

HARLOW COLLEGE FURTHER EDUCATION CORPORATION
CORPORATION MEETING

Minutes of the meeting held on Thursday 18 May 2017

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

* 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

1997 Apologies for absence

Apologies for absence were received and accepted from B Spencer. C Chatt was welcomed to his first meeting as Staff Governor.

1998 Declarations of Interest

There were no additional declarations of interest.

1998 Minutes of the Previous Meeting

The Corporation approved the minutes and the confidential minutes of the meeting held on 16 March 2017 as a true and accurate record, subject to the addition that R Levy attended the ACER governor induction training session, and they were signed by the Chair.

1999 Matters Arising from the Minutes

There were no matters arising.

2000 Governor Training and Development

2000.1 To report on recent training developments events and contacts with the Executive and the Pair Scheme

T Woodward attended the Health and Safety meeting.

L Jones undertook a governor visit with the Creative and Digital Academy and particularly noted how well the teams work together in the Academy.

E Johnson's visit is currently being planned.

J Bouffler is undertaking his governor visit after this meeting.

J Breen's visit is currently being planned

T Durcan attended the Enterprise Zone Board meeting held at HAMEC and reported that the conduct and courtesy of the students was remarkable. He further reported that Harlow Council has commissioned a piece of artwork from the College's Visual Arts team and that the tutors had been fantastic and the students' knowledge was very impressive.

J Bedford attended the assessment day for the Business Team. He also attended a meeting with staff and Airbus to discuss skills requirements for the London-Stansted-Cambridge Corridor.

P Bartlett undertook a governor visit with the College's Quality Team, looking at the monitoring processes in the College and visiting the I-hub.

P Taylor undertook a governor visit with the IT, Facilities and Minor Works Teams, with a focus on resilience and planning.

M Prodger undertook a governor visit with the Safeguarding Team and attended an National Citizenship Service team meeting and commented on what a good opportunity it was for students. She attended the Safeguarding Committee meeting and the College's open evening and complimented the College on the quality of its full-time guide.

L Laycock undertook a governor visit with the A-Levels department and commented on the high levels of attendance and how the students were engaged, excited and knowledgeable.

R Levy undertook a governor visit with the Employment, Innovation and Skills team and noted that their biggest challenge is to evidence student destinations and outcomes.

S Adamopoulos attended a staff governor training event held by ACER.

C Chatt attended a staff governor training event held by ACER.

2000.2 To receive a report on recent Student Ambassador activities

Governors received an update on student ambassador involvement involved with the College's open evening.

T Durcan asked about the diversity of the students and where they live. K Spencer reported that many students, particularly apprentices, travel some distance and that approximately 40% of the total student population are Harlow residents. Governors noted that the College currently has approximately 50% of the Harlow post-16 education market.

2001 Management Accounts for the period 1 August 2016 – 31 March 2017

The Corporation received and considered the management accounts for the period 1 August 2016 – 31 March 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 forecast surplus is £493k. The forecast surplus is lower due to the amount of adult income anticipated. There is a plan to achieve the outstanding adult funding, however the College is currently keeping this forecast low until the funding is earned.
- Staff costs continue to be monitored and the forecast year-end staff costs is higher than originally budgeted due to the catering and cleaning staff being brought in-house.
- P Taylor requested that the salary graph be added back into the management accounts.
- An increase in high needs funding is expected in the next academic year.
- Operating expenses are below budget and are being closely monitored.
- The staff restructuring forecast is an amount allocated in case there is a need for it at the year-end. There are currently no specific plans to use it.
- In response to Governors' questions about the higher than forecast depreciation value, the Deputy Principal explained that it is partly due to the re-valuation of the College's land and the purchase of iPads for students. The iPads are now recorded on the balance sheet and have a depreciation value.
- Governors pointed out that interest received compared to the cash the College holds appears to be low. The College used undertake short-term fixed investments, however, with the current income profile and the cash dip in March / April this ceased. It was suggested that when the cash amounts are high, the College should consider short-term investment, based on only having a three month exposure. The College, however, currently has a need to meet the spending profile of its capital program. It was noted that the College has made some upfront payments for Stansted Airport College. The College has had assurances from the LEP and Essex County Council that their funding to cover this expenditure will be paid in this financial year.
- Capital expenditure is within budget. There will be an increase in some capital expenditure before the end of the financial year.
- The cash forecast is good.
- All bank covenants have been met.
- Financial reforecasting takes place every month.
- Ratios are on target for both the College's and the ESFA's targets.
- The College's financial health remains good.

Governors' attention was brought to the College's banking facility. The Corporation reviewed and approved the banking facility as set out in paragraph nine of the report.

The Corporation approved the management accounts for the period 1 August 2016 – 31 March 2017 and approved the College's banking facility.

2002 Quality Improvement Plan

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

Section 1 covers all aspects of learning and Governors noted / discussed the following:

- All staff have an improvement action plan which they are working towards.
- Walk-throughs are continuing to take place and are highlighting issues that

may not be identified in formal observations.

- Staff with a “requires improvement” grade are being focused upon. Currently there are approximately 35 members of staff with this grade.
- Quality audit processes are in place with a focus on a number of different aspects, with gold, silver and bronze awards available for each aspect.
- The opening of HAMEC has seen an immediate improvement to the student experience in this area.

Section 2 covers further education and Governors noted / discussed the following:

- Retention is currently 93% and predicted achievement is 84%, excluding English and maths.
- Students who are not achieving are often not achieving the qualification they were initially enrolled on.
- Predicted achievement is likely to increase towards the end of the academic year.
- Staff have become more confident in the use of ProMonitor. The system provides better tracking and monitoring and can be used to identify issues within teams, such as marking. Support staff are using ProMonitor more frequently to record student support.
- There is a greater focus on value-added which is generally very strong across the College. It is not part of the new funding formula, however more weight within the new progress measures is on value added.
- Traditionally a large number of qualifications had different assessment methods, however there is a big shift over to external examinations.
- Governors asked if the base-level of the students in the College’s intake is changing? It was reported that there is a small, steady improvement, however this is slightly below the national average. Students do leave the College with higher than national average results.
- English and maths is the College’s biggest challenge and there is a particular focus on English. Support is in place for staff and there is close monitoring of the students.
- Students will be awarded a 9 – 1 grade for English and a letter grade for maths this year.
- The Supported Studies team has had a successful year and has received positive attention externally. Their National Citizenship Service residential was very successful and received high praise from the external NCS staff. Governors noted that there are additional staff costs for this type of residential.

Section 3 covers higher education and Governors noted / discussed the following:

- The strongest performance measure is student satisfaction.
- The College achieved 100% completion of the National Student Survey for its HNC and HND provision and 82% completion for its ARU provision, against an ARU target of 80%.
- The module evaluation score for the College’s HNC and HND provision is 8.15 which is a strong result.
- Unit and module evaluation data is monitored closely and changes can be made in subsequent years based on this feedback.
- Student voice meetings take place termly and all the issues raised in the November 2016 meeting have been addressed.
- External quality review visits for sport and public services have taken place and no conditions were recommended.
- CPD is taking place for staff.
- Six HNDs will be offered by the College in September 2017 and a targeted

- marketing campaign will be launched.
- There are no caps on the College's HNC and HND student numbers.

Section 4 covers apprenticeship and Governors noted / discussed the following:

- There has been an improvement across the College in reporting on all aspects on apprenticeships.
- Monitoring is now undertaken via ProMonitor.
- The College has a strong in-year retention rate of 91%.
- Predicted timely success is 63.2%, compared to 49.3% at this time last year. This figure will increase and the College aims to get the actual and timely success figures as close as possible.
- Those who do not achieve timely will continue and achieve their qualification.
- There are on-going issues with GCSE English and maths and functional skills.
- The College is preparing for the introduction of Apprenticeship Standards and the Apprenticeship Levy.

The Corporation noted the Quality Improvement Update.

2003 Principal's Update

The Corporation received and considered the Principal's Update, presented by K Spencer, Principal.

The Principal informed Governors that the outcome of the Area Review had not yet been published due to the General Election.

A strategy day was held for all College managers focusing on the College's "good to great" strategy. Feedback from this day will be given to the Corporation at its meeting on 13 July 2017.

Teaching, Learning and Assessment:

The College is preparing a submission to become an Apple Distinguished School. If successful, the College would be the first college to gain this status and this would attract positive publicity.

The College's Digifair showcased a range of projects across the College.

English and maths are the biggest challenge to the College. Currently maths is more on track than English.

There are challenges with teams who are not used to external assessment and the College is looking at how best to prepare teachers and managers for this.

The College has successfully secured funding from the AoC and ETF for an Outstanding Teaching, Learning and Assessment project with a specific focus on construction, engineering and manufacturing.

Diversification and Projects:

There has been significant external interest, especially from large companies, in using HAMEC.

There is a significant amount of support from Essex County Council, Uttlesford

District Council and local schools for Stansted Airport College. The LEP's Advisory Board is meeting on 26 May where the final decision will be made on the project. There have been some name challenges with the Stansted campus, however the name Stansted Airport College has been agreed.

The College is progressing negotiations to bring the Academy of Learning into the College following the sad death of one of its directors.

Work is continuing with Princess Alexandra Hospital on setting up an agreement for lease of facilities on campus and a training agreement for apprenticeships. B Spencer has offered to look over the lease agreements before they are signed.

The College is waiting on a lease agreement from Harlow Council for the Advice Centre which the College plans to use as an outlet for its hair and beauty services. It was noted that the College can claim VAT back on outlets like this as they are integral to curriculum and qualifications.

The College is in discussion with a developer regarding a possible construction project in the area.

The final report for the Prevent Project has been submitted to the Home Office and the Principal thanked D Sheridan and S Abdelmoula for their hard work on the project.

The National Citizenship Service is still being delivered successfully.

New Appointments:

Will Allanson has been appointed as Vice-Principal and will lead on the Stansted Project and the commercial side of HAMEC.

Wendy Martin has been appointed Assistant Principal and will lead Stansted Airport College.

Julian Sample has been appointed Assistant Principal and will lead on business development.

Governors were given the opportunity to ask questions.

T Durcan asked what the governance arrangements will be for Stansted Airport College. The Principal explained that Stansted College will not be a separate entity: it will be integrated fully into Harlow College and its existing governance structure. The College has asked Manchester Airport Group to nominate a governor to be appointed to the Corporation. An employer advisory panel will be established for Stansted Airport College.

T Durcan further asked if a sub-committee of the Corporation will be established to focus on Stansted Airport College. The Principal said that currently it is not intended to do so. She highlighted that there is no appetite from Uttlesford District Council, Manchester Airport Group and local head teachers to have an additional Board and that their preferred method is to use existing governance structures. The idea of having a lead governor on the project to support management was suggested.

T Durcan raised the issue that ARU are designing a campus as part of the Enterprise

Zone and that the College should make itself available for discussions around this. The Principal reported that HAMEC was originally envisaged to be part of the Enterprise Zone, however the College took a proactive role in securing the investment in the Centre and took the lead on the initiative. W Allanson is in dialogue with the Enterprise Zone's Project Director for HAMEC being part of the Enterprise Zone even though it is not on the site. The College is also in dialogue with ARU regarding their MedTech campus. The College will have no physical presence in the Enterprise Zone, however it will be wrapped into its services. Governors agreed that there is a need to ensure that the College provides a talent pipeline to feed into opportunities resulting from the Enterprise Zone.

The Corporation noted the Principal's Update.

2004 Risk Appetite

The Corporation received a training presentation on risk appetite, delivered by Paul Goddard, Scrutton Bland.

Following on from the presentation, Governors were given the opportunity to ask questions and raise any issues.

J Bedford commented that it is very important that risk management is drilled down to a very low level and that the curriculum should be looked at from a risk management aspect.

The Corporation thanked P Goddard for his informative presentation on risk appetite.

2005 Governance Issues

The Corporation received and considered the report on Governance Issues, presented by D Sheridan, Clerk to the Corporation. The Clerk highlighted two letters that had been circulated to Governors.

The letter from the Further Education Commissioner, summarised the Area Review process and states that approximately 50 college mergers have been proposed and 30 sixth form colleges are looking to convert to academies. There have been 68 applications for transitional funding.

56 colleges and sixth form colleges have been subject to intervention from the FE Commissioner and the Sixth Form Commissioner since 2013 due to either inadequate Ofsted rating or financial difficulties.

Governors were reminded that Harlow College was graded good by Ofsted in January 2016 and the College has good financial health.

The letter from the ESFA provided Governors with information on financial management and governance. It detailed that colleges should ensure audit compliance and a provider data self-assessment toolkit has been published to help colleges complete their ILR returns accurately. There is a rising error rate on the returns across the sector and there is a possibility of in-year consequences for this.

The Corporation noted the report on Governance Issues.

2006 Reports from Committees

2006.1 Standards and Curriculum Committee – 13 March 2017

The Corporation received and noted the minutes of the Standards and Curriculum Committee meeting held on 13 March 2017.

2006.2 Remuneration Committee – 16 March 2017

The report from the Remuneration Committee was considered under the confidential part of the agenda.

2006.3 Resources Committee – 11 May 2017

The Corporation noted that the minutes of the Resources Committee meeting held on 11 May 2017 will be presented to the Corporation at its meeting on 13 July 2017.

2007 Any Other Business

There were no items of any other business.

2008 Dates of Future Meetings

Summer Term	Thursday 13 July 2017	08.30am
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