

HARLOW COLLEGE FURTHER EDUCATION CORPORATION

CORPORATION MEETING

Minutes of the meeting held at Harlow College – Thursday 10 July 2025 - 9.30am

Membership:	*Paul Taylor (Chair)	*John Godley	*Lily Lin
	*Caroline Betts	Arthur Hall-Jackson	*Karen Spencer
	Matt Braund	Bronte Humphrey	*Ian Tompkins
	*Rod Bristow	Stephen Isherwood	*Ed Whittle
	*Julia Fillary	*Ayub Khan	*Heather Wilson
	*Vic Goddard	*Ray Levy	

* denotes present

In attendance: Will Allanson, Deputy Principal
Paul Whitehead, Deputy Principal
Becky Jones, Deputy Principal
Deanne Morgan, Executive Director – Finance
Ruth Lucas, Head of Governance

1 Apologies for Absence

Apologies for absence were received and accepted from Matt Braund, Arthur Hall-Jackson, Bronte Humphrey and Stephen Isherwood due to personal reasons.

The Corporation noted that this was the last Corporation meeting before Will Allanson retires from Harlow College. The Corporation thanked him for all of his hard work and his commitment to making a huge, positive difference to the College and many people's lives. A Governor reported that the link with Will Allanson and the school sector had been vital.

2 Declaration of Interests

The Chair of Governors declared an interest in agenda item 8.2 – Leasing of Classroom Space for Stansted Airport College as he is a non-paid director of the company the College is looking to enter into a lease with. Paul will withdraw from the meeting for this agenda item.

3 Minutes of the Previous Meeting

The minutes of the meeting held on 21 May 2025 were agreed as a true and accurate record of the meeting and were signed by the Chair.

4 Matters Arising from the Minutes

4.1 Principal's Report – Annual Accountability Statement 2025 – 2026 (minute 6 refers)

The Corporation was informed that the Annual Accountability Statement 2025 –

2026 was updated to include the sources of the data, submitted to the DfE and published on the College's website in advance of the 30 June 2025 deadline.

5 Principal's Report

The Corporation received and considered the Principal's Report, presented by Karen Spencer, Principal.

Karen Spencer highlighted the priority sectors and thanked Ian Tompkins for his support with the health sector. Governors noted that good progress has been made with the NHS and other care partners.

The possibility of using modular hangars for STAC Phase 2 is being explored as they are potentially a more cost-effective solution. This is being looked at by the College's property consultants.

There has been good engagement with Grofar and logging students' additional hours of development activity.

Six students have been selected for LabTech World Skills.

The College has been successful in securing funding from the Turing Scheme for 45 students to go to Bali on an exchange trip.

The College is looking at how to integrate AI into teaching, learning and assessment and how staff and students work. This has proved successful for teachers' planning. There is a "digital 15" which has been introduced and is working well.

The College's carbon reduction roadmap contains aspects linked to the curriculum and also linked to the College's facilities.

The College has met all of its pay gap reporting requirements. Governors noted that reporting on the disability and ethnicity pay gaps is not mandatory however the College has chosen to publish these reports as well as the gender pay gap report, Work is continuing to gain Investors in Diversity accreditation.

The College continues to maintain good financial health.

Management are continuing to work through the gaps in adult destinations. Retention gaps are a continued focus with an Executive focus group having been established to lead on this. There is also a continued focus on higher technical qualifications and the identification of funding for STAC Phase 2.

A Governor highlighted that further links with the NHS is good and another Governor reported that there will be jobs linked to Harlow District Council and the town centre redevelopment, particularly around Market Square. Karen Spencer reported on previous discussions with the Council around integrating the College into Market Square, however the College's preference would be to develop on the College campus. A Governor asked if there is the opportunity for Harlow College to be the first choice for training and development for the town centre contractors. Karen Spencer reported that discussions have previously taken place with the Council, particularly around Section 106 funding. A discussion is being held around the possibility of establishing a 14 – 19 construction centre. A Governor reported that Harlow is going through a lot of change.

There is a new Chair of the Harlow Growth Board who has visited the College and was very impressed with what they saw.

A Governor reported that good progress is being made in relation to the priorities in the Strategic Plan and highlighted the modular hangars as a good model and that there are sites across London using them which could be visited. Paul Whitehead reported that the cost and speed of delivery and installation of the hangars are important. The Government is keen to have “shovel ready” projects ready to be delivered and the College wants to ensure it is well placed to deliver quickly on STAC Phase 2. A visit to the manufacturer has taken place and the College is waiting for a more detailed plan from the manufacturer of what can be achieved based on the plans sent to them.

The Corporation noted the Principal's Report.

6 Standard and Curriculum Committee Reports

6.1 Standards and Curriculum Committee Meeting Summary Report

The Corporation received and noted the summary report from the Standards and Curriculum Committee meeting held on 19 June 2025.

Governors were informed that this a new report summarising the meeting and Governors reported that it was a really useful report.

6.1.1 Minutes of the Standards and Curriculum Committee Meeting – 19 June 2025

The Corporation received and noted the minutes of the Standards and Curriculum Committee meeting held on 19 June 2025.

6.1.2 Key Performance Indicators 2024/2025

The Corporation received and considered the Key Performance Indicators (KPIs) 2024/2025, presented by Becky Jones, Deputy Principal.

Governors were informed that the KPIs were discussed in detail at the Standards and Curriculum Committee meeting held on 19 June 2025.

Becky Jones reported that since the Standards and Curriculum Committee meeting, more student satisfaction survey responses have been received. The current aggregate score is 80%, with course satisfaction at 83%, the learning environment at 83% and tutorials at 85%. Enrichment is lower at 70% however not all students attend the weekly Wednesday afternoon enrichments sessions and do not recognise that other elements, such as visits and guest speakers, count as enrichment. This is an area which is being focused on.

There is a predicted 4% increase in the achievement rate and a 2% increase in the retention rate this year compared to last year. 1,500 claims are still to be processed however most of these are mainly for adult learners. The final 16 – 18 position is almost now confirmed. The

predicted achievement rate is 85%, compared to 80.5% last year and the national average which is 80.7%.

A Governor asked about the increase in the automotive apprenticeship achievement rate from 20% to 60% and asked for the reasons behind this. Becky Jones reported that the cohort is small and that there were timing issues with the end point assessments last year. Will Allanson reported that there is a lot more investment being made into end point assessments and a Governor asked if the College could capitalise on this and become an end point assessment centre. Karen Spencer reported that it requires a lot of money, time and effort and that when the College looked at this, the College would be making a loss therefore it is not a viable option. Will Allanson reported that there is a national shortage of end point assessment centres.

Governors were informed that adult income has recovered by £300k and Karen Spencer reported that the College's contract for this has reduced for next year. The College is always prudent in ensuring that the College does not spend this funding until it receives the income therefore any income not achieved does not impact on the accounts.

The Corporation noted the Key Performance Indicators 2024/2025.

6.1.3 Quality Improvement Plan 2024/2025

The Corporation received and considered the Quality Improvement Plan 2024/2025, presented by Becky Jones, Deputy Principal.

Governors were informed that the QIP was discussed in detail at the Standards and Curriculum Committee meeting held on 19 June 2025.

Becky Jones reported that there have been no changes to the QIP since the Standards and Curriculum Committee meeting.

Governors were informed that the next phase for the QIP is the self-assessment events which will take place in the Autumn Term to which Governors will be invited. This will close off the QIP and KPIs for 2024-2025. If Governors want to be paired with any particular teams, please let Ruth Lucas know.

The Corporation noted the Quality Improvement Plan 2024/2025.

7 Search and Governance Committee Reports

7.1 Search and Governance Committee Meeting Summary Report

The Corporation received and noted the summary report from the Search and Governance Committee meeting held on 23 June 2025.

7.1.1 Minutes of the Search and Governance Committee Meeting – 23 June 2025

The Corporation received and noted the minutes of the Search and

Governance Committee meeting held on 23 June 2025.

7.1.2 Self-Assessment of Governance

The Corporation received and considered the report on the Self-Assessment of Governance 2024 – 2025, presented by Ruth Lucas, Head of Governance.

Ruth Lucas reported that a Self-Assessment of Governance is required annually, except if an External Governance Review has taken place that year. Governors were informed that the proposed format of the self-assessment report is the same as in previous years.

The self-assessment of governance approach, self-assessment questionnaire and skills audit were discussed in detail by the Search and Governance Committee and the Committee recommended their approval to the Corporation.

The Corporation approved the approach to the Self-Assessment of Governance 2024 – 2025, the self-assessment questionnaire and skills audit and Ruth Lucas confirmed that they will be circulated after this meeting via MS Forms for all Governors to complete.

7.1.3 Letter From The FE Commissioner – Good Governance

The Corporation received, considered and noted the letter from the FE Commissioner – Good Governance, presented by Ruth Lucas, Head of Governance.

Governors were informed that the points raised in the letter have been cross-referenced to the document outlining the College's position with regards to the Weston College report.

The Corporation was informed that the College is fully compliant with the points raised in the letter.

8 Resources Committee and Finance Reports

Resources Committee Reports

8.1 Resources Committee Meeting Summary Report

The Corporation received and noted the summary report from the Resources Committee meeting held on 25 June 2025.

8.1.1 Minutes of the Resources Committee Meeting – 25 June 2025

The Corporation received and noted the minutes of the Resources Committee meeting held on 25 June 2025.

8.1.2 DfE Governing Body Finance Dashboard

The Corporation received and considered the DfE Governing Body

Finance Dashboard, presented by Deanne Morgan, Executive Director – Finance.

Deanne Morgan reported that the information is based on the 2024 year-end accounts and the Financial Plan which was submitted to the DfE in July 2024. The dashboard confirms to the College and to Governors what is already known and gives reassurance to Governors that the College is accurately managing its finances.

A Governor asked about the graph on profitability and whether this is a term that the DfE should be using. Deanne Morgan reported that the DfE's assessment of what is real income is different to the College's assessment. Karen Spencer reported that the dashboard will be updated as the FE Commissioner's Summer Newsletter, which was published the day before this meeting, refers to the EBITDA being measured rather than the surplus. A further issue raised in the Newsletter was around severance payments in terms of Managing Public Money. Governors were informed that the College does not pay severance payments and that there is a payment in lieu notice clause in the College's employment contracts. This has been confirmed to the Resources Committee via HR reports and the Audit Committee via the Regularity Self-Assessment Questionnaire.

A Governor asked about the dashboard reporting the College's financial health as outstanding in 2024 – 2025. Deanne Morgan reported that when the College submitted its College Financial Forecasting Return to the DfE last year, the College had not paid off one of the bank loans so it looked like the financial health was outstanding. However as the loan had been paid off, the College's financial health rating was good.

The Corporation noted the DfE Governing Body Finance Dashboard.

8.1.3 Letter from the FE Commissioner – Financial Benchmarks

The Corporation received and considered the letter from the FE Commissioner – Financial Benchmarks, presented by Deanne Morgan, Executive Director – Finance.

Deanne Morgan reported that the letter contains recommended financial benchmarks for colleges to assess against. Deanne Morgan confirmed that the management accounts have been updated to ensure the most up-to-date benchmarks are being used and that the benchmarks are monitored in the management accounts.

Paul Whitehead highlighted that the benchmarks should be called targets as they are not benchmarks. For example, the staff costs to income ratio is a target as a benchmark would be more in line with the actual sector average. Governors were informed that the College is not above all other colleges in relation to its staff costs to income ratio, however the College is above the FE Commissioner's target of 65% for general further education colleges. There are lots of factors that can influence this ratio, such as colleges which use a lot of contractors and sub-contract their work out will have a much lower staff cost to income

ratio. The College does not have a lot of contractors and does not sub-contract any of its provision, therefore the College's ratio is higher. This therefore makes the College look like an outlier when looking at the data. The College's ratio could be an issue that the College would need to look at if the College was not in a strong financial position however this is not the case. This has never been raised as an area of concern by the FE Commissioner's Team in the Annual Strategic Conversations with the College and the DfE.

A Governor reported it was really helpful to have this context and to class the benchmarks as targets. The Governor reported that there are comfortable with the College's position and it was good that the College does not use sub-contractors.

A Governor asked if there was any impact on the EBITDA being measured rather than the surplus. Deanne Morgan reported that this needs to be worked through to calculate the impact as the FE Commissioner's Newsletter was only received the day before the meeting.

The Corporation noted the letter from the FE Commissioner – Financial Benchmarks and Ruth Lucas agreed to circulate the FE Commissioner's Summer Newsletter.

8.1.4 Management Accounts for the Period 1 August 2024 – 31 May 2025

The Corporation received and considered the management accounts for the period 1 August 2024 – 31 May 2025, presented by Deanne Morgan, Executive Director – Finance.

Governors were informed that the Resources Committee at its meeting on 25 June 2025 considered the April management accounts however the Corporation has received the May management accounts.

Deanne Morgan reported that adult income has made a good recovery and this has been reflected in the May management accounts. This has improved cash flow and the ratios.

A Governor asked if the apprenticeship income has been largely resolved. Paul Whitehead reported that the debt is £318k and will be resolved by year-end and be at zero. The financial forecasts in the accounts have been adjusted down to account for the debt and for having to write it all off therefore any impact has already been considered in the accounts. It is however likely that some of the debt will be recovered. This has been discussed with the auditors, along with how to account for apprenticeship income going forwards, so that the College does not find itself in the same position again. Karen Spencer reported that the reports the College receives from the ESFA and now the DfE are completely different and this has causes an issue.

A Governor asked if the College knew what had contributed to the issue and if the College is now able to avoid it in the future. Paul Whitehead reported that lessons have been learnt and a lot of work has been

undertaken with different teams. Governors were informed that if an apprentice leaves their apprenticeship in January for example, often the employer ends the apprenticeship record in January. However the last payment would not be processed by the DfE until February therefore the employer should not end the apprenticeship until February. Once the apprenticeship has ended, the record is locked and there is a mismatch between the employer's record and the College's record which cannot be rectified. The College has assigned administration staff to work on managing these processes and to work with employers to support them through the processes. The College is now in a much stronger position and a recent internal audit undertaken highlighted that the College's systems are strong.

Governors were informed that the College has been selected for a DfE audit over the summer.

The Corporation noted the management accounts for the period 1 August 2024 – 31 May 2025.

Finance Reports

8.2 Leasing of Classroom Space for Stansted Airport College

The Chair of the Corporation withdrew from the meeting.

The Corporation received and considered the report on leasing classroom space for Stansted Airport College, presented by Karen Spencer, Principal and Paul Whitehead, Deputy Principal.

The Corporation was informed that STAC applications for 2025 – 2026 are exceptionally high and there are substantial waiting lists in place. A decision was made to lease space for two additional classrooms for the upcoming academic year which would allow for 630 students to study at STAC, compared to the 530 current capacity.

The Deputy Principals have researched different options for space, with the main consideration being that the space is on site at the airport with good transport links. A number of options were explored as outlined in the report and the best option available was to lease space at Endeavour House. The decision to lease this space was based on access, location and price.

Governors were reminded that the Chair of Governors is a non-paid director of ZAP Air Leasing Ltd, the company that owns Endeavour House. This has been raised with the College's external auditors who advised that if the College enters into a lease for Endeavour House, it could be classed as novel or contentious and could require DfE approval. The auditors requested further information, which was gathered and reported back to them, as outlined in the report. The auditors have confirmed that it is the Corporation's decision as to whether they believe this to be novel or contentious or not. A verbal update on this was provided to the Resources Committee at its meeting held on 25 June 2025 and the Resources Committee recommended a report to be presented at this Corporation meeting. Governors were informed that there is no financial gain for Chair of the Corporation or any members of their family and that the rent being

charged is below market rate, at approximately a third of the commercial rate. This issue was raised with Governors by the external auditors in the private meeting held with the Audit Committee.

Governors were informed that the Corporation has been asked to consider its position. It is believed that there is a focus on this in particular due to it being the Chair of the Corporation however in essence it is an employer working with the College who is looking to support the College.

A Governor asked if the lease costs were in the College's budget and how quickly would the income from the additional learners offset the expenditure on the lease. Paul Whitehead reported that the income for the additional learners is lagged therefore the College will not receive the funding for these learners until the following year. The additional income in subsequent years will be approximately £700k per annum and the lease cost is £13.7k per month. The College may receive some in-year growth funding however the financial plan and budget for 2025 – 2026 has included the lease costs however assumed that no in-year growth funding will be awarded. The lease is therefore affordable without the income from the additional learners.

Governors were informed that there is expected to be an increase in learner numbers at Harlow as well as at STAC however any in-year income for the additional learners has not been factored into the financial plan and budget for 2025 – 2026. The College can only sustain a certain level of growth due to the lagged funding model and is looking at between 200 and 250 additional learners for 2025 – 2026, compared to approximately 150 in previous years.

Will Allanson reported that there is also significant demand from employers at the airport for STAC to expand its provision and the need to lease additional space strengthens the business case for STAC Phase 2.

Governors were informed that the test for novel and contentious transactions is widely stated as would the organisation be comfortable if it was on the front page of the Daily Mail.

A Governor asked are there any other companies looking to lease the space. Governors were informed that the premises were on the open market however ZAP Air Leasing Ltd are not ready to undertake the full refurbishment that would be required for it to be rented on the open market. A Governor highlighted that the reduced rate being offered to the College was due to the fact that the space would not be fully refurbished rather than because of the Chair of Governors.

A Governor reported that the processes the College has followed and implemented appear thorough to ensure that the College or Corporation is not vulnerable as a result of entering into such a lease.

A Governor asked about the financial relationship between ZAP Air Leasing Ltd and Titan Airways and Karen Spencer reported that the Chair of the Corporation is a salaried employee of Titan and will not gain financially by the College entering into such a transaction. The only difference between this and other previous related party transactions with Governors is the fact that this relates to the Chair of the Corporation.

Deanne Morgan confirmed that the Companies House information on the company and its directors showing the link has been sent to the external auditors. They then came back with the questions as outlined in the report which have been answered and covered above.

A Governor asked how long the lease is for. Paul Whitehead reported that it is a one-year lease, on the basis that other options which would take longer to come to fruition might be available in a year's time. Furthermore, Endeavour House might have a different use for the space on a year's time.

A Governor asked what notice period could be served on the College. Paul Whitehead confirmed that the College is waiting to the lease to come through which will then be examined in detail by senior management.

Governors were informed that the College has terminated the East Walk lease this year due to the better use of space on the Harlow campus therefore the College's overall number of leases will not increase.

Will Allanson reported that when the College looked at what was available on the market, agents were wanting a five-year lease to be entered into which would not have been suitable for the College.

A Governor reported that all due diligence has been completed and all available options have been considered.

The Corporation unanimously agreed that entering into the lease would not be novel or contentious and that they approved the College's decision to proceed with the lease arrangements for Endeavour House for next academic year.

8.3 Two Year Financial Forecast 2025 – 2027 and Draft Budget 2025 – 2026

The Corporation received and considered the two-year financial forecast 2025 – 2027 and draft budget 2025 – 2026, presented by Deanne Morgan, Executive Director – Finance and Paul Whitehead, Deputy Principal.

Governors were informed that the figures were discussed in detail at the Corporation meeting held on 21 May 2025 and the Resources Committee meeting held on 25 June 2025. The underlying figures remain the same and the data contained within the report will be transferred onto the DfE's system.

Governors' attention was brought to the commentary which is presented as per DfE guidelines. Strategic objectives are included in the commentary, along with overall targets, including a surplus of approximately £200k for 2025 – 2026 and £300k for 2026 – 2027. The EBITDA is slightly lower and borrowing is at 1% of income due to the loan being paid off 2025 – 2026, therefore in 2026 – 2027, the College will have no borrowings. Deanne Morgan reported that the interest rate on the College's current account will be slightly lower going forward due to the loans paid off.

Governors noted that the bank covenants are forecast to be met and cash levels remain healthy.

Governors were reminded that it is usual practice to re-base the financial plan in September once enrolment figures are confirmed and to include additional funding that has been announced since preparing the plan.

Paul Whitehead reported that additional funding for schools and colleges has been awarded as an outcome of the Teachers' Pay Board. For colleges, the 16 – 18 base rate has been increased to cover this, therefore additional funding per student will be received and this has been confirmed in the College's allocation statement from the DfE. This equates to just under £1m for 2025 – 2026 for the College. Income and expenditure will therefore be re-based after enrolment is complete. The funding is expected to be used for pay and the Teachers' Pay Board are recommending a 4% increase. Management will assess this in the Autumn Term and any recommendations will be taken to the October Corporation meeting.

A Governor asked if assumptions in the Financial Plan are based on a 4% pay award. Paul Whitehead reported that 2% has been included in the Financial Plan and the additional 2% would come from the additional funding not currently included in the Financial Plan. Karen Spencer reported that the College is prudent in the way it pays its teaching and support staff and everyone is treated equally. Pay awards have historically been awarded to all staff therefore the figures will need to be worked through. The College has signed up to the Real Living Wage and for some staff this has equated to a 12% rise.

Deanne Morgan reported that the recently confirmed additional £1.4m capital funding which has been allocated for refurbishment work has not been included in the Financial Plan. The College has three years to spend this funding and the College is developing a refurbishment plan to ensure there is minimal disruption to learning.

A Governor asked if the lower EBITDA would have an impact and if this was an area of concern. Deanne Morgan reported that it affects the financial health rating calculation and highlighted paragraph 34 in the report that details different scenarios and the impact they would have on the College's financial health rating. The College is in a position where it would defer capital works if required in order to manage the EBITDA financial health calculation.

A Governor asked whether the reason for the EBITDA lowering is due to the lag of income and investment in growth. Karen Spencer reported that this is the case as the College needs to spend more on staffing for the growth in additional learners however the funding for the learners is not received in-year due to the lagged funding model.

Deanne Morgan reported that the College could look at increasing the predicted £200k surplus however there is no need to do so. If the College were to do this, it would not be investing in its day-to-day operations. The College's cash position remains strong. The Reserves Policy states a minimum of £2m however the College is predicted to have reserves in excess of £3m for the next two financial years. Paul Whitehead reported that the College should be using its funding to deliver education and not to accumulate a bigger surplus and increase the EBITDA.

The Corporation approved the two-year financial forecast 2025 – 2027, the draft budget 2025 – 2026 and the commentary and approved for Karen Spencer to sign them in her capacity of Chief Accounting Officer, prior to submission to the DfE in advance of the 31 July 2025.

8.4 College Financial Handbook 2025 and Managing Public Money

The Corporation received and considered the report on the College Financial Handbook 2025 and Managing Public Money, presented by Deanne Morgan, Executive Director – Finance.

Governors were informed that the Handbook has a number of “musts” and “should” and that the Managing Public Money document has been updated. The main changes in the documents were highlighted by Deanne Morgan.

The Corporation noted the College Financial Handbook 2025 and Managing Public Money.

9 Audit Committee Reports

9.1 Audit Committee Meeting Summary Report

The Corporation received and noted the summary report from the Audit Committee meeting held on 25 June 2025.

9.1.1 Minutes of the Audit Committee Meeting – 25 June 2025

The Corporation received and noted the minutes of the Audit Committee meeting held on 25 June 2025.

9.1.2 Internal Audit Strategy and Plan 2025 – 2026

The Corporation received and considered the internal audit strategy and plan for 2025 – 2026, presented by Deanne Morgan, Executive Director – Finance.

Deanne Morgan reported that the Internal Audit Strategy and Plan 2025 – 2026 was considered in detail by the Audit Committee and that the Audit Committee is recommending its approval to the Corporation.

Governors were informed that the Plan is subject to change throughout the year if required.

A Governor asked if 31 audit days is on par with recent years and Deanne Morgan confirmed that this is the case.

The Corporation approved the Internal Audit Strategy and Plan for 2025 – 2026.

9.1.3 Review of the Risk Register and Risk Management Policy

The Corporation received and considered the risk register and Risk

Management Policy, presented by Deanne Morgan, Executive Director – Finance.

Deanne Morgan reported that the Risk Register and Risk Management Policy was considered in detail by the Audit Committee and that the Audit Committee is recommending the approval of the Risk Management Policy to the Corporation.

A Governor asked management what is the biggest issue the College is currently facing. Paul Whitehead reported that the College is in a strong position for learner outcomes and is continuing to improve this and the College's financial position is strong. The biggest issue however is managing growth as discussed in agenda item 8.2 – Leasing of Classroom Space for Stansted Airport College and agenda item 8.3 - Two Year Financial Forecast 2025 – 2027 and Draft Budget 2025 – 2026.

Karen Spencer reported that the College has a good, solid 16 – 18 foundation and income is known. Management project curriculum change as best as possible, making the best assumptions it can on what will happen whilst maintaining stability.

Karen Spencer highlighted that there is a growing demographic in Harlow and with growth being largely unfunded, young people are being disadvantaged by the system. The College is however reserving places for those who are NEET. A Governor reported that Harlow has the lowest NEET figures in Essex which indicates that more NEETs are progressing into further education or training which is a good position to be in. Paul Whitehead confirmed that there are further changes to the curriculum for NEET provision.

Becky Jones reported the College management structure is stabilising with new staff in management posts.

The Corporation noted the risk register and approved the Risk Management Policy.

10 Governance Documents for Approval

10.1 Harlow College Further Education Corporation Instrument and Articles of Government

The Corporation received and considered the Harlow College Further Education Corporation Instrument and Articles of Government, presented by Ruth Lucas, Head of Governance.

Ruth Lucas reported that the Instrument and Articles of Government has been updated in line with correspondence received from the DfE around student governors being able to vote on financial matters (although not matters relating to the pay and condition of all staff, including Senior Postholders), the removal of reference to the Chief Executive of Skills Funding and the updating of Government departments and the Secretary of State.

Proposed additions were highlighted in blue and proposed deletions highlighted

in yellow throughout the document.

The Corporation approved the revisions to the Harlow College Further Education Corporation Instrument and Articles of Government.

10.2 Standing Orders, Terms of Reference and Scheme of Delegation 2025 – 2026

The Corporation received and considered the Standing Orders for 2025 – 2026, presented by Ruth Lucas, Head of Governance.

The Corporation received, considered and approved the Standing Orders for 2025 – 2026. Ruth Lucas informed Governors that the Standing Orders have been reviewed and that there were minor amendments to the process of electing the Chair and Vice-Chairs of the Corporation to reflect current practice and to replace references to the ESFA with references to the DfE.

The Corporation received, considered and approved the Committees' Terms of Reference for 2025 – 2026. Ruth Lucas informed Governors that each Committee had reviewed their Terms of Reference and amended them where required. Governors noted that the Standards and Curriculum Committee's Terms of Reference has had reference to "governance" removed as this is covered by the Search and Governance Committee and the Remuneration Committee's Terms of Reference have had "to approve the Senior Postholder Register of Interests" added in.

The Corporation received, considered and approved the Scheme of Delegation for 2025 – 2026 and noted that amendments were proposed in line with the updated Terms of Reference, updating the responsibilities of the Corporation in line with the College's contract with the DfE, replacing references to the ESFA with references to the DfE and adding in references to the College's Financial Handbook.

Proposed additions were highlighted in blue and proposed deletions highlighted in yellow throughout the document.

The Corporation approved the Standing Orders 2025 – 2026, the Committees' Terms of Reference 2025 – 2026 and the Scheme of Delegation for 2025 – 2026.

10.3 Governor Recruitment Policy and Procedures

The Corporation received and considered the Governor Recruitment Policy and Procedures, presented by Ruth Lucas, Head of Governance.

Ruth Lucas reported that additional wording in relation to Governors not being permitted to serve more than two consecutive terms of office has been added, along with allowing Governors' terms of office to run to the nearest half term after the four years expires.

Proposed additions were highlighted in blue and proposed deletions highlighted in yellow throughout the document.

The Corporation approved the amendment to the Governor Recruitment Policy and Procedures as detailed above.

11 Reports from Committees

11.1 Summary Report From Committees

The Corporation received and noted the summary report of the meetings detailed below, presented by Ruth Lucas, Head of Governance.

11.1.1 Stansted Airport Advisory Group Meeting – 16 May 2025

The Corporation received and noted the minutes of the Stansted Airport Advisory Group meeting held on 16 May 2025.

Governors were informed that the meeting was attended by STAC students who spoke excellently about their experiences at STAC.

Governors were also informed that STAC students who had taken part in the pilot enrichment programme have been successful in getting through to the final interview stage for commercial pilot training out of 60,000 applicants.

A Governor reported that STAC students are undertaking paid work experience with Manchester Airport Group and that they have made very positive first impressions.

The Corporation was asked to appoint a Governor to the Stansted Airport Advisory Group and the Corporation unanimously appointed Lily Lin to the Stansted Airport Advisory Group.

11.1.2 Health, Safety and Environment Committee – 19 June 2025

Minutes of the Health and Safety Committee

The Corporation received and noted the minutes of the Health and Safety Committee meeting held on 19 June 2025.

Health, Safety and Welfare at Work Policy

The Corporation received and considered the Health, Safety and Welfare at Work Policy.

The Corporation was informed that the Health and Safety Committee considered the Health, Safety and Welfare at Work Policy at its meeting held on 19 June 2025 and that the only proposed change to the Policy was to remove the reference to East Walk as the College no longer leases these premises.

Will Allanson reported that the Equality Impact Assessment for the Policy is old however as part of the Investors in Diversity accreditation, all policies were independently reviewed with positive feedback being

received. Governors also noted that the College is refocusing the work of the College's Equality, Diversity and Inclusion Committee.

The Corporation approved the Health, Safety and Welfare at Work Policy.

Governors noted that the Corporation is compliant in meeting its statutory health and safety obligations.

11.1.3 Safeguarding Committee – 20 June 2025

The Corporation received and noted the minutes of the Safeguarding Committee meeting held on 20 June 2025.

The Safeguarding Governor reported that there is a huge volume of issues being dealt with by the College and that communication is good.

Governors noted that the Corporation is compliant in meeting its statutory safeguarding obligations.

12 Any Other Business

There were no items of any other business.

13 Dates of Future Meetings

Autumn Term 2025	Thursday 23 October 2025	9.30am
	Wednesday 03 December 2025 (self-assessment reviews)	9.30am
	Thursday 18 December 2025	9.30am
Spring Term 2026	Thursday 26 March 2026	9.30am
Summer Term 2026	Thursday 21 May 2026	9.30am
	Thursday 09 July 2026	9.30am