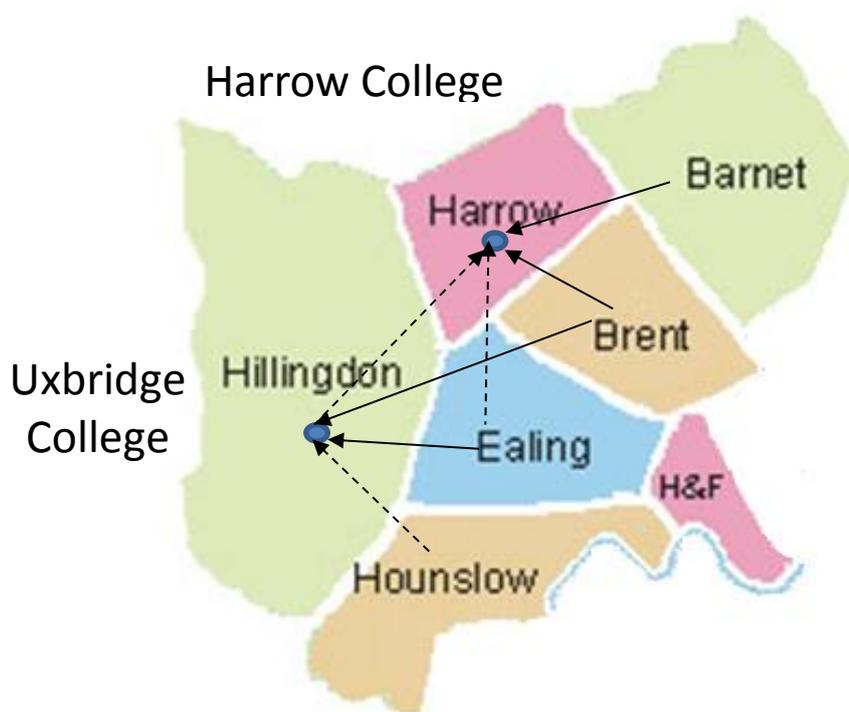


Our vision for inspirational and outstanding further education in the heart of West London

The governing bodies of two of West London's further education colleges, Harrow and Uxbridge Colleges, are exploring an exciting partnership.



Recruitment areas within west London

- ← Primary
- ← Secondary

Through this partnership it is proposed to deliver outstanding and sustainable further education provision that forms a core component of the infrastructure of West London, critical to the needs of employers and residents for employment and long-term economic prosperity.

An outstanding vision for the future of further education in the heart of West London

Introduction

This strategic document takes into account the context both of the national Government-led 'Area Reviews' which are looking at all colleges in the country, and the on-going financial challenges faced by the Sector. The London reviews are now complete and will be reported upon in the Spring of 2017. The public consultation has seen overarching endorsement of the merger with clear support from local authorities with clear indicators from legal and financial due diligence on each college that shows no impediment to the planned merger.

Against this background, our vision is 'to become a leading high quality education and training provider with a strong financial profile that will ensure its sustainability and growth in the future'.

We are proposing a new west London college group that will serve a diverse community of learners and employers with main campuses in Harrow Weald and Harrow-on-the-Hill in Harrow and Hayes and Uxbridge in Hillingdon and two smaller construction training centres in Harrow. It will build on the educational character, values and strengths of the respective partners whilst providing cohesive further education not only in the two boroughs within which the colleges are located, but also beyond into London and more specifically in west London, to the benefit of students, employers and the wider community. Please also refer to the financial plan and commentary.

1. Our shared vision

Our shared vision is for our further education provision to play a critical role in helping to ensure the economic success and social cohesion and mobility in west London and more broadly in London.

Our aim is to develop an outstanding further education provision as a core component of the infrastructure of west London that:

- 1.1 Maximises the volume of high quality education and training, and the opportunities for success of students and communities in the local area;
- 1.2 Achieves a grade of outstanding for its effectiveness by Ofsted;
- 1.3 Responds to employers' and residents' needs for skills – to become a/the preferred provider in specialist areas;
- 1.4 Maintains and develops an effective and robust strategic partnership with individual local authorities, the West London Alliance and Greater London Authority, local schools, Higher Education institutions and other organisations (3rd sector, independent training providers etc.)

To achieve this:

- 1.5 The joining of resources is critical to ensuring the delivery of long-term sustainable and cohesive further education provision for west London. This will be particularly important given the current high level of downward pressure on college income nationally as it:
 - will enable our communities to realise their ambitions, and local businesses and industry to continue to access a well-trained and qualified talent pool for their future success.
 - will allow the further development of provision at all levels, but particularly at higher levels in the London Economic Action Partnership (LEAP)¹ priority areas, and add value to our engagement with employers

¹ London Economic Action Partnership (LEAP) the Local Enterprise Panel in London rebranded under new mayor

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- will facilitate the sharing of best practice to improve the already strong quality base, ensuring high quality provision across the two areas and regarded as outstanding for its effectiveness by Ofsted;
- will facilitate the achievement of a more robust financial position to safeguard the future sustainability of further education provision in west London building on the strong financial profiles of the colleges.

1.6 The colleges will provide a strong and robust mix and balance of provision and age groups, with a diverse funding base. Continuity of the 'local offer' in each Borough will be a key principle with the aim to:

- Increase opportunities for student progression
- meet the needs of all local employers
- maintain a robust and effective strategic partnership with the local authority
- Share best practice between staff to expand high quality education and training

1.7 A robust local offer in each Local Authority area will be enhanced by clear, accessible specialist pathways. Existing specialisms will be maintained and enhanced whilst new areas of expertise are developed to reflect the colleges' expertise in particular sectors (e.g. STEM) and meet regional and local skills needs.

“Our merged organisation will give us greater resilience and greater scope to invest and increase our capacity to innovate and to respond effectively to regional and local needs.”

A comment endorsed by the Chairs of our Governing Bodies

2. Background to Harrow and Uxbridge proposed merger

Individually, each College has a successful history of supporting local people to achieve their best, to train and qualify for higher level study and for work. Each has actively adapted their provision over the years, to anticipate and meet the changing needs of their communities and to make sure of a strong talent pool to meet the skills needs of west London's booming economy.

However, the further education and skills sector has faced year-on-year cuts in funding over successive years, and unfortunately this has affected provision for some of our most vulnerable communities. Now, the Government is looking to rationalise further education provision across the country and has embarked upon a programme of 'Area Reviews' to achieve this, with the likelihood that the number of providers will reduce further.

Despite the current and continuing challenges within the education environment, the colleges believe that opportunities are presented for taking a unified approach to the provision of Further Education, which will be of benefit locally and to west London. It is considered that this provides a compelling argument for merger.

Firstly, the adjoining boroughs of Harrow and Hillingdon share many characteristics. Both boroughs benefit from diverse communities, with people from different ethnicities, religions and cultures living, studying and working alongside each other. Both boroughs have high levels of small to medium sized businesses alongside major employers such as Heathrow.

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Secondly, an opportunity to join forces ensures the continued future of provision through the combining of our respective strengths, the further development of specialisms, the continued and more efficient delivery of the valuable education and training that we offer to our communities with resources firmly focused on front line delivery.

3. Local Identity

The colleges all place a high priority on responding to the needs of their local communities and the west London sub-region, and this commitment will be a feature of the proposed new strategic alliance.

It is the Colleges' intention that there will still be a local college presence in each Borough with college names and identities to be retained. There are two main campuses in Harrow - Harrow Weald and Harrow-on-the-Hill and in Hillingdon - Hayes and Uxbridge with two smaller construction training centres in Harrow, which will provide good local access for learners and employers.

4. Meeting local and regional needs

The West London Alliance representing all councils in west London has set out its vision for this sub-region.

West London Vision for Growth

The West London Vision for Growth is to be a thriving and prosperous part of a premier world city, with highly profitable businesses investing in West London, successful residents and resilient communities.

The Vision outlines six key objectives:

- To achieve a step change in partnership with business and industry to facilitate sustainable economic growth
- To increase small business start-up and survival rates through business support hubs, higher exports and focused collaboration with higher education institutions
- To remove the skills gap and support low-paid residents in work to enable them to achieve pay levels that can sustain and improve their living arrangements
- To radically improve success rates for employment programmes for residents with all young people in education, employment or training
- To deliver at least 74,000 homes as part of a housing programme that meets the needs of our residents and supports growth
- To create and maintain thriving town centres which are hubs for work and living

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Greater London Authority (GLA)

The GLA's 'Skills Vision for London: a global city providing opportunity for all' sets out its vision and its ten challenges for London that FE colleges will play a key part to meet.

1. Helping to **boost stagnant productivity** levels

From 2009 to 2013, productivity in London grew at a slower rate than the national average. Output per hour worked grew by 1.9% in London compared to 2.1% in the UK as a whole¹. UK productivity is approximately 20% below the rest of the G7, and lower still compared to Germany, France or the US². [Sources: London Proposition²; English Apprenticeships: Our 2020 Vision²]

2. Supporting **progression** and **lifelong learning** to help **tackle in-work poverty** and welfare dependency

London has a higher proportion of households in poverty than the UK average (28% vs. 21%)³. 57% of adults and children in poverty in London are in working families⁴. [Sources: ONS Family Resources Survey³; London Poverty Profile⁴]

3. Meeting the needs of a **diverse** and **growing population**

London's population levels are rising significantly. The working age population is projected to increase from 5.7 million in 2011 to over 6.6 million by 2036, and the 16 to 18 year old population is set to expand to 323,600 by 2032⁵. [Source: London Proposition⁵].

4. Increasing the **degree of specialisation** and the **volume of higher level provision** while not losing the focus on critical **basic skills** including English, maths and digital skills

Around two thirds of provision delivered by FE colleges in the capital is at Level 2 or below but demand for higher-level skills is growing⁶. 54% of employees in London are managers, professionals or associate professionals compared to 44% for the UK as a whole⁷, and further growth in high-skilled jobs is expected to be faster in London than in any other UK region⁸. [Sources: LEP Skills Inquiry⁶, ONS annual population survey⁷; UKCES Working Futures⁸]

5. Increasing the **volume of quality apprenticeships**

While London has doubled the number of apprenticeship starts in recent years, it still delivers less than 10% of the national total⁹. Historically, this is because London has a small manufacturing sector, a larger proportion of SMEs (who are less likely to employ apprentices) and easy access to skilled migrant labour. Young Londoners are also more likely to follow the A Level/university pathway, than choose an apprenticeship route at 16-18 years. The introduction of the Apprenticeship Levy is a fresh opportunity to deliver more apprenticeships including at higher levels. [Source: SFA Statistical First Release⁹]

6. Raising the level of **employer engagement and investment** in skills

A higher proportion of employers in the capital (36%) did not fund or arrange any training for staff in the 12 months to mid-2013 compared to the rest of England (34%). Employers in London are slightly less likely to have had any contact with a training provider, FE college or HE institution in the last 12 months compared to those in England overall (52% vs. 54%), and much less likely than employers in the South East (57%)¹⁰. [Source: UKCES Employer skill survey, 2013¹⁰]

7. Meeting the **high need for ESOL** provision

It is widely accepted that learning English is a key way for migrants to integrate and contribute positively to the economy. London has nearly 3m foreign-born residents (42% of the UK's total). More than half of these speak a language other than English as their first or main language. 210,000 working age Londoners cannot speak English well and 25,000 working age Londoners cannot speak English at all¹¹. With a growing emphasis on private funding for ESOL, businesses and individuals need to be supported to understand the value of investing in language learning, and London's skills vision needs to ensure communities have the opportunity to acquire the language skills they need to play an active part in society as well as the capital's economy. [Source: Census, 2011¹¹]

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8. Delivering a **coherent and integrated careers offer** for London

Too few young people are gaining adequate experience of work while still at school, college or university, and careers support for young people is not working as well as it could¹². The majority of young people say that they have not received personalised support from an information, advice and guidance professional¹³. London Ambitions – London’s strategy for careers advice and guidance for young people – has set out to address these issues, but there is still work to be done, including developing a vision and action plan for a truly world-class all-age careers offer for all Londoners. [Sources: London Ambitions¹²; Young people’s perceptions about post-18 education and training options, ComRes¹³]

9. Ensuring young Londoners **access the right learning pathways** to improve **retention rates at age 17**

Despite London schools consistently achieving the highest school results of any region in England at GCSE level, the drop out rate from courses at age 17 is high. Just under a quarter of Year 12 Level 3 starters ‘dropped out’ of their school sixth form before the age of 18. This was notably the case at the end of Year 12, particularly for vocational courses¹⁴. This is due to a combination of factors including students choosing courses or learning settings that are not well suited to their needs due to poor careers information, advice and guidance.

[Source: 17+ participation, attainment and progression in London, Hodgson and Spours¹⁴]

10. Developing a more **stable, resilient and high quality FE sector**

London has some excellent post-16 providers, but leadership and teaching in the FE sector, including in FE colleges, is of variable quality. A combination of factors including declining public sector skills budgets have also led to FE providers across the capital facing financial difficulties. For the first time since incorporation the sector as a whole posted an annual deficit last year¹⁵. Continuing changes to funding sources, such as the introduction of the Apprenticeship Levy and increased eligibility for learning loans, will present challenges as well as opportunities. London needs a more stable, resilient and high quality base of colleges and other providers, who are able to take advantage of these opportunities and deliver more consistently excellent provision to meet London’s needs. [Source: FE Commissioner’s letter on Area Reviews, October 2015¹⁵]

In each borough there will be a well thought through and clearly defined local offer which meets the needs of the local communities – employers, local authorities, young people and adults. For example, the colleges offer comprehensive ESOL and SLDD provision which is accessible in each of the boroughs alongside excellent Foundation learning which is a stepping stone towards further education, training or employment. The broad offer up to level 3 in a wide range of vocational areas offers robust progression routes, particularly for the 14-19 year olds. Both colleges have high achievement rates for 2015/16 with very good retention rates of young people with high levels going on to further and higher qualifications. Careers development will continue to play a key part for the new institution. For example, Harrow has recently been awarded the Enhanced Matrix Award which recognised its whole-college approach to advice and guidance for young people and adults and both colleges integrate employability skills into their programmes.

The new merged institution will build on its existing strong employer relationships to contribute significantly to these key priorities within the boroughs it serves not only directly but also more widely across west London because of its good transport links. It will have a very good coverage of west London as its main recruitment area spans both boroughs as well as Brent, Barnet, Ealing and Hounslow bordering on Heathrow. Therefore, it will be well placed to contribute to delivering the training needs at Heathrow and developments such as Crossrail/HS2, Old Oak and Park Royal Development and other borough opportunity areas (e.g., Brent Cross, Wembley and Harrow and Wealdstone).

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5. The scope and scale of the newly created organisation

The combined strength of the colleges lies in a broad, high-quality vocational offer across 14 areas, offering progression routes from Entry level through to level 3 and to higher level provision in several specialist areas. The overwhelming majority of provision at the colleges aligns with the LEAP priority areas, providing a good platform for further development including a joint apprenticeship offer.

London Region

As part of the Area Review for west London the GLA shared data report called 'Trends in the demand for labour and skills in London and the West Sub-region' in March 2016. The areas for growth for London can be seen on the two graphs on the next page.²

Figure 1 outlines the projected employment growth for London's largest industry sectors. It shows that that professional, real estate, scientific and technical services sector is projected to grow by 334,000 jobs to reach 1.23 million jobs in 2036 (an annual average increase of 1.5% per year). Other sectors that are projected to grow over this time period include administrative and support services (173,000 jobs, a 1.3% increase per year), accommodation and food services (144,000 jobs, a 1.5% increase per year), and information and communications (126,000 jobs, a 1.2% increase per year). Smaller increases in employment are projected in the education, health and retail sectors. Employment in the financial and insurance activities is expected to remain relatively stable from 2015-2036, with a small decrease of 9,000 jobs.

Figure 2 outlines the projected employment growth for London's relatively smaller industry sectors (which are presented separately to more readily identify trends). It shows that that the construction sector is projected to grow by 38,000 jobs to reach 320,000 jobs in 2036 (an annual average increase of 0.6% per year). Other sectors that are projected to grow over this time period include other services (up 35,000 jobs, an average increase of 1.0% per year) and arts, entertainment and recreation services (up 33,000 jobs, a 0.8% increase per year).

² Source: GLA Economics, July 2015, updated employment projections for London and trend-based projections by Borough

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Figure 1: Historic and projected workforce jobs in London’s largest broad industry sectors, (thousands), 1984-2036

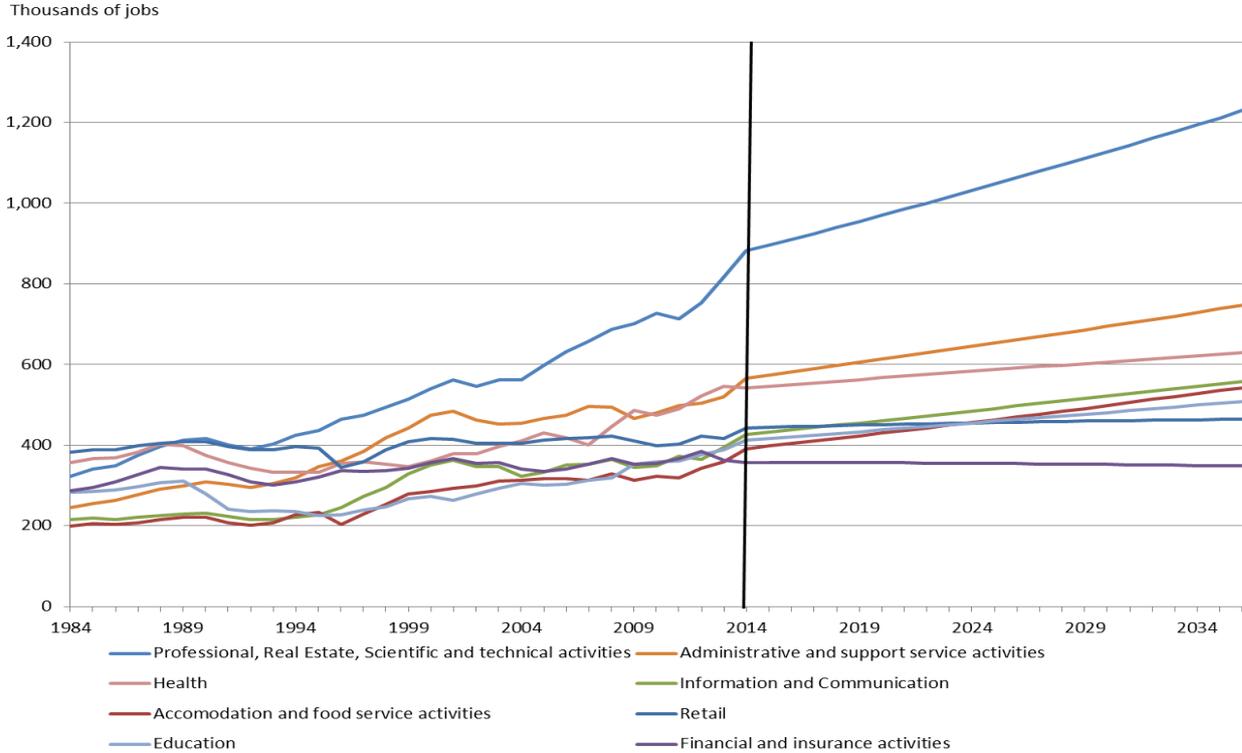
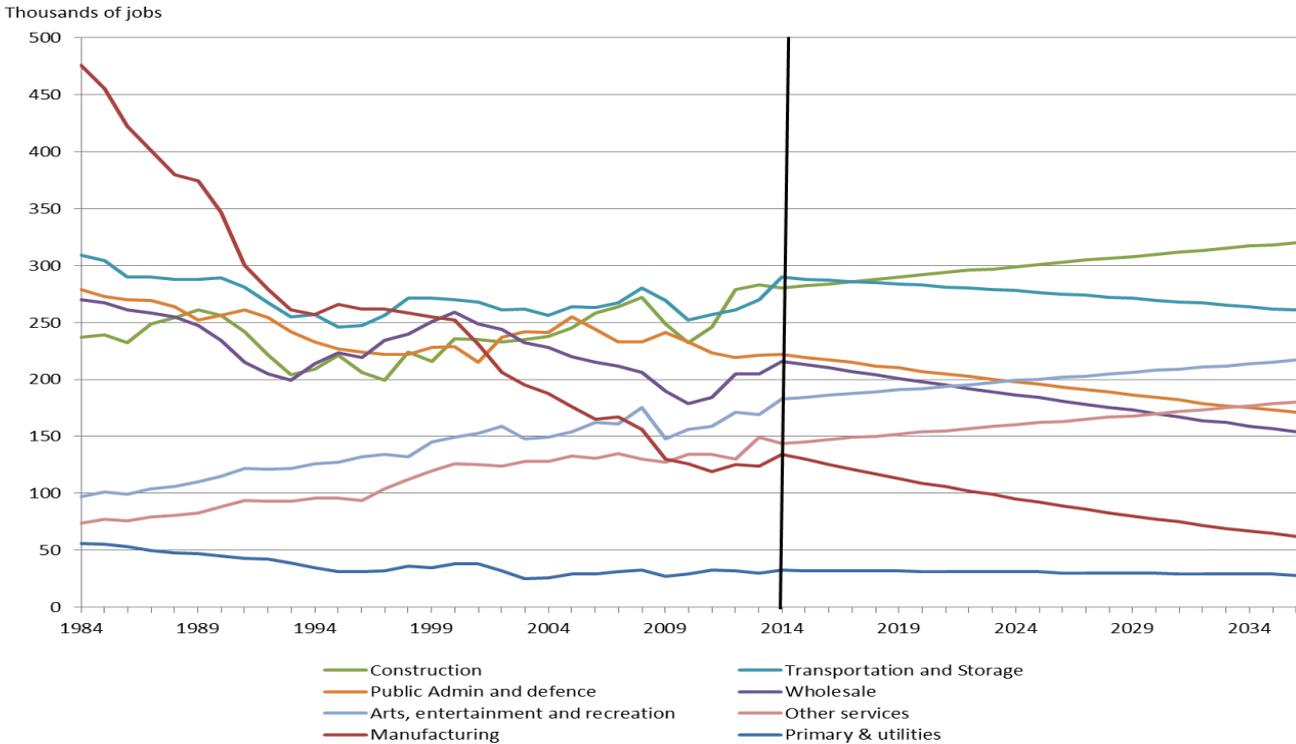
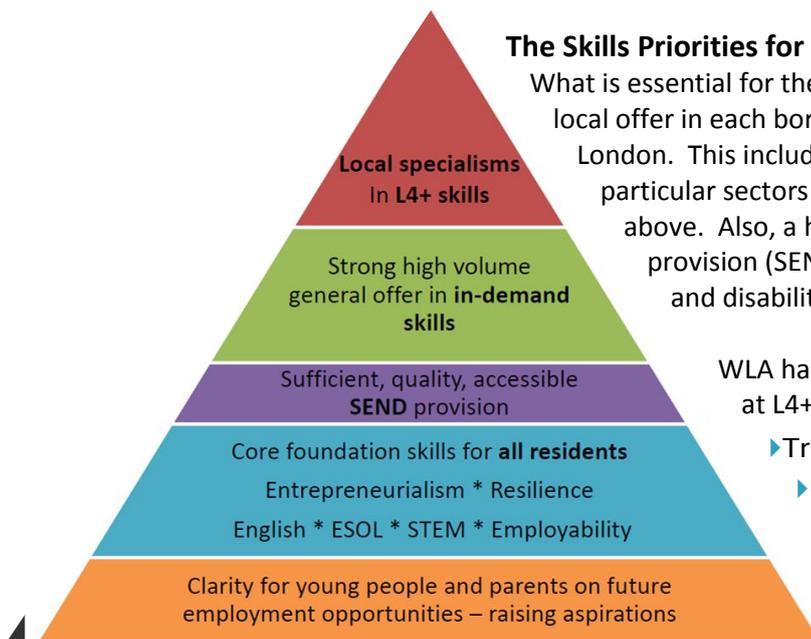


Figure 2: Historic and projected workforce jobs in London’s smaller broad industry sectors, (thousands), 1984-2036



The majority of the growth sectors above are areas of growth for the merged college. See next section.

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The Skills Priorities for West London Alliance

What is essential for the West London Alliance is that there is a local offer in each borough as well as a local offer to west London. This includes a strong offer for in-demand skills in particular sectors and specialisms from Level 3 or 4 and above. Also, a high quality special educational needs provision (SEND) for learners with learning difficulties and disabilities.

WLA has identified seven emerging priority areas at L4+ (with pathways):

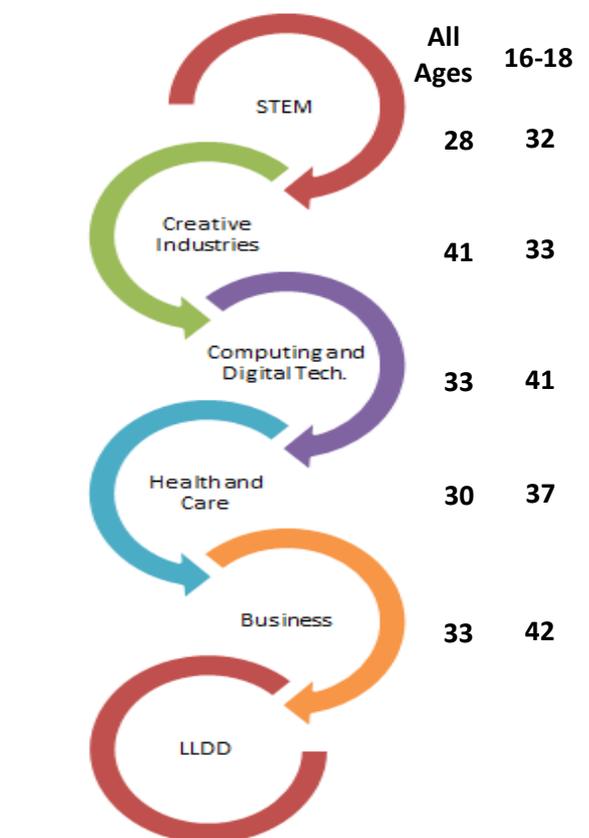
- ▶Transport ▶Construction
- ▶Health & Social Care ▶Digital
- ▶Wholesale and retail
- ▶Real estate ▶Media

The intention of the merged college is to maintain a broad curriculum which builds on the substantial curriculum delivery expertise across 14 sectors. This is in the interest of young people in particular and will support alignment with the 15 new vocational pathways identified and set out in the white paper by Lord Sainsbury in July 2016. Within this broad curriculum offer, areas of specialism will also be promoted as outlined opposite, and some areas will be further developed.

6. Curriculum development that will be prioritised initially by the proposed new organisation

Specialist areas

The colleges will look to develop the areas opposite in line with London region and west London needs identified by the GLA, West London Alliance and employers, as set out in the diagram opposite. For example, there is strong Science, Technology, Engineering and Maths provision across the colleges, which is a good base from which to develop particular specialist provision including related areas such as sport science. The number next to each specialism identifies the current % market share of FE provision for the combined college based on RCU data for west London FE colleges for the academic year 2014/15. The new college will be building its specialist areas from a strong base.



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Higher Education:

Each of the colleges delivers higher education provision in several vocational areas both directly funded through HEFCE and in partnership with HE Institutions. Currently HE numbers across the two colleges is circa 400. The recent government changes (e.g. removal of the student number control) have had an adverse impact on the HE in FE market as universities have increased their recruitment. However, the opportunities provided through the proposed alliance will allow us to strengthen the offer, particularly in STEM and Health and Care, develop new provision such as Higher Apprenticeships more extensively, and provide an enhanced experience to higher education students. Both colleges have strong relationships with Westminster and Brunel universities and will develop and/or enhance other strategic alliances going forward.

Apprenticeships

The colleges are at different stages of development in relation to Apprenticeship provision. However, there has been a concerted effort to reduce dependence on sub-contracting and to embed apprenticeships as part of the mainstream offer in each college, offering clear progression routes and pathways. The colleges have developed Apprenticeships in areas where they have a proven track record of quality delivery and good employer links (e.g., engineering, health, digital), indeed there are over 1150 apprenticeships in 9 of the 15 technical and professional routes delivered between the colleges currently. In order to grow this offer more rapidly, without impacting on quality the combined colleges will pool their existing expertise to build further capacity to work with employers and offer greater access to those apprenticeships which meet the identified skills gaps regionally as well as in the sub-region and locally.

In order to benefit learners our intention is to maximise learner choice across the geographical area as far as possible. This will include by Level and by pathway as well as by SSA.

7. Other income opportunities

Currently, income from student loans, international and full-cost (employer) courses represent 8% of the combined income. The merged college will look to increase these opportunities but recognises that there are external factors that have significantly impinged upon growth such as the fluctuations to funded qualifications for adults (co-funded and student loans) as well as UK Border Agency criteria regarding international student recruitment by FE colleges. The impact of student loans for all 19 year olds is unknown but it is the intention that new institution will build on its combined capacity and high adult achievement to meet this new income challenge.

14-16

Both colleges provide taster provision in vocational subject areas as negotiated with local schools, and also offer some provision for students not fully engaged with the standard school curriculum or experience, again in partnership with local schools and local authorities. Harrow College also has two Career Colleges – Digital and Creative and Business and Professional Studies. Currently, these are for post-16 students but the intention was to recruit from 14 in the future. However, there are no current plans to take this forward.

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8. Students travel to learn preferences and recruitment

Currently, there is very little travel to learn between the two boroughs, the vast majority of younger students do not travel nor do those who are harder to reach because of their personal and economic circumstances. Consequently, there will still be a need for complimentary provision. However, there is an expectation that people will travel to advance their job prospects and career aspirations. This will enable the merged organisation to provide more specialist higher level provision at one location. Recruitment for both colleges cover the majority of boroughs within west London and through the improvement and maintenance of high quality provision track record experience would strongly suggest that the new merged college will be able to maintain, at least, its current recruitment levels through the next few years of where demographic growth is set to decrease slightly for 16-18 year olds but then sharply rises as we move towards 2020.

9. Improving the quality of curriculum provision

Of the two colleges, Uxbridge is graded 'outstanding' by Ofsted and Harrow is graded as 'requires improvement' with good provision for adults and high need learners. It is the intention of the proposed merged college that all provision will become outstanding and this will be achieved in part by peer review and sharing best practice with regard to structures, strategies and quality assurance. Success rates for both colleges for 2015/16 are both improved and will remain the highest in west London.

10. Improving opportunities for staff

Across the colleges, there is a dedicated staff and physical resource in 14 SSAs, with the vast majority of provision at good or better quality (See Ofsted reports and success rates trend data for 16-18s and 19+ SSA Tier 1 and Tier 2 levels). This resource base can be drawn on for workplace based delivery as well as classroom based. There will be multiple entry points for learners by level. The breadth of the curriculum offer and the staff expertise associated with this, combined with the good or better quality of the majority of the provision, suggests that the sharing of best practice across the entirety of the provision will be extremely beneficial with respect to workforce development.

In addition, the continued focus on developing the employer interface to build apprenticeship provision and to create opportunities for employers to have a central role in the design and delivery of vocational courses will also impact positively on workforce development. For example, the strategic partnership with large employers such as the Capgemini, Lenova, Sky, London Transport and Heathrow can provide relevant Continuing Professional Development opportunities for staff on the latest industry developments, brings students in contact with employees and enables employers the opportunity to contribute/lead on what students learn.

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11. Developing a coherent property strategy to support curriculum development to ensure all campus facilities are of a high quality and meet the needs of west London

Uxbridge Background

The College has two campuses: one in the heart of Uxbridge and a second campus in Hayes. The Uxbridge site is predominantly a large sixth form centre in its style, fronted by the Uxbridge College Academy which delivers A levels and GCSEs mainly for students aged 16 to 18 and more recently BTEC Science provision. This campus encompasses a broad range of Schools providing vocational and industry standard programmes.

The location of the Hayes campus and the courses run there form a key part of the College's widening participation strategy. The campus is comprised of established and recently refurbished education and training facilities, the Business Studios and the Children's Centre and related community services and facilities including a medical centre, a leisure centre, an open park area and adjacent road infrastructure; all in proximity to former Uxbridge College land adjacent to the estate which was redeveloped as affordable housing in the late 1990's. The College's long standing vision for the Hayes campus has been to develop and maintain a campus where education and training are at the heart of a disadvantaged community and where related and relevant services provided by a range of partners stand side by side.

The College's work with employers is managed through the Employer Services Unit (ESU) based at Hayes. The ESU brokers and manages contracts with College partners to provide a range of industry related qualifications.

Over the last 6 years Uxbridge College has reinvested income to redevelop much of its current campuses.

- In the 2009 to 2011 period the College invested £11 million at the Uxbridge campus in the construction of a sports hall and adjacent indoor and outdoor sports facilities, a new Media and IT block and an additional motor vehicle workshop.
- In September 2013 a £6 million build was made available at the Uxbridge campus. This created new accommodation for the School of Health and Social Care, two additional workshops for Engineering and extended refectory facilities in order to service the increased demand in line with our continued steady growth year-on-year in FT 16-18 student numbers. The creation of this new build also released space elsewhere at the campus to allow for extending learning centre and open access IT facilities and for providing additional classroom space for other curriculum zones.
- By September 2015 a further £6 million build, which is a combination of a new build and reconstruction of an existing block, was completed at the Uxbridge campus. This provides new accommodation and facilities for creative studies provision (art and design and fashion focus) and flexible and open accommodation in the style of 'The Venue' temporary accommodation which it replaces and which forms part of the ground floor of the new build. Health and Social Care also moved into this new build, and this along with the other changes mentioned in this section allowed for other curriculum areas at the Uxbridge campus to either expand or to improve their curriculum zoning/timetabling.

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- At Hayes there was a £2 million refurbishment programme during 2011/12 from which the hair, beauty and hospitality areas particularly benefitted and also the music aspect of performing arts where additional studio and PC facilities were created.
- By September 2015 a further £3million makeover of Hayes was completed. The main curriculum area to benefit from the changes was creative studies (performing arts – drama and dance focus) with new or refurbished accommodation provided. In addition there was a significant upgrade and/or extension to a range of areas including the refectory (now renamed `The Pavilion`) and the front-of-house services with the aim of both modernizing and creating a real centre or `heart` to the Hayes campus, as has already been achieved at the Uxbridge campus, particularly with the construction of `The Exchange` extended refectory facility that opened in September 2013 at the Uxbridge campus.

Harrow Background

The College has two main campuses. Currently, Harrow Weald provides discrete courses for students with learning difficulties and disabilities (SLDD), health and care, Entry and level 1 vocational provision, Art and design centre and vocational science from level 1 to 4. Harrow on the Hill campus houses ESOL and EFL, IT, Science, Business, Media, Hair and Beauty, teacher training and the reduced A'level provision. Aside from ESOL, provision is primarily at levels 2 and 3 with HE in Science, IT, Business and teacher training.

In 2009, with the collapse of the Learning & Skills Council, Harrow College was one of the 79 colleges that was unable to take forward its whole new college build due to withdrawal of a promised grant. The impact of this has driven the approach to estate development as the college lost all its reserves on this failed project. However, since 2010 the College has adopted an incremental approach to development having established key areas for development. The primary focus was on the college's poorest estate which had contributed negatively to student success and staff morale.

In the last 3 years, Harrow College has developed two master plans (one for each campus) and has been successful in applying for grant funding to develop and update its poorest building stock.

- Between 2013-2015 refurbished all science laboratories on both main campuses circa £1.5 million.
- In 2014/15 the College was successful in winning a LEP bid to build a Health and Social Care centre and sold one its buildings at Harrow Weald campus to the Goodman Group (an international 'end of life care' employer) to enable the College to match fund the cost of the Health and Social Care centre.
- In 2015/16 the 9.5 m Enterprise Centre at the Harrow-on-the-Hill campus was opened replacing two 30+ year old portakabins. The new Centre houses the Business curriculum area, 'Career Colleges', Employer Services and marketing. It also provides large spaces for enrichment activities and exams.
- In 2015/16 Spring House was opened. A new centre for students with learning difficulties and disabilities fully funded by the EFA for 3 million and endorsed by the local authority.
- The £5.1 million Health and Social Care Centre to be opened in September 2016/17.

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- The strategy for Harrow Weald going forward is to develop a ‘care campus’ with a primary focus on SEND, health and care, sport and sciences, although the purpose build art and design centre will remain. The next phase of the plan is to expand the provision for students with learning difficulties and disabilities and potentially develop sports provision on one of the two playing fields as well as create a new entrance to the College and reception area.
- The masterplan for Harrow-on-the-Hill contains a number of mini-projects that will repurpose the campus to improve disability access around the campus and access to the site, refectory facilities, develop our IT facilities and potential prepare for a 14-16 full-time cohort. All plans have been developed ready for any LEAP opportunities in the future.
- Combine the two smaller construction centres in Harrow, if possible by 2019. The Skills Centre is the first centre and owned by the local authority. Originally, created with the support of the LA to provide alternative vocational provision for 14-16 year olds in the borough. Since 2010/11 it has been run by the College without any additional financial support from the local authority. In order to provide progression routes for students a new centre was leased that provides progression to level 2 and 3 electrical and plumbing.

The Merged College

The proposed merged institution has a commitment to ensure all facilities across all campuses are of a high quality. It will ensure that every opportunity is taken to re-invest and will be in a stronger position to do this from the combined finances and by applying for LEAP funding.

The strategic vision of the merged college will be to take incremental steps towards the modernization and development of our premises, as resources allow. The broader purpose for our incremental modernisation and development programme is that this approach enables the College to:

1. consolidate back office shared services
2. provide learning environments which enhance the quality of the learning experience and promote achievement
3. contribute to the delivery of borough based education and skills plans (14-19, SEND Group priorities)
4. strengthen our offer to employers
5. respond to emerging national, regional and local targets and priorities
6. maintain and build on each colleges’ track record of success, which we believe has been promoted and supported by the dynamic approach to estate and facilities development
7. update its estate as 27% of building condition in Uxbridge and 76% in Harrow are in categories C&D.

12. Combined college financial position

The projected financial plan for the merged college recognises income for the whole further education sector is forecast to decrease still further in the coming years as Government funding for post-16 education and training continues to be reduced, at the very least by inflation, albeit with other opportunities through apprenticeships and devolution. In order to remain viable, the focus will be to meet the government, GLA, sub-regional and local priorities and further rationalise expenditure to remove unnecessary duplication, poor performing provision (recruitment and/or quality) and to improve efficiency.

An outstanding vision for the future of further education in the heart of West London

The financial health of the proposed merged organisation will provide a strong financial profile that ensures its sustainability and growth. Key aspects are as follows:

- Turnover of c£50m
- Sustainable operating surplus
- There are circa 6,000 EFA 16-18 learners, and approximately 1150 apprentices with plans to grow apprentices, while EFA learners remain stable;
- SFA funding will reduce to circa £7m with HE income just under £1.5m
- Staff costs circa 64% of income (benchmark <65%) over period of the plan

In summary the merged college's first 3 year financial plan ensures the continuity of good provision across the two colleges, enables configuration of shared services, provides the staff capacity to create a single point for employer services and apprenticeship offer, strengthens the development of HE and specialist provision and underpins its readiness to develop its campuses as resources allow.

13. Implementation Plan

A steering group has been established comprising governors and senior staff from both colleges in June 2016. This group is overseeing the merger process and ensures it is implemented in an open and transparent manner that meets the requirements of The Education Act 2011. A project management team has been appointed that will provide support and guidance pre- and post-merger. An implementation plan and risk register have been agreed. Critical decisions such as due diligence, legal requirements regarding estates, statutory consultation and dissolution of one of the college corporations are linked to corporation timetables to ensure the merger can have the best opportunity to meet the 1st August 2017 date for the creation of the new merged college.

The plan incorporates the following work streams:
Governance, HR, Finance, Financial Assurance and Due Diligence, Risk Management, Systems, Quality, Curriculum, Marketing and communications

