties will be to meet and greet customers at the main reception and escort them to the restaurant.
- As part of the iPad sustainability, the College is looking to enter into a leasing scheme from September 2018 for students and parents. The College is currently deciding which company to work with on this.
- Apple approached the College to apply for Apple Distinguished School status. If successful, the College would be the first college nationally to gain this status. An assessment visit has taken place and an I-Book has been submitted. The College

- will find out in September 2017 if it has been successful.
- Blended learning models are continuing to be developed to work in conjunction with face-to-face learning.
 - IT systems are now able to provide instant daily data.
 - 40 days of staff training has been secured for the new technology and equipment in HAMEC. There has been interest from local engineering companies to put work through the Centre. A non-teaching machine setter/ operator is being recruited. M Prodger asked about student numbers using the Centre. This year there are 82 full-time learners with approximately 110 applications for 2017/18. There are currently 70 apprentices however this is likely to increase to over 100. P Taylor asked how many organisations want to use the Centre and currently this is between 10 and 20. There is an income target of £100k and this would cover the staff costs for the machine setter and operator and contribute towards the costs of the machinery. The College is in discussions with the Enterprise Zone about its offer and business opportunities. HAMEC is being promoted as part of the Zone.
 - The College is in discussions with Public Health England and early activity to support their Communications and PR Teams has taken place.
 - Unloc continue to hold their enterprise days at the College, promoting entrepreneurial skills.
 - A growth case for increased apprenticeship funding has been submitted in the region of £55k – £60k. An additional tender for non-levy apprenticeship provision from January 2018 to April 2019 is to be submitted. The College has identified and is working with significant levy paying organisations and the Academy of Learning has had significant interest from levy payers.

Governors noted the progress on the KPIs.

A discussion was held around future KPI targets and Governors noted / requested the following:

- The sickness absence target should be lowered.
- Positive and SMART targets for Supported Studies should be developed.
- The HAMEC, Stansted Airport College and Princess Alexandra Hospital targets should be updated.
- Maths and English targets should be realistic and achievable. C Christofides highlighted that in setting the current targets, the Governors had good intentions and that the overall national success rate for resits is 18%. L Turner reminded Governors of the College's targets and success rates for maths and English last academic year.

The Corporation noted the Principal's Update.

2017 Management Accounts for the period 1 August 2016 – 31 May 2017

The Corporation received and considered the management accounts for the period 1 August 2016 – 31 May 2017, presented by M Stokes, Deputy Principal and D Morgan, Executive Director – Financial Services.

A discussion was held around the management accounts and Governors noted the following:

- The surplus is on target to be achieved. The balance sheet and the cash position are healthy, capital expenditure is on target.

- Income is above target, mainly due to the increase in high needs funding.
- The staff cost forecast has been adjusted as staff have been recruited ready for the next academic year.
- Operational expenses continue to be monitored.
- Income to offset funds the College has spent on Stansted Airport College is expected to be received before the end of the financial year.
- The loan facility was transferred to a product in May 2017.
- The bank covenants are being met. These are now easier to meet, due to loans finishing in December.
- The financial health is good and is forecast to be good at the year-end.
- P Taylor asked if the College was underachieving on depreciation. D Morgan confirmed that when the budget was set, depreciation was set at 1.3. The method of depreciation has been reviewed and adjusted. A reconciliation took place in May and another one will take place at year-end.
- P Bartlett asked what the staff restructuring expenditure was for. D Morgan confirmed it was a July adjustment for staff costs, covering pay adjustments, annual leave adjustments and overtime. Governors requested that this budget line be renamed to “staff adjustments”.

The Corporation approved the management accounts for the period 1 August 2016 – 31 May 2017.

2018 Two Year Financial Forecast 201-19 and the 2017-18 Budget

The Corporation received and considered the two year financial forecast 2017-19 and the 2017-18 budget, presented by M Stokes, Deputy Principal and D Morgan, Executive Director – Financial Services.

Governors were reminded that the plan is submitted annually to the Education and Skills Funding Agency, that year 2017 refers to 2016-17 and reflects what is in the management accounts; year 2018 refers to 2017-18 and is based on allocations received to date and other anticipated income, and year 2019 refers to 2018-19 and is based on College predictions.

Governors noted that in 2017, the College was funded for 2,423 full time learners, however the actual enrolment was 2,323. The College will therefore only be funded on this lower number for 2017-18. If the College recruits more learners than it is funded for, there will be an increase in funding in the subsequent year. Governors were informed that in 2019, the College plans an increase in funding due to additional learners at Stansted Airport College. A letter of comfort from the ESFA is being sought confirming that these additional learners will be funded.

Governors noted the apprenticeship targets included in the plan and that the College has the opportunity to grow apprenticeship provision through the apprenticeship levy.

R Levy asked what the format is for the sensitivity analysis. M Stokes confirmed that the College has been cautious in its forecasting and D Morgan confirmed that the College looks at each budget line and assesses if the figures are realistic and achievable.

Governors' attention was brought to the ESFA checklist document and Governors confirmed that the checklist provided them with the assurances that the College had considered all relevant matters.

Governors were presented with the 2017-18 budget and were given the opportunity to ask questions. Governors noted that cash flow in 2017-18 will be tight.

The Corporation noted the financial forecast 2017-19 and approved the budget for 2017-18.

2019 Quality Improvement Update

The Corporation received and considered the Quality Improvement Update, presented by L Turner, Deputy Principal.

Governors were informed that the Quality Improvement Update had been discussed extensively at the Standards and Curriculum Committee meeting and noted that the maths and English section had been covered in the Principal's Report.

Apprenticeships:

All apprenticeships are tracked on ProMonitor and the system produces a good sign-up report. Apprenticeship induction now covers the Prevent agenda and this is delivered to employers as well as apprentices. The College is in the process of moving from Frameworks to Standards.

Teaching, Learning and Assessment:

The observation programme is continuing and 93% of lessons are graded good or outstanding. More walk-throughs are taking place where trained observers spent 10 – 15 minutes in the classroom which creates a snapshot and a more accurate overview of the quality of the lesson.

Regular team review meetings are taking place with each team and the Quality Team at which dashboards are produced and discussed, with teams being awarded a gold, silver or bronze award.

The staff coaching programme is progressing well, with well-attended CPD sessions, including digital sessions. The CPD programme will next focus on support staff.

The average point score needs to be added into the report and it is predicted this will be around 227.1. The College is making better use of ProMonitor to track students.

A growth mindset programme is being trialled which focuses on more positive approaches to learning.

Higher Education:

The National Student Survey is a key performance measure for higher education however the biggest challenge the College faces is in getting students to complete the survey. Governors noted however that the College's latest response rate exceeded ARU's target response rate and the national average. Module evaluations have a higher response rate and the College ensures students complete them.

Governors noted the outcomes of those obtaining good degrees.

Governors noted the six HNC/D courses which the College is running in 2017-8.

Governors were informed that there has been a significant improvement in employer satisfaction this year, with the interim rate being 8.0 compared to 7.1 last year.

The Corporation noted the Quality Improvement Update.

2020 Harlow College Projects

2020.1 To receive an update on Stansted Airport College

The Corporation received and considered the update on Stansted Airport College, presented by W Allanson, Vice-Principal.

W Allanson provided Governors with a virtual walk-through of the College via a BIM model. Governors asked what the classroom sizes would be and if the building would provide sufficient natural light. W Allanson confirmed that the classrooms will be large enough for 27 – 30 students and that the windows in the building are significant and exceed minimum requirements. The central space will have skylights and there will be internal windows as well. Governors also noted that there will be high acoustic treatment in the classrooms, less so in the workshops with climate controls.

Subsidised travel will be available with the College linking into existing services to reach the campus from the terminal building. Parking facilities are restricted with approximately 30 spaces including disability spaces.

The external space needs to be well-managed due to the location of the site.

Uttlesford District Council will consider the planning application on 2 August 2017. A proposal for a £300k capital grant was submitted to Uttlesford District Council and will be considered by their Cabinet on 10 July 2017.

The build programme is very tight. The design will be agreed imminently. The supply chain has been tested in terms of costs and the Contractor will give a guaranteed maximum price to the College on 8 September 2017. The College must place an early works order for structural steel at approximately £300k in early August 2017. It is anticipated that by 15 September 2017 the College will be in contract with the Contractor with the final cost agreed. The Contractor will start on site in early October. There is only two weeks' contingency in the programme. Practical completion is scheduled for 4 August 2018, with the College opening in September 2018.

Curriculum development is continuing and the College is in dialogue with business partners at the Airport, who will be clustered into three advisory boards. Marketing is a key priority with a series of promotional programmes and activities planned throughout the year.

Governors were asked to consider the following recommendation: *“to allow the College to go into contact by the 15th September, as long as the final contract sum received by Wilmott Dixon on the 8th September is within the available budget of £7.48m or £7.78m assuming the UDC capital grant is*

confirmed as secure.”

Following careful consideration, Governors unanimously agreed to the recommendation and noted the update on Stansted Airport College.

2020.2 To receive an update on Princess Alexandra Hospital

The Corporation received and considered the update on Princess Alexandra Hospital (PAH), presented by W Allanson, Vice-Principal.

W Allanson informed Governors that PAH have signed a statement of intent outlining their plans to relocate their training and development department to the College campus and for the College to be their preferred apprenticeship provider. The apprenticeship element however this needs to be worked into a delivery agreement and a procurement process needs to be undertaken. It is forecast that in year 1, apprenticeship recruitment and commercial income will be approximately £390k. The College and PAH will work in partnership with ARU on additional opportunities at various levels.

The timeline was highlighted to Governors and the graph was explained showing that the lease will be offset against levy expenditure. The lease will be a twenty year lease containing break clauses.

The Corporation noted the update on Princess Alexandra Hospital.

2021 Financial Regulations

The Corporation received and considered the financial regulations, presented by D Morgan, Executive Director – Financial Services, who highlighted the proposed amendments to the regulations.

The Corporation unanimously approved the amended Financial Regulations.

2022 Governance Issues

2022.1 Code of Good Governance for English Colleges

The Corporation received and considered the report on the Code of Good Governance for English Colleges, presented by D Sheridan, Clerk to the Corporation. Governors noted that the report had been considered by the Search and Governance Committee at its meeting on 13 June 2017.

Governors were reminded that the report is produced on a “comply or explain” basis. The report indicated where the College complies with the Code. When the College does not comply, an explanation is given along with the rationale for the alternative approach or the College’s plan for adopting the recommendation. Governors noted that the report is reviewed and agreed by the College’s auditors.

A discussion was held around the impact if the Corporation decides to restrict or impose a maximum two terms of office for Governors.

The Corporation approved the reporting of compliance with the Code of

Good Governance for English Colleges, as set out in the report.

2022.2 Strategic Area Review Final Report

The Corporation noted that the publication of the Strategic Area Review Final Report for Essex has been delayed due to the General Election.

2023 Reports from Committees

2023.1 Resources Committee – 11 May 2017 and 29 June 2017

The Corporation received and noted the minutes of Resources Committee meetings held on 11 May 2017 and 29 June 2017.

2023.2 Search and Governance Committee – 13 June 2017

The Corporation received and noted the minutes of the Search and Governance Committee meeting held on 13 June 2017.

2023.2.1 Standing Orders 2017-18

The Search and Governance proposed that the Corporation adopt the Standing Orders for 2017-18 which had been reviewed by the Committee on 13 June 2017.

Governors were informed that all Committees had reviewed their Terms of Reference. The Search and Governance Committee will revert to a Search Committee with governance undertaken by the Standards and Curriculum Committee and the full Governing Body.

Governors noted that the Audit Committee's Terms of Reference had changed significantly in line with the Audit Code of Practice.

Governors agreed that the mileage rate for Governors should be recorded in the Standing Orders as 40p per mile in line with the standard College rate.

The Corporation approved the Standing Orders for 2017-18.

2023.3 Audit Committee – 20 June 2017

The Corporation received and noted the minutes of the Audit Committee meeting held on 20 June 2017.

2023.3.1 Internal Audit Strategy

The Corporation received an update on the Internal Audit Strategy presented by the Audit Committee. Governors noted that the Strategy had been revised by the Executive and the Audit Committee and aligned to the College risk register. The list of proposed audits was noted and Governors noted that there are

some contingency audit days being held in reserve. Governors were informed that audit briefs will be produced at the start of the academic year and will be reviewed again before the audits take place.

Governors noted that the new General Data Protection Regulations (GDPR) could be a risk to the College and some of the contingency days could be used to assess the College's readiness for these new regulations which come into force in May 2018.

The Corporation approved the Internal Audit Strategy.

2023.3.2 Review of the Risk Register

The Corporation reviewed and considered the risk register, presented by M Stokes, Deputy Principal.

Governors noted that there were no new or deleted risks. Three risks have higher risk scores, one risk has a lower risk score, four risks have updated risk control measures and / or sources of assurances and nine risks remain the same.

The Corporation agreed that that the General Data Protection Regulations should be added onto the register.

Governors noted that a decision needs to be made about the subsidiary companies by 31 December 2017 and that specialist advice is being sought from RSM UK. It was noted that the Academy of Learning will not be a subsidiary company of the College.

The Corporation noted the risk register.

2023.4 Standards and Curriculum Committee - 04 July 2017

The Corporation received and noted the minutes of the Standards and Curriculum Committee meeting held on 04 July 2017 and Governors noted that the Committee had requested that the Apple I-book be presented at a future Corporation meeting.

2024 Any Other Business

There were no items of any other business.

2025 Dates of Future Meetings

The Corporation received and noted the dates of meetings for 2017-18.

Autumn Term	Thursday 07 December 2017	08.30am
Spring Term	Thursday 15 March 2018	08.30am

Summer Term	Thursday 17 May 2018	08.30am
	Thursday 12 July 2018	08.30am