

CORPORATION BOARD of the Governing Body
Minutes of the Committee held on Tuesday 7th October 2025, 4.30pm
at Stanmore College and on MS Teams

Present:

Mrs Hannah Butland (HB) – Chair
Mr Sundeep Bhandari (SB) – Vice-Chair
Mrs Annette Cast (AC) – Principal
Mr Paul Goodman (PG) – Governor
Mr Mike Bluestone (MB) – Governor
Ms Kate Parsley (KP) – Governor
Mr Julian Davies (JD) - Governor (Teams)
Mr Mahmood Ladak (ML) – Governor
Ms Sukhneil Athwal (SA) – Governor
Mr Chirag Simaria (CS) – Governor
Mr Evangelos Kyveris (EK) – Governor
Mr Ali Isahaq (AI) – Academic Staff Governor
Mr Gerald Brown (GBR) – Support Staff Governor
Ms Milli Nathwani (MN) – Student Governor
Mr Jawad MUSAFAER (JM) – Student Governor

In Attendance:

Ms Angela Jackson (AJa) – Deputy Principal
Ms Anjana Jonathan (AJ) – Director of Finance
Ms Justine Gooch (JG) – Director of MIS, IT, Admissions
Ms Gayle Brown (GB) – Director of Student Services & Safeguarding
Mr Ian Atkinson (IA) – Capital Build Project Manager
Ms Kayee Chan (KC) – Director of Governance

Apologies:

Mr Paresh Chudasama (PC) – Governor

RESOLUTION

To approve minutes of the previous meeting 8th July 2025

1. Chair's Opening Remarks

- 1.1 The Chair opened the first board meeting of the year and welcomed all attendees, noting the number of new members present. Attendees briefly introduced themselves. The Chair also noted it was their first time chairing and encouraged members to share any feedback after the meeting.
- 1.2 The Chair outlined a revised structure for board reflection, focusing on three points to be reviewed at the end of each meeting: pace, the balance between questions and statements, and the level of strategic versus operational discussion. Staff presenting reports would be permitted to leave once their item concluded, and the agenda would be adjusted accordingly.

2. Apologies for Absence

- 2.1 Apologies were received from Paresh Chudasama.

3. Conflicts of Interest and Declarations

- 3.1 No declarations of interest were made.

4. Confirmation of Quorum

- 4.1 The meeting was confirmed as quorate.

5. Minutes of Previous Meeting 8th July 2025

- 5.1 Minutes of the previous meeting were approved as an accurate record of the meeting.
- 5.2 Actions - Outstanding actions were reviewed, as noted in the actions table. The email address for reporting spam to IT were shared with governors . Work on reviewing the Principal's Report was ongoing. A discussion on adult education strategy and employer engagement is scheduled for spring. No additional matters were raised. No additional matters were raised.

6. Matters Arising Not on the Agenda

- 6.1 No additional items were raised.

7. Understanding the Ofsted Framework

- 7.1 The Deputy Principal (AJA) gave a verbal update on the new Ofsted inspection framework. Explaining that Ofsted introduced a revised framework that replaced the previous grading structure with a new set of categories. Leadership, governance, safeguarding and contribution to meeting skills needs remain key areas, with safeguarding graded as “met” or “not met.” Other areas would now be graded on a five-point scale: Exceptional, Strong, Standard, Needs Attention, and Urgent Improvement.
- 7.2 Education programmes for young people, adult learning programmes and high needs provision would each be assessed against three sub-areas: Curriculum, Teaching & Training, Achievement, and Participation & Development. Grades would be determined using a “secure fit” model, meaning the overall grade reflects the lowest sub-grade, rather than a “best fit” approach used previously.
- 7.3 Inclusion was a major focus under the new framework, both as a standalone category and embedded across all provision types. Inspectors would examine how effectively the college supports different learner groups, including those with SEND, looked-after learners, and those known to the youth offending team.
- 7.4 The new inspection report will take the form of a report card, and the “deep dive” approach was removed. Ofsted indicated that “expected standard” would be the baseline grade for most providers, with relatively few expected to achieve “exceptional.” Webinars and training for inspectors were ongoing, and the framework remained in development as Ofsted responded to pilot feedback.
- 7.5 The earliest any provider could receive an inspection call under the new framework was 3 November, with 5–6 days’ notice. Stanmore was due its next inspection between late April and May 2026.
- 7.6 The item was noted, and no formal decisions were required. Questions were invited but none were raised for discussion at this stage.

8. Principal’s Report

- 8.1 The Principal’s Report, highlighting key developments since the July Board meeting. Over the summer, the College held a range of student and staff events, including continuous professional development (CPD) activities, staff and employer awards, and a successful staff cultural show. Preparations for enrolment continued through August, with staff working to ensure a smooth start to the academic year.
- 8.2 The start of term has been busy, with induction activities, a Freshers’ Fair, and plans for a second fair later in the year. The College also hosted its first parents and carers’ welcome evening, providing an opportunity to share how the College supports students and to strengthen partnerships with families.
- 8.3 The report was noted, and no decisions were required.

9. Capital Build Update

The Capital Build presentation and written reports covered all the below elements:

- a) Performance against targets and any key decisions
- b) Progress to strategy previous year
- c) KPIs
- d) Capital Build Risk Register

- 9.1 The Board received a presentation on the capital build project from the Capital Build Project Manager (IA). An eight-week delay to Phase 2 was noted, with mitigation measures in place to protect the planned Easter 2026 decant and minimise impact on the summer exam period. A quality issue identified earlier in the year had been remediated, and no further concerns were reported. Handover discussions with DfE and insurers are underway.
- 9.2 The project was at a critical stage and progressing well. The building was now weather-tight, with windows and walls installed, internal works underway, and key infrastructure such as heating, fire safety systems, and roofing in progress. A “topping out” ceremony was recently held with strong attendance from governors, DfE representatives, and partners.
- 9.3 There had been no accidents or incidents to date, which was notable for a project of this scale. One minor quality issue involving missing concrete reinforcement was identified and was being addressed, with no major concerns. Work was continuing on planning for furniture, fixtures, equipment, and service contracts to support smooth occupation of the new site.
- 9.4 Branding and signage were being carefully considered, with a neutral base palette recommended by architects to allow flexibility over time, supported by wayfinding and signage that would reflect the College’s visual identity.
- 9.5 The associated written report contained updates on performance targets, progress against the previous year’s strategy, KPIs, and risk registers. These were provided to governors for information and assurance.
- 9.6 The updates and reports were noted, and no decisions were required.

10. Safeguarding and Prevent Report

- 10.1 The Director of Student Services and Safeguarding (GB) provided an update on safeguarding since the last report in June. There were 228 concerns reported in the last academic year, broadly consistent with the previous year’s 234. A new feature in the MyConcern reporting system now recorded the origin of referrals, which would support better analysis going forward. No major changes were made to Keeping Children Safe in Education Part 1 this year, though there had been updates on online safety. Work was underway to complete a new self-assessment against updated filtering and monitoring standards, with implementation of the Smoothwall system planned.

- 10.2 Attendance continued to be closely monitored, with the principle that a single absence could trigger safeguarding follow-up. Learner voice was being strengthened through regular focus groups. The annual Safeguarding Report would be presented at this autumn meeting rather than in June to avoid duplication; the Board agreed.
- 10.3 Governors discussed the need to ensure all governors completed safeguarding training promptly, noting Ofsted's continued focus in this area. Some administrative delays were acknowledged, and it was agreed that training timelines would be better aligned with the first governing body meeting of the academic year. Governors were reminded to complete their safeguarding training if they had not already. The suggestion of reviewing anonymised case studies periodically at Board level was also noted.
- 10.4 The report was noted, with actions to strengthen training compliance and scheduling.

11. Performance Monitoring

a) Full Year KPIs 2024/25

- 11.1 The Board received an update on student applications, with particular focus on 16-18 recruitment. Applications remain below the level required to comfortably meet funding targets, with around 2,357 applications to date against a target of 4,000 and a 50% conversion rate. Although website traffic and attendance at open evenings had increased significantly, this was not translated into the expected rise in applications.
- 11.2 The College continued to see a large proportion of students applying late, often after GCSE results in August. This appeared to reflect long-standing patterns as well as post-COVID behavioural shifts, with students submitting multiple applications and "testing" different providers. Work was underway to better understand these trends, including plans to engage student forums for insight.
- 11.3 The discussion highlighted the need to strengthen school partnerships, review curriculum gaps, and make more strategic use of marketing investment. Governors suggested clearer conversion metrics to assess impact, and the marketing team would provide further analysis at a future meeting. Governors agreed that it would be useful to hear from the new Director of Marketing at the next Board meeting to demonstrate how marketing activity supports recruitment, and to introduce a new enrolment metric.
- 11.4 Satellite provision was also discussed. Recruitment had been below target in some areas, partly due to a renewed focus on maintaining admissions standards. Governors noted the importance of reviewing the curriculum offer at satellites, potentially broadening beyond sport to other areas such as construction or creative subjects, and increasing their own visibility at these sites.
- 11.5 The update was noted, with actions to gather further student insight, monitor marketing effectiveness, and continue curriculum planning linked to the new build.
- 11.6 The Director of MIS, IT & Admissions (JG) presented draft KPI data based on ILR returns to July, noting that final funding and achievement data will be submitted to the

DfE/GLA on 24 October, with finalised figures to be brought to the next board meeting.

- 11.7 A discussion was held on attendance and punctuality targets, which were currently set at 95%. Governors questioned whether this was realistic given historical performance and sector-wide challenges, particularly post-COVID. While some suggested reviewing targets, others emphasised the importance of maintaining high expectations to prepare students for employment and further study. It was agreed that the target should remain aspirational, but that there should be a clear plan to improve year-on-year, with earlier identification and intervention already underway this year.
- 11.8 Punctuality was highlighted as an area requiring renewed focus, with discussion around curriculum design, classroom practice, and a whole-college approach to improving learner engagement. The update was noted, and final KPI data will be reviewed at the next board meeting.

b) Achievements 2024/25

- 11.9 An interim update on achievement data was presented. Final achievement figures would be submitted on 22 October, with some 16-18 outcomes still being finalised due to course completion timelines. These were not considered at risk. Current indications suggest that 16-18 achievement would be above the national benchmark, while 19+ performance was likely to be slightly below, reflecting the complexity and varied timing of adult programmes.
- 11.10 Key challenges include English and maths pass rates, particularly at satellite sites, and ensuring appropriate qualification routes for learners with Education, Health and Care Plans (EHCP). A fuller analysis will be presented to the Curriculum and Quality Committee in November. The update was noted, and no decisions were required.

c) Risk Register

12. Finance and Resources

- 12.1 The Director of Finance (AJ) provided an overview of the College's funding structure, primarily for the benefit of new governors. The majority of income (around £11 million) comes from 16-18 learner funding, with approximately £2 million from adult provision funded mainly by the GLA, and the remainder from fees, lettings, and other income.
- 12.2 The 16-18 funding allocation was based on lagged learner numbers from the previous year, meaning funding for 2024/25 reflected lower recruitment in 2023/24. While this provided financial certainty, it limited the ability to respond quickly to in-

year recruitment growth. Adult funding was also reduced in recent years, and tuition fee income remained low due to the predominance of fully funded courses.

- 12.3 Pressures on staffing costs were highlighted, which were currently above sector averages. Last year, additional recruitment to meet higher learner numbers was not matched by corresponding funding due to the lagged model. Other cost pressures included unfunded national insurance increases and pay awards. These factors make financial planning more challenging during the live new build period.

The update was noted, and governors were invited to raise questions, particularly to support new members' understanding of the funding context.

a) Management Accounts

- 12.4 The draft year-end management accounts were presented, which were currently with auditors. The unaudited position showed a £136k surplus, slightly below the £155k forecast, largely due to timing and recruitment variations. Income was boosted by some additional DfE funding, pension adjustments, and higher-than-expected grant income, while tuition fee income remained low.
- 12.5 Costs were higher in some areas, particularly teaching and agency staff, learning support, and operational costs associated with partnership delivery. However, administrative costs were below target, and pension assumptions came in lower than budgeted, contributing positively to the overall position.
- 12.6 Cash flow remained healthy, supported by earmarked capital funds for the new build. Match funding of around £800k was set aside but had not yet been called upon. Governors noted the position, and no concerns were raised.

b) Use of College Seal (contracts)

- 12.7 The Board received the annual report on the use of the College Seal. There were no uses of the seal from the last report to the Board in October 2023. Two contracts were signed by the Chair of the Finance and Resources Committee, without the need for the College seal, in relation to nursery tenancy agreements. This item was noted.

13. Governance

- 13.1 The Governance Committee reviewed and recommended the following reports for approval or noting:
- a) New Governor & Ambassador Appointments – Ratification & Terms of Office*
 - b) Governance & Committee Structure Membership*
 - c) Scheme of Delegation Review and Update*
 - d) Board & Committee Work Schedule 2025/26 (final schedule)*
 - e) Finance and Resources Terms of Reference (revised)*
 - f) Governor Attendance & Engagement Report (previous year)*
 - g) Governor Induction & Training Programme*

- h) Governor Self-Assessment & Board Improvement Action Plan*
 - i) AoC Annual Self-Assessment and Improvement Plan Update 2025/26*
 - j) Governor Engagement Programme*
- 13.2 The Board received a number of governance matters, all of which had been discussed at the Governance Committee and were recommended for approval.
- 13.3 The Board ratified the appointment of five new external governors and two staff governors. In addition two student governors had been ratified in the July Board 2025. The Committee structure and membership for the coming year was approved, and governors confirmed they were content with their allocations.
- 13.4 Governor Paul Goodman was approved as Vice Chair Elect, with a view to formally taking up the role when the current Chair's term was set to end in July 2026, following a period of handover, supporting effective succession planning.
- 13.5 The Board approved updates to the Scheme of Delegation, the 2025-26 Board and Committee Work Schedule, and minor revisions to the Finance and Resources Terms of Reference. The Governor Attendance and Engagement Report was noted, and governors requested to receive and noted.
- 13.6 The Governor Induction and Training Programme was approved. Feedback from new governors would be gathered to inform future improvements. The Governor Self-Assessment and Improvement Plan was noted.
- 13.7 Finally, the Governor Engagement Programme was introduced, aimed at increasing governor presence in College through visits, departmental links, and attendance at key events. Governors agreed they should also increase visibility at the satellite centres, to improve staff and student awareness and engagement. A visit feedback form and a calendar of events would be circulated to support this initiative.

14. Policies

- 14.1 The following policies were approved:
- a) Safeguarding & Prevent Policy & Statement
 - b) Admissions Policy
 - c) Governor Expenses Policy* (recommended by Committee)
- 14.2 The Safeguarding and Prevent Policy and Statement was presented with minor amendments focused mainly on roles, responsibilities, and updates to reflect current statutory guidance. The Board approved the revised policy.
- 14.3 The Admissions Policy was also presented for approval following a full rewrite. The updated policy clarified procedures, including safeguarding risk assessments and criminal record checks, and set out the College's right to apply proportionate actions. The Board approved the new policy.

15. Meeting Review, Learning and Reflection

- 15.1 The Board reflected positively on the meeting. Members welcomed the pace and focus of discussions, noting that items were kept at the right level and operational matters were appropriately taken offline where needed. Several governors commented that the new structure, chairing style, and clarity of papers had improved the overall effectiveness of the meeting.
- 15.2 New governors shared initial impressions and expressed interest in raising the visibility of governance among students. It was agreed that student governors would through focus groups explore ways to share their experience with peers to increase awareness of the Board's role, perspectives to be shared at the next Board meeting.
- 15.3 Online participants noted that the sound quality and on-screen display of papers were clear and helpful. The Board acknowledged the strong organisational support behind the meeting and thanked the team for their work.

17. Any Other Business

- 17.1 The Deputy Principal shared a positive update: the College was successful in securing just under £200,000 from the GLA Skills Bootcamp Building Programme in partnership with Rail Futures, aimed at training operatives for London Underground engineering. Governors congratulated the team on this achievement.

18. Date of Next Meeting

- 18.1 The next meeting would take place on 16th December 2025.

Part 1 of the meeting ended at 6.45pm.

The meeting then moved into Part II confidential business and non-members withdrew.

Kayee Chan, Director of Governance

Schedule of Actions:

Min ref:	Action	Responsible	By When	Progress
	25th March 2025			
5	Email address for reporting spam to IT to be shared with governors	PD	26/03/25	Completed
New Build Update	IA to share the phasing plan to governors.	IA	31/03/25	

7	Review of the Principal's Report around what is presented and how it is presented.	AC		Completed
	8th July 2025			
15.2	Schedule discussion on adult education growth strategy and employer engagement.	Dir. of Governance	Spring 2026	To be scheduled
	7th October 2025			
10.2	The Annual Safeguarding Report would be presented at this autumn meeting rather than in June to avoid duplication	Dir. of Student Services & Safeguarding	Autumn 2026	
10.3	Governors to ensure that online annual safeguarding training is completed	Governors	October 2025	
11.3	The new Director of Marketing to present at the next Board meeting to demonstrate how marketing activity can support recruitment, and to introduce a new enrolment metric.	Director of Marketing	Next Board meeting December 2025	
15.2	Student governors through focus groups to explore ways to share their experience with peers to increase awareness of the Board's role, perspectives to be shared at the next Board meeting.	Support Staff Gov & Student Governors	Next Board meeting December 2025	

Staff and student governors were invited to leave before the confidential agenda commenced.

