

HARLOW COLLEGE FURTHER EDUCATION CORPORATION

CORPORATION MEETING

Minutes of the meeting held on Thursday 27 February 2020 - 8.30am – Harlow College

Membership:	* P Taylor (Chair)	R Bristow	* L Lin
	* S Adamopoulos	* C Chatt	* L Rowe
	* P Bartlett	* A Durcan	* L Sherry
	* J Bedford	* E Johnson	B Spencer
	J Bouffler	L Laycock	* K Spencer
	* J Breen	* R Levy	* G Wootton

* denotes present

In attendance: W Allanson, Deputy Principal
P Whitehead, Vice-Principal
B Jones, Vice-Principal
D Morgan, Executive Director – Finance and Facilities
R Lucas, Head of Governance

2207 Apologies for absence

Apologies for absence were received and accepted from R Bristow, L Laycock and B Spencer.

2208 Declaration of Interests

There were no new declarations of interests.

2209 Minutes of the Previous Meeting

The minutes of the meeting held on 19 December 2019 were approved by the Corporation as a true and accurate record of the meeting, subject to one typographical change on page 9, and were signed by the Chair.

2210 Matters Arising from the Minutes

2210.1 Equality and Diversity Annual Report and Action Plan (minute 2200 refers)

P Whitehead confirmed that the student numbers included in the report related to the number of enrolments rather than the number of students. When looking at the number of students, the black and minority ethnic student population has increased by 5% with a 4% swing in black students from 2017/18 to 2018/19.

P Whitehead highlighted that the staff population does not change as much therefore there is a more gradual change in any equality and diversity measures amongst staff.

The Corporation were informed that the College will continue monitoring

the staff population and where possible ensure it reflects the student population.

2210.2 Governor Attendance (minute 2203.1 refers)

The Corporation received and considered the report on governor attendance, presented by P Taylor, Chair of the Corporation.

P Taylor reminded Governors that they play a pivotal role and make active contributions to the College not just at meetings. There has however been a decline in governor attendance at both Corporation and Committee meetings as highlighted by external audit.

The Corporation was informed that the paper has been produced in order to tighten up the apologies for absence process and to provide statistical data for monitoring attendance.

P Taylor reiterated that if Governors could not attend the meeting in person, the College can provide a mechanism for them to join the meeting virtually or remotely.

P Taylor highlighted the proposed different categories of absence and proposed that if no apologies were received, then the minutes would state that nothing had been heard from the Governor.

The Corporation approved the proposal outlined in the paper and the categories of absence, and the new way of recording apologies for absence will commence at the next Corporation and Committee meetings.

2210.3 Any other matters arising from the minutes

There were no additional matters arising.

2211 Election of the Vice-Chairs of the Corporation

The Head of Governance had invited self-nominations from Governors for the position of Vice-Chairs of the Corporation.

Self-nominations have been received from Paul Bartlett and Liz Laycock.

The Corporation duly elected Paul Bartlett and Liz Laycock as Vice-Chairs of the Corporation for a period of one year commencing on 14 March 2020.

2212 Management Accounts for the Period 1 August 2019 – 31 December 2019

2212.1 To receive and approve the management accounts

The Corporation received and considered the management accounts for the period 1 August 2019 – 31 December 2019, presented by D Morgan, Executive Director – Finance and Facilities.

The Corporation was informed that the management accounts had been considered in detail at the Resources Committee meeting held on 13 February 2020.

Governors noted that the forecast surplus of £6.7m is below the budgeted surplus however the surplus is non-cash income from ARU for the transfer of the university building from ARU to the College. K Spencer reported that the ARU Board are meeting at the end of March 2020 to agree the deed of transfer with which the risk of any funding clawback will transfer to the College. Governors were informed that the risk is minimal as the College has received confirmation from the Government that all the conditions of funding have been met and the fact that the College will continue to deliver higher education in the building will further mitigate against clawback. K Spencer informed Governors that the College will continue to work closely with ARU and other partnership arrangements are being explored. P Taylor asked if the building had been valued at £6.7m. D Morgan informed the Corporation that the original value of the building was known and the £6.7m valuation is based on a depreciated value, D Morgan confirmed that the non-cash income is good for the College's balance sheet and for test 2 of the bank covenants.

The Corporation was informed that income areas are on target with higher education and catering income both being above target.

D Morgan highlighted that salary costs are on target however there is a concern with the three-year valuation of the LGPS. The current proposal is an increase from 17% to 19.3% for three years. Essex LGPS had also requested security over the campus or a cash deposit to minimise the risk of the pension deficit however after discussions between Essex LGPS and the College, financial monitoring has been agreed. The College has no concerns with financial monitoring however the form it will take is not yet known and there is a possibility that there will be additional work for the finance team. The Corporation discussed the underwriting of LGPS on the College's asset base and agreed that a charge of the campus would not be desirable.

Governors noted that there are high IT non-pay costs due to essential software and telecommunications upgrades and to ensure a good service level at Stansted Airport College.

P Bartlett asked why there is a difference between the budgeted other staff costs and the forecast other staff costs. D Morgan confirmed that this is due to different projects that the College is involved with in which staff time is recharged to this budget line. K Spencer reported that these projects are approved at different times throughout the year and it is difficult to predict at the start of the financial year the actual amount of funding which will be received. P Taylor asked if this expenditure is offset against income received and D Morgan confirmed that this was correct and P Whitehead confirmed that this is recorded as project income under other income.

Governors' attention was brought to the balance sheet and the loans which are due for renewal in May 2021 and therefore classified as a short term liability.

D Morgan highlighted that additional commentary on cash flow had been added into the management accounts in section C, paragraph 2, following a request at the Resources Committee meeting, linked to insolvency. The College has well-established processes for monitoring cash flow and detailed cash flow forecasts are undertaken monthly by the finance team.

D Morgan highlighted the leases which the College has for i-Pads which is a roll on, roll off lease and the lease for the College van. Governors noted that leases are included as part of the College's debts.

The Corporation noted the management accounts for the period 1 August 2019 – 31 December 2019.

2212.2 To renew the facility with the Clydesdale Bank

The Corporation received and considered the annual banking facility with Clydesdale Bank, presented by D Morgan, Executive Director – Finance and Facilities.

The Corporation reviewed the following facility:

- No overdraft facility;
- Facility to pay salaries by BACS up to £800k per month;
- Facility to pay suppliers by BACS up to £1,100k per week;
- Credit card with a £40k per month limit;
- Open cash facility with NatWest for £10k per week.

The Corporation approved the annual banking facility with Clydesdale Bank from April 2020 as detailed above and agreed for the Principal to sign the required documentation on behalf of the corporation.

At this point in the meeting, the agenda items were reordered to facilitate a fully informed discussion to take place before the Integrated Financial Model for College was discussed and approved.

The minutes below are captured in the order of the discussion rather than in the original numerical order on the agenda.

2214 Strategic Plan Update

2214.1 To receive and consider the Principal's Report and the Key Performance Indicators

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

K Spencer reminded Governors that the College's new Strategic Plan was finalised last year and it was agreed that instead of holding a strategic

planning conference in January this year, a full review of the first year of the Plan would be more beneficial in the Summer Term 2020.

K Spencer reported that colleges' business cycles are now out of sync due to the introduction of the Integrated Financial Model for Colleges which needs to be approved and submitted to the ESFA by 28 February 2020. Currently colleges are having to plan without funding statements and contracts for the upcoming year. K Spencer reported that further strategic forecasting and business planning will be considered in January 2021 by the Corporation,

K Spencer provided Governors with a brief summary and update on the key headings in the Strategic Plan – Career-Led Curriculum, Quality of Education and Resources. K Spencer highlighted the following points:

- Public Health England's move to Harlow has been delayed from 2022 to 2025 however the College has established a strong partnership with Public Health England and continues to work closely with them.
- The College has been selected as a T-Level provider for 2021 onwards and is currently developing the T-Levels pathways.
- There are on-going discussions with the Greater London Assembly around securing an AEB contract for London residents for this academic year as a sub-contractor and the Greater London Assembly has confirmed that the College will receive an AEB allocation for 2020 – 2021.
- The College has been shortlisted for a TES digital award and continues to host international visits showcasing the digital work undertaken by the College.
- All students were entered for November maths and English GCSE resits. There has been a significant increase in the GCSE maths resit results and the College's 30% pass rate is significantly above national benchmarks. K Spencer reported that this is credit to the maths team and that the College had changed its delivery model and exam board, with only two exams being taken rather than three. K Spencer reported that the English pass rate was 10% however research has shown that students are more likely to pass the exam after a longer period of study.
- The College is part of an ETF and FEDEC project which is focusing on training unqualified staff to become a lecturers and teachers.
- Generating cash is incredibly difficult for colleges however there are early indications that funding will be invested in the further education sector, particularly around high value subjects.

The Corporation received and considered the Key Performance Indicators and Governors' attention was brought to those that were rated red as follows:

- Staff satisfaction – based on last summer's staff satisfaction survey, satisfaction has lowered however the survey was conducted at a time when there had been two staff strikes and on-going pay and conditions negotiations. The national benchmark for staff satisfaction is 66% therefore the College is performing well against national figures. The Principalship and Executive are analysing the feedback and meeting individually with teams however the overall satisfaction score will not increase until the College undertakes the next survey in 2021.
- Cash position – this had already been discussed in earlier parts of the meeting. The College's cash position will continue to be the biggest challenge financially for the College and the College is constantly balancing one income line against another.
- Systems and reporting – the College has been without an MIS since Summer 2019 however a new manager is now in post. New ways of reporting will be developed. All apprentices will be tracked on OneFile which will allow better monitoring. Apprenticeships and maths and English are standing items on the Standards and Curriculum Committee's agenda.
- Safeguard system – the system has been set up and is being used across the College however the College has not been able to get a top level data report from the system.
- Gatsby benchmark – the College has some work still to do to address this. A new system for recording student credits has been implemented which will record activities which are undertaken to improve students' employability. Activities are being undertaken however the recording of this needs to be improved. A new user friendly interface has been developed for students and employers to link into.
- Investment plan – Governors asked at the December Corporation meeting whether the College needs to be more proactive with investing money. K Spencer reported that as an organisation the College is looking to take out an additional loan to allow the College to bid for T-Levels capital funding. Other funding opportunities that the College are pursuing are the Institute of Technology Wave 2 and the Towns' Fund. In order to access these funding opportunities, the College will need to provide match funding. The College is therefore seeking the Corporation's approval to investigate the possibility of securing an additional £1m loan. This was further discussed in agenda item 2016 – Harlow College Property and Investment Strategy.

The Corporation noted the Principal's Report and the Key Performance Indicators.

2216 Harlow College Property and Investment Strategy

The Corporation received and considered the Harlow College Property and Investment Strategy, presented by Will Allanson, Deputy Principal.

W Allanson informed Governors that the Strategy has been revised to enable resources and facilities to be invested in order to deliver the College's Strategic Plan. The Government has pledged capital investment in further education in this Parliament however it is not yet clear when this funding will be released.

The following areas were discussed in detail:

T-Levels:

The Corporation was informed that the Government has announced capital funding for T-Level providers to apply for to improve buildings and facilities in readiness for delivery of T-Levels in September 2021. Funding for specialist equipment will be released at a later date. The College has applied for a £20k project development grant which needs to be matched by £20k of the College's own resources. If successful, this will be used for specialist expertise to support the development and submission of the full application by 30 April 2020.

The Corporation agreed and gave their approval for the College to apply for the T-Levels Capital Funding and agreed for the College to secure a loan to provide the required levels of match funding.

Sustainably Growing Stansted Airport College:

There has been a significant level of over-recruitment at Stansted Airport College since the College opened and there is not enough space to accommodate all the learners who apply. This trend is predicted to continue. The College is therefore exploring interim and longer term arrangements with the Airport to increase the capacity at Stansted Airport College.

Remodelling of Buildings J and K:

Some areas in these buildings are in urgent need of updating and Building K will be used for the delivery of T-Levels. There is therefore a need to look at the longer-term picture for both of these buildings.

Remodelling Building N:

Remodelling of Building N is required for T-Level delivery and the College is looking to develop a gas and low carbon energy centre to future-proof the curriculum.

Extending Harlow Campus at the Rear:

The College is in discussions with Harlow Council around extending the car park to the rear of the campus to allow extra capacity for further growth on the campus.

Improve Campus Security Infrastructure:

Work is being undertaken on campus to improve security. The rear entrance to the campus has been closed off to students. Installation of speed gates are being explored for reception and the College has upgraded and improved its CCTV coverage.

Future Proofing IT Infrastructure:

Investment is needed in the College's IT infrastructure with a focus on better use of the network's capacity.

W Allanson also informed Governors that the application process for the second wave of Institutes of Technology has been released and the College is in discussions with ARU around bidding for an Institute of Technology which would be based on the Harlow and Stansted campuses looking at higher level science and engineering pathways. Governors were reminded that the College was not eligible to apply in the first wave as it did not have an Ofsted grade of 2 or above for apprenticeships.

Governors' attention was then brought to Section B – the proposed investment schedule. Governors noted that the proposed expenditure up to and including 2021 – 2022 is in line with the College's Strategic Plan and is dependent on securing a £1m loan in order to provide the required match funding elements for the funding that has been identified. Expenditure from 2022 – 2023 onwards requires further capital funding to be identified.

A discussion was held around the proposed investment.

P Taylor asked if there would be any merit in wrapping up a £1m loan with the renewal of the loans that are due to be reviewed in May 2021. W Allanson informed Governors that a range of possibilities will be explored with the bank.

Governors agreed that the opportunity for funding available for the College to bid for should not be missed and understood that bidding for the funding would not be possible without the College securing a loan to use as match funding.

Governors noted that without applying for T-Level capital funding, the College would not have suitable facilities or resources to deliver T-Levels from September 2021.

The Corporation was informed that due to the timing of some of the funding, decisions will have to be taken quickly. The Corporation therefore agreed to establish a small working group to look at and discuss the detail of a £1m loan. A report will then be produced for the Corporation to discuss and agree the loan by written resolution.

The Corporation noted the report on the Harlow College Property and Investment Strategy, agreed the capital investment priorities as set out in the Strategy, approved the College's application to the T Levels Capital Funding programme, agreed to form a working group to look at the detail of a loan and agreed to approve the loan by written resolution if necessary due to timescales.

2213 Integrated Financial Model for College (IFMC)

The Corporation received and considered the Integrated Financial Model for College (IFMC), presented by Deanne Morgan, Executive Director – Finance and Facilities.

The Corporation was informed that the IFMC is a new return which has been introduced by the ESFA. The deadline for the Corporation to approve and submit the IFMC is 28 February 2020 however from 2021 onwards, the deadline will be 31 January. Governors were also informed that the commentary in Appendix 1 will also be submitted to the ESFA.

Governors were informed that the Corporation needs to approve the IFMC, the context and the commentary and that the IFMC has been based on the 2018 – 2019 financial statements approved by the Corporation in December 2019, the December 2019 management accounts and forecasts and the forecasts for 2021 and 2022 which were presented to the Corporation in July 2019. Governors were informed that the main change to the figures in the IFMC compared to the financial plan approved by the Corporation in July 2019 is the increased pension costs.

Governors' attention was brought to Annex A – financial planning checklist. This gives the Corporation assurance that all aspects in the checklist are covered in the commentary and the relevant sections in the commentary are cross-referenced in the checklist.

D Morgan highlighted the sections included in the commentary as follows:

- Section A – summary of the College's strategic objectives and additional financial objectives, including meeting both bank covenants and maintaining a financial health rating of good.
- Section B – how the plan relates to the objectives and assumptions included.
- Section C – explanation of significant year-on-year movements
- Section D – cash and borrowings
- Section E – the College's self-assessment of its financial health
- Section F – sensitivities and risks

D Morgan highlighted that the College monitors cash and borrowings on a weekly basis and that the College's debt to income ratio is within 30%.

Governors' attention was brought to paragraph 20 which highlights the cash forecast showing an accumulating cash position and capital expenditure proposals and paragraph 22, the College's existing four loans, two of which are due for renewal in May 2021. Governors noted the College's existing leases set out in paragraph 23 and the total and potential borrowings as of 31 July 2020 as set out in paragraph 24.

It was confirmed that the sensitivities cover the increased pension costs and liabilities. The Corporation requested for paragraph 27 be amended to reflect the

discussions held with Essex LGPS around agreeing to financial monitoring rather than having cash or property as security.

D Morgan informed Governors that the bank has undertaken a valuation of the College's land and the value has increased therefore the College's loan to asset value has increased.

The Corporation was informed that the affordability of a £1m loan has been investigated and the College could afford to borrow £1.6m whilst maintaining its good financial health rating.

D Morgan presented Appendix 2 and Appendix 3 which are broken down into the headings on the IFMC. The appendices show the College's current position with a forecast surplus of £200k and the balance sheet has taken into consideration the T-Levels capital funding, the capital expenditure as per the Property and Investment Strategy and a £1m loan. Governors were informed that cautious growth had been factored into the plan.

Governors noted that no assumptions have been made on the pension costs and that the funding bodies clawback relates to £38k in bursary and free school meals income and no other clawback has been assumed.

A detailed discussion on the IFMC was held with the Corporation and issues with the model were highlighted by D Morgan and K Spencer. The Corporation was informed that the loans due to be reviewed in May 2021 have been classed as a short-term liability which has an effect on the current ratio. The IFMC shows the College's financial health rating as satisfactory however the College's own financial health self-assessment is good. The potential implications of having a financial health rating of satisfactory were highlighted and discussed, such as ESFA financial monitoring. G Wootton asked if there is a risk to the £1m loan if the College's financial health rating was satisfactory. D Morgan confirmed that the bank monitors compliance with the bank covenants and the ESFA monitors financial health. R Levy asked if there is a risk to the T-Level capital funding application however K Spencer confirmed that it is more of an organisational risk.

A further detailed discussion was held around the College's loans. The Corporation agreed that a swap product would be agreed and assumed that the terms of the product would be similar to the current terms of the loans. The Corporation therefore agreed that the loans should not be classed as a short-term liability and approved for the amendment to the classification of the loans in the IFMC to be made with reference to this being made in the commentary.

D Morgan highlighted that the IFMC should provide a month by month forecast for each expenditure line. D Morgan confirmed that this has been completed on a year by year basis which balances and this will be submitted to the ESFA. D Morgan confirmed that all sections on the IFMC balance and the form indicates that it has been completed. The ESFA have advised colleges to submit the IFMC in advance of the deadline and they would then come back with any queries on the plan if they had any. The Corporation approved the approach the College has taken to completing the plan.

The Corporation agreed that a letter should be sent to the ESFA highlighting the issues with the IFMC and the burden that it has had on the Corporation and its business planning processes. The model is not robust and since its release in November 2019, there has been six different versions issued. D Morgan highlighted that narrative was able to be entered on the income and expenditure but not on the balance sheet. D Morgan informed Governors that colleges are taking varying approaches in completing and submitting the IFMC.

The Corporation approved the version of the IFMC which was presented at the meeting subject to the reclassification of the loans and agreed that once the amendment has been made the IFMC should be submitted to the ESFA.

The Corporation thanked the finance team for their hard work in completing the IFMC.

2214 Strategic Plan Update (continued)

2214.2 To receive an update from the Student Governors

The Corporation received and considered the update from the Student Governors, presented by L Sherry and L Rowe, Student Governors and Becky Jones, Vice-Principal.

B Jones reported that the College now has a more robust Student Ambassador programme in place with clearer mechanisms for feeding into the Student Governors and ultimately to the Corporation. Student Ambassador meetings are taking place monthly and B Jones and L Rowe attended the last meeting.

L Sherry and L Rowe provided feedback on progress made towards addressing issues and suggestions raised by the student panel at the Self-Assessment day in November 2019 as follows:

1. Publish food court menu in advance:

The menu will be published up to two days in advance on Qube and will be in place this week.

2. More social seating:

This is being investigated however controls will need to be put in place and the spaces will need to be located next to staff rooms.

The Sixth Form common space has been closed for a few days due to low level vandalism. A discussion was held around this and it was agreed that there is a need to ensure that no-one is using the space when they should be in lessons and that only students who are allowed to use the space are using the space. It was suggested that access controls may be required and if the spaces are abused, they will be closed for longer period of times. G Wootton asked if it would be possible for glass doors to be installed however K

Spencer reported that this is not possible. L Rowe reported that students like the Sixth Form space however usage is mixed.

There were some concerns about concreting over green spaces on the campus to provide space for students however the College will ensure that any such work would fit in with the College's overall design masterplan.

3. Offsite social space:

As previously reported, this is not possible.

4. More clubs and enrichment:

The College is in the process of scoping out clubs and enrichments for teams.

5. Silent work space:

In progress.

6. Gender neutral toilets:

In progress.

Following on from the Student Ambassadors meetings, the following new requests have been added to the document, progress against which was reported at the meeting as follows:

7. I-Hub to open later:

The current usage of the i-Hub is being monitored and a question will be asked about opening times in the next student survey. At present it is not currently viable to open later due to staffing. G Wootton highlighted that the space could be used more closer to exam periods.

8. Media students to have more printer credits:

The Corporation was informed that the majority of work completed by Media students is submitted on-line. It was therefore agreed that it would not be possible to implement this and that the RAG rating be changed from red to N/A.

9. More digital storage for Media students:

It was agreed that a tutorial would be produced on the use of OneDrive.

10. Review of the prices in the food court:

It is reported that prices have increased however bursary and free school meals allocations have not. P Whitehead reported that there are set guidelines on the allocation of bursary and free school meals funding however agreed that the allocations be reviewed. The Corporation was informed that the College's bursary allocation has not increased, therefore any increase in allocation for food will be at the detriment of other areas of bursary support.

Governors were also informed that the College adjusted the threshold for those eligible for bursary and therefore more students are accessing bursary funding. Governors were also informed that there is currently an underspend on free school meals however the budget is fully allocated.

The Corporation asked the Student Governors if the new system linking with the Student Ambassadors is working well as it is a new way of working for the Corporation. The Student Governors reported that it is working well however L Sherry reported that she felt slightly out of the process being a higher education student. K Spencer reported that higher education students are a small percentage of the College's overall learner population, however they have their own separate Student-Staff Liaison Committee meetings which are in place solely for higher education students as part of OfS regulation. B Jones reported that L Sherry had been invited to attend the Student Ambassadors meeting but was unable to attend and she had asked for further HE representatives but none were forthcoming. It was agreed that it would be good to have some Student Ambassadors who are higher education students, if possible.

The Corporation noted the update from the Student Governors.

2215 College of the Future

The Corporation received and considered the Independent Commission on the College of the Future Progress Report, presented by Karen Spencer, Principal.

K Spencer reported that this work is being led by the Government's Chief Strategic Officer and that the Four Nations Leadership Group had commissioned the work to be undertaken. It is expected that changes will be proposed to Government on how colleges will fit into a national picture in the future. The Four Nations Leadership Group has been tasked to develop a structure, look at how colleges work and the status of colleges going forward, otherwise an approach is likely to be imposed by Government without involvement from colleges.

The Corporation noted the Progress Report on the College of the Future.

2217 Health, Safety and Welfare at Work Policy

The Corporation received and considered the Health, Safety and Welfare at Work Policy, presented by Will Allanson, Deputy Principal.

Governors were reminded that the Corporation reviews the Policy on an annual basis and that the only proposed changes to the Policy are to incorporate references to all College sites in the Policy.

The Corporation asked for Section 4.2 to be amended to reflect that the Corporation receives an annual Health and Safety Report.

The Corporation approved the Health, Safety and Welfare at Work Policy, subject to the amendment detailed above.

2218 FE Commissioner Correspondence

2218.1 To receive and consider the latest letter from the FE Commissioner

The Corporation received, considered and noted the contents of the latest letter from the FE Commissioner.

2218.2 To receive and consider the Annual Report of the FE Commissioner

The Corporation received, considered and noted the contents of the Annual Report of the FE Commissioner.

2219 Governor Training and Development

In addition to Governors attending Corporation and Committee meetings, L Laycock and L Lin attended a T-Level information session for Governors.

L Lin has been accepted onto the ETF's Governor Diversity Training Programme.

R Lucas reminded Governors of the VIP event taking place at Stansted Airport College on 26 March 2020 and to confirm their attendance by 13 March 2020 at the latest.

2220 Reports from Committees

2220.1 Stansted Airport College Advisory Group – 24 January 2020

The Corporation received and noted the notes from the Stansted Airport College Advisory Group meeting held on 24 January 2020.

2220.2 Resources Committee – 13 February 2020

The Corporation received and approved the minutes of the Resources Committee meeting held on 24 February 2020.

2221 Any Other Business

G Wootton reported that Stansted Airport had been undertaking mock interviews with students at Stansted Airport College and the feedback from Stansted Airport staff has been incredibly positive. Many students have already secured part time work at the airport.

J Bedford reported that there is a real enthusiasm amongst local businesses for Stansted Airport College and the College is high on local employers' agendas.

2222 Dates of Future Meetings

Summer Term 2020	Thursday 21 May 2020	8.30am
	Thursday 09 July 2020	8.30am