

CORPORATION BOARD of the Governing Body
Minutes of the Committee held on Tuesday 16th December 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 (Teams)
Mr Evangelos Kyveris (EK) – Governor (Teams)
Mr Paresh Chudasama (PC) – 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 Ruairidh Kane (RK) – Director of Teaching, Learning and
Ms Kayee Chan (KC) – Director of Governance

Apologies:

None

RESOLUTION:

- To approve the minutes of the meeting held on 7 October 2025.
- To approve the audit and financial documents:
 - External Audit Engagement Letter

- Final Financial Statements
 - Letter of Representation
 - Regularity Self-Assessment Questionnaire
- To approve the Self-Assessment Report
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1. Welcome, Apologies, and Introductions

1.1 The Chair welcomed members to the meeting and introductions were made.

1.2 Apologies were noted as recorded in attendance above.

2. Conflicts of Interest and Declarations

2.1 No conflicts of interest or declarations were made.

3. Confirmation of Quorum

3.1 The meeting was confirmed as quorate.

4. Minutes

4.1 Approval of Minutes of previous meeting held on 7th October 2025
The minutes of the meeting held on 7 October 2025 were approved as an accurate record.

4.2 Action points review from table below
The Board noted that actions arising from the meeting had either been completed or were being addressed through items included elsewhere on the agenda.

5. Matters Arising not on the Agenda

5.1 There were no matters arising that were not otherwise covered by the agenda.

6. Ofsted Framework Briefing – Philip Elliott

6.1 The Board received a detailed briefing from External Ofsted Trainer, Philip Elliott on the new Education Inspection Framework, with particular emphasis on the role and expectations of governance.

- 6.2 The briefing covered the increasing focus on governance, leadership and accountability within inspections, and the importance of governors being able to clearly articulate the College's strategic priorities, understand performance data, and evidence effective challenge and assurance. The session explored how inspectors triangulate evidence across board minutes, committee scrutiny, and institutional outcomes.
- 6.3 Governors engaged actively in discussion and reflective exercises, considering how their own practice aligned with Ofsted expectations and how the Board can continue to strengthen its impact. Members welcomed the opportunity to deepen their understanding of the framework and noted the value of the session in supporting ongoing board development.
- 6.4 The Board formally noted the briefing and thanked the presenter for a constructive and informative session.

7. Student Governor Experience

- 7.1 The Board received a presentation from the Student Governors, who reflected on their experience on being a governor. In addition to sharing their personal experience of governance, the Student Governors outlined the findings from a short student survey they had undertaken to gather wider student views on governance and student representation. The survey highlighted some limited awareness among students of the role of governors and the work of the Board, and a desire for greater visibility and engagement between governors and the student body.
- 7.2 Governors discussed the importance of strengthening connections with students to support student voice and improve understanding of governance. Members welcomed the insight provided by the survey and agreed that there would be value in exploring more direct engagement opportunities between governors and students, including attendance at student forums where appropriate.

8. Principal's Report

- 8.1 The Principal presented her report, providing an overview of key developments during the term. She outlined progress against strategic priorities, operational challenges arising from the capital build, and the continued commitment of staff during a demanding period for the College.
- 8.2 Governors discussed the report and sought assurance on how the College was managing competing pressures while maintaining focus on quality and learner outcomes. It was acknowledged that some matters raised within the report would be explored further under confidential business later in the meeting.
- 8.3 The Board noted the report and thanked the Principal and senior leaders for their leadership and resilience.

9. Full Year KPIs 2024/25

- 9.1 The Board reviewed the full-year KPI position, presented by the Director of MIS, IT and Admissions. The report provided an overview of achievement, retention and attendance, including performance in Maths and English.
- 9.2 Governors asked questions to better understand the context behind the figures, including external factors affecting outcomes and the actions being taken to address areas of underperformance. Assurance was provided that performance was closely monitored and that targeted improvement actions were in place.
- 9.3 The Board confirmed that it was satisfied that performance was appropriately monitored and that the information provided enabled effective scrutiny.

10. College Risk Register

- 10.1 The Director of Finance presented the College Risk Register. The Board considered the current risk profile, the effectiveness of mitigating actions, and whether certain risks, including learner achievement in Maths and English, should be treated as discrete risks.
- 10.2 Governors were assured that the risk register was reviewed regularly and remained a live document, with further refinement to be considered as part of the next review cycle.
- 10.3 The Board received assurance regarding the College's approach to performance management and risk oversight.

11. Final Financial Statements and Audit Items

- 11.1 Following recommendations from the Audit Committee and the Finance and Resources Committee, the Board considered the suite of audit and financial papers.
- 11.2 The Board approved the following report and documents and thanked the Director of Finance and her team for their work:
- Chair's Update & Endorsement
 - External Audit Engagement Letter
 - Final Financial Statements (*reviewed by Audit Committee and F&R Committee*)
 - Letter of Representation
 - Regularity Self-Assessment Questionnaire
- 11.3 The Board also noted the following documents:
- Auditor's Management Letter
 - Annual Audit Committee Report
 - DfE Financial Assessment Letters

- FE Commissioner Letter
- Internal Audit Report
- Minutes of Audit Committee 11.11.25

12. Self-Assessment Report (SAR)

- 12.1 The Deputy Principal presented the final Self-Assessment Report, outlining the moderation and validation process undertaken and confirming alignment with the applicable Ofsted framework for the period under review.
- 12.2 Governors discussed the report and welcomed the clarity of the narrative and the honesty of the self-evaluation. The Board approved the Self-Assessment Report.

13. Curriculum and Quality

13.1 Committee Chair's Update

- 13.1.1 The Chair of the Curriculum and Quality Committee provided a verbal update on the work of the Committee since the last Board meeting. It was reported that the Committee had continued to focus on key aspects of teaching, learning and quality assurance, including curriculum planning and improvement activity. The Chair confirmed that the Committee was satisfied with the level of scrutiny being applied and that appropriate assurance was being provided to the Board on standards and performance. The Board noted the update.

13.2 Minutes of the Curriculum and Quality Committee

- 13.2.1 The Board received and noted the minutes of the Curriculum and Quality Committee meeting held on 4 November 2025. There were no matters arising requiring further escalation to the Board.

13.3 Curriculum Development

- 13.3.1 The Deputy Principal presented the curriculum development paper which outlined the strategic direction of travel across key curriculum areas. It was explained that the paper reflected external drivers including local labour market intelligence and the London Skills Agenda, and demonstrated how the College was positioning itself to respond to future demand.
- 13.3.2 Governors were reassured that where specific curriculum areas were not referenced in detail, this did not imply withdrawal of provision, but rather reflected a focus on growth and development priorities. It was noted that the paper built on discussions from the recent strategy day and provided useful context for governors who had been unable to attend that session.

13.3.2 The Board welcomed the overview and noted the update.

13.4 Quality Improvement Plan (QIP)

13.4.1 The Deputy Principal advised that the Quality Improvement Plan (QIP) had been developed following the College's self-assessment process. It was explained that the QIP should be read alongside the Self-Assessment Report, as the two documents were intrinsically linked.

13.4.2 The Plan was described as setting out clear priority actions arising from the self-assessment, with a focus on driving improvement across identified areas. The Curriculum and Quality Committee had been satisfied that the QIP appropriately reflected the College's areas for development and provided a robust framework for improvement.

13.4.3 The Board noted the update and the assurance provided.

14. Finance and Resources

14.1 Committee Chair's Update

14.1.1 The Chair of the Finance and Resources Committee provided a verbal update on the work of the Committee since the last Board meeting. It was reported that the Committee had continued to focus on financial sustainability, risk management, estates and health and safety, and had provided appropriate scrutiny and challenge to senior leaders. The Committee was satisfied with the assurance being provided across its areas of responsibility. The Board noted the update.

14.2 Minutes of the Finance and Resources Committee (25 November 2025)

14.2.1 The Board received and noted the minutes of the Finance and Resources Committee meeting held on 25 November 2025. There were no matters arising requiring escalation to the Board.

14.3 Management Accounts and Financial Performance

14.3.1 The Finance and Resources Committee had considered the latest management accounts and year-to-date financial performance. It was noted that the College continued to operate within its approved budget, with performance being closely monitored against forecast.

14.3.2 The Committee had scrutinised key variances and received assurance from management regarding the robustness of financial controls and forecasting

processes. Governors were reassured that appropriate oversight was in place to manage financial risk. The Board noted the update.

13.4 Financial Sustainability and Risk

13.4.1 The Committee had reviewed the College's financial sustainability position and the associated risk register. It was reported that financial risks continued to be actively monitored and mitigated, with particular focus on income generation, cost pressures and longer-term planning.

13.4.2 The Committee was satisfied with the current risk management arrangements and the level of assurance provided by senior leaders. The Board noted the update.

13.5 Estates Update

13.5.1 The Estates update was received for noting by the Board, including progress on planned works and ongoing maintenance activity. It was noted that estates risks were being managed appropriately and that the Finance and Resources Committee had provided challenge where required.

13.5.2 The Board noted the update and the ongoing oversight of estates matters.

13.6 Health and Safety

13.6.1 The annual Health and Safety report was received for noting by the Board. It was reported that while some reporting gaps had been identified, these were being addressed through strengthened processes and improved monitoring arrangements.

13.6.2 The Finance and Resources Committee was satisfied that management had a clear plan in place to enhance reporting and assurance going forward. The Board noted the update.

13.7 HR and Workforce Matters

13.7.1 The Annual HR Report was received for noting by the Board, including workforce matters, HR systems and processes. The Finance and Resources Committee had discussed the implementation of the new HR system and the importance of ensuring that this delivered strategic value and supported the modernisation of HR processes.

13.7.2 The Board noted the update.

13.7.3 The Chair of the Finance and Resources Committee was satisfied that it had received sufficient assurance across its areas of responsibility and that no matters

required escalation to the Board at this stage. The Board noted the assurance provided.

14. Governance

14.1 Committee Chair's Update

14.1.1 The Chair of the Governance, Search and Remuneration Committee provided a verbal update on the work of the Committee since the last Board meeting. It was reported that the Committee had focused on strengthening governance arrangements, including board composition, succession planning, governor development and committee effectiveness.

14.1.2 The Chair highlighted the positive progress made since the start of the academic year, including improvements to governance processes, reporting and assurance. The Board noted the update and thanked the Committee for its ongoing work.

14.2 Minutes of the Governance, Search and Remuneration Committee (30 September 2025)

14.2.1 The Board received and noted the minutes of the Governance, Search and Remuneration Committee meeting held on 30 September 2025. It was confirmed that the minutes had been reviewed and approved by the Committee Chair. There were no matters arising requiring escalation to the Board.

14.3 Board Effectiveness Review 2024/25

14.3.1 The Director of Governance presented the Board Effectiveness Review 2024/25. The Review was to provide assurance on the effectiveness of governance arrangements and to meet regulatory expectations referenced within the College's financial statements.

14.3.2 The Review drew on a range of evidence, including the governor skills audit, recruitment activity, attendance data, governance self-assessment outcomes and committee restructuring undertaken over the summer period. Governors noted the positive impact of the recent recruitment campaign, which had strengthened professional expertise across finance, HR, legal and digital disciplines, as well as improving board diversity.

14.3.3 The outcomes of the governor self-assessment questionnaire were summarised, highlighting strong levels of confidence across strategic leadership, accountability, ethics and financial oversight. Areas for further development, including governor engagement and induction, had been incorporated into the Governance Quality Enhancement Plan (QEP).

14.3.4 The Board received and noted the Review and the associated QEP.

14.4 Governance Quality Enhancement Plan (QEP)

14.4.1 The Director of Governance outlined the Governance Quality Enhancement Plan, which set out the agreed priorities for further strengthening governance practice over 2025/26. It was confirmed that the QEP would supersede the Board Improvement Action Plan approved earlier in the year, providing a single coherent framework for monitoring governance development.

14.4.2 Key themes within the Plan included:

- strengthening link governor arrangements,
- enhancing governor training and development,
- improving stakeholder engagement,
- embedding EDI monitoring within governance,
- succession planning for board roles.

14.4.3 The Board noted the Plan and agreed that progress would be monitored through the Governance Committee.

14.5 Register of Interests

14.5.1 The Board received the updated Register of Interests for 2025/26. It was confirmed that all governors and senior leaders had been asked to complete their declarations and that any nil returns had been recorded accordingly.

14.5.2 The Director of Governance advised that a simplified version of the Register would be published on the College website in line with transparency requirements, with personal data appropriately redacted. The Board noted the update.

14.6 External Governance Review

14.6.1 It was reported that the next external governance review was scheduled for autumn 2026, in line with the recommended three-year cycle. Governors noted that this would allow a full year of operation under the new governance structure, Chair and Board membership before the review was undertaken.

14.7 Governance Assurance to the Board

14.7.1 The Chair confirmed that the Governance, Search and Remuneration Committee was satisfied that appropriate governance assurance was in place and that no matters required escalation to the Board at this time.

14.7.2 The Board noted the assurance provided.

15. Capital Build

- 15.1 The Board received an update on the College's capital build programme. The Chair of the Finance and Resources Committee reported that the Committee had reviewed progress against the approved capital projects and had scrutinised delivery timelines, budgets and associated risks.
- 15.2 It was confirmed that the programme continued to progress in line with agreed plans, with key milestones being closely monitored by senior leaders and the project team. The Finance and Resources Committee had received assurance that appropriate governance arrangements were in place to oversee the programme, including regular reporting, risk management and contractor oversight.
- 15.3 Governors were advised that the Committee had considered financial implications arising from the capital works, including cash flow, contingency planning and value for money. The Finance and Resources Committee had sought assurance that robust controls were in place to manage any cost pressures and to mitigate risks associated with delays or unforeseen works.

17. Date of Next Meeting:

- 17.1 The next meeting would take place on 24th March 2026.

Schedule of Actions:

Min ref:	Action	Responsible	By When	Progress
	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			
10.3	Governors to ensure that online annual safeguarding training is completed	Governors	October 2025	Complete
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	Complete
	16th December 2026			
6.	To share Ofsted briefing slides with governors.	Dir. of Governance	December 2026	Complete

7.2	Explore opportunities to strengthen engagement between governors and students, including attendance at student parliament or similar student forums, and to report back on proposed approaches.	Chair of Governors & Dir. of Governance	Next Board Meeting March 2026	In progress
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[The Meeting ended 6.30pm]

[Staff and student governors were invited to leave the meeting before the confidential Part 2 of the meeting commenced.]

Kayee Chan, Director of Governance