CORPORATION BOARD of the Governing Body
PART II - Minutes of the Committee held on Wednesday 25th March 2025, 5.15pm
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 Sukhneil Athwal (SA) – Governor (Teams)
Mr Evangelos Kyveris (EK) – Governor
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 Musafer (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 (for relevant items only)
Ms Gayle Brown (GB) – Director of Student Services & Safeguarding (for relevant items only)
Mr Ruairidh Kane (RK) – Director of Quality, Teaching & Learning (for relevant items only)
Ms Kayee Chan (KC) – Director of Governance

Apologies:
Ms Kate Parsley (KP) – Governor
Mr Julian Davies (JD) - Governor
Mr Mahmood Ladak (ML) – Governor
Mr Chirag Simaria (CS) – Governor

RESOLUTION:

To review and approve the minutes of the meeting held on 16th December 2026

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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 7 October 2025
The minutes of the meeting held on 7 October 2025 were reviewed and 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 The Board noted that a number of questions and observations had been submitted in advance of the meeting by Governor Kate Parsley, due to her absence, relating to Board papers and governance matters. The Chair explained that she and the Director of Governance had reviewed the points in advance, with some matters addressed separately outside the meeting and some questions and themes explicitly raised by the Chair under the relevant agenda items where appropriate. Written responses were provided separately and circulated to governors for information.

6. Presentation – Head of Marketing

6.1 The Board received a presentation from the Head of Marketing, providing an overview of activity over the previous five months, with a focus on stabilising and restructuring the marketing function.

6.2 It was reported that, on joining the College, the marketing function had been fragmented and inconsistent, with a lack of clear workflows, accountability and coordination across outreach and events activity. Initial work had therefore focused on establishing structure, defining roles and introducing clearer processes, including the implementation of a marketing ticketing system and regular team rhythms.

6.3 Members noted that the approach taken had been data-led, drawing on analysis of competitor activity, internal gaps and feedback from events and engagement activity. The introduction of performance tracking and improved data visibility was highlighted as a key development, alongside strengthened schools outreach and the appointment of a digital agency to support marketing activity.

6.4 The Board discussed the cultural impact of these changes on the team. It was acknowledged that the introduction of new structures and expectations had initially created some resistance and uncertainty, which had been anticipated. It was reported that the team was beginning to adapt, with clearer understanding of roles and expectations, and increased opportunities for upskilling.

6.5 Members explored the College's brand positioning and external identity. It was acknowledged that there remained significant work to do in establishing a clear and consistent brand, particularly given that the recent rebrand had not been fully embedded across the College. The importance of strengthening internal clarity before external messaging was emphasised.

6.6 The Board discussed the opportunity presented by the capital build programme to reposition the College's image and narrative. Members highlighted the importance of developing a clear and compelling story, supported by proactive PR and community engagement, particularly in advance of the opening of the new facilities.

6.7 Early indications of improvement were noted, including an increase in applications, although it was recognised that further analysis would be required to understand the drivers of this in more detail. The Board welcomed the progress made and the structured approach taken to stabilising and developing the function.

7. Strategy

7.1 Capital Build Update

7.1.1 The Board received a detailed update on the capital build programme and transition planning.

7.1.2 It was reported that, given the complexity and evolving nature of the build, a conscious decision had been taken to ensure that there was "one version of the truth" communicated across the College. This had included structured engagement with staff at all levels, including team briefings and direct engagement sessions, to ensure clarity and consistency of messaging.

7.1.3 Members were advised that the College had adopted a phased and incremental approach to the move into the new buildings. This approach had been designed to minimise disruption to teaching and learning, particularly during the examination period, and to reduce operational risk. As part of this, it had been agreed to retain certain buildings, including Elm and Willow, for longer than originally planned.

7.1.4 The Board noted the significant logistical complexity involved in the decant process, including the scale of physical moves, storage requirements and the need to manage both on-site and off-site resources over an extended period. It was also noted that some staff would need to move more than once, and that this had been communicated clearly, alongside an emphasis on the longer-term benefits.

7.1.5 Members explored the impact of the changes on staff and the wider College community. It was reported that, while there had been some concerns and practical challenges, particularly in relation to workspace and equipment, the overall response had been positive, with staff demonstrating resilience and adaptability.

7.1.6 The Board discussed the importance of managing expectations, particularly in relation to temporary arrangements and the risk of perceived inequity between different parts of the campus during the transition period. It was noted that work was underway to ensure that the experience of staff and students remained as consistent as possible across both new and legacy buildings.

7.1.7 Members sought assurance regarding programme management, sequencing and risk. It was confirmed that detailed plans were in place, including comprehensive compliance and handover checklists, and that these were subject to regular review. It was also noted that a more distilled version of programme planning information could be shared with the Board to support oversight.

7.1.8 The Board also discussed practical considerations, including access, security, outdoor space and the impact on students during peak periods. It was acknowledged that there would be a temporary period where the campus would be effectively divided, requiring careful management of movement and communication.

7.1.9 Overall, the Board recognised the scale and complexity of the programme and took assurance from the structured and proactive approach being taken.

7.2 Equality, Diversity and Inclusion Report

7.2.1 The Board considered the Annual Equality, Diversity and Inclusion Report.

7.2.2 A specific query raised in advance of the meeting was discussed regarding inconsistencies in Equality Impact Assessments (EIAs) and the need to prioritise their completion. Management confirmed that this had already been identified as an area for improvement and had been incorporated into existing action planning, with a clear approach to addressing the gap.

7.2.3 Members also discussed how the impact of EDI interventions would be measured. It was noted that while some outcomes would only be measurable over a longer timeframe, progress was being monitored through action plans and governance structures, ensuring that EDI considerations were embedded across wider College activity rather than treated as standalone initiatives.

7.2.4 The Board was satisfied with the report and the actions in place and approved the Annual EDI Report.

8. Performance Monitoring

8.1 KPIs

8.1.1 The Board reviewed the KPI report. Discussion focused in particular on the increasing demand for SEND provision and the challenges associated with meeting this demand within existing funding constraints. It was noted that local authority funding arrangements, particularly in relation to EHCP learners, continued to present challenges, with pressures on both funding levels and allocations.

8.1.2 Members were advised that a range of actions were being taken, including strengthening leadership capacity in SEND and improving data capture at the point of enrolment to ensure earlier identification of need and more timely support.

8.1.3 The Board also discussed attendance, recognising this as an ongoing and consistent area of focus across governance. It was noted that this had been subject to detailed discussion at committee level, and that actions were in place to support improvement. The Board took assurance from the information provided.

8.2 Risk Register

8.2.1 The Board considered the College risk register. It was noted that financial risks remained a key area of focus, particularly in relation to income timing and funding flows. Management advised that recent developments, including the receipt of outstanding funding, were expected to improve the financial position in the coming months.

8.2.2 Members welcomed the cautious approach taken in risk reporting and noted that risks were being actively monitored across committees.

9. Principal's Report

9.1 The Board received the Principal's report. Members noted the breadth and range of activity taking place across the College and the continued delivery of a wide programme of work despite the challenges associated with the capital build.

9.2 The Board discussed the impact of the build on recruitment and student experience. It was acknowledged that there had been some impact, particularly in previous recruitment cycles, due to disruption and environmental factors. However, it was noted that the opening of new facilities would support improved positioning and recruitment going forward.

9.3 Members expressed their appreciation for the work of staff and requested that their thanks be conveyed.

10. Governor Newsletter

10.1 The Board noted the Governor Newsletter and the highlighted College activity.

11. Strategic Development – Strategy Day Outcomes

11.1 The Board considered the outcomes of the recent strategy day and discussed emerging themes for future strategic development.

11.2 Discussion focused in particular on the impact of technological change, including artificial intelligence, and the implications for the College's curriculum and long-term positioning. Members reflected on the scale and pace of change, with examples drawn from wider industry, and the potential impact on employment patterns and skills demand.

11.3 The importance of strengthening vocational education and ensuring alignment between curriculum offer and labour market needs was emphasised. Members noted that there remained a societal imbalance between academic and vocational pathways, and that the College had an important role to play in addressing this.

11.4 The discussion also highlighted the need for agility in future strategy development, recognising that the pace of change required a more flexible and responsive approach to planning.

11.5 It was agreed that further data and analysis would be beneficial to inform future discussions and that these themes should be developed further as part of the next strategy cycle.

12. Accountability Statement 2026–27 Timeline

12.1 The Board received the paper on the Accountability Statement timetable for 2026–27. The Deputy Principal explained that the statement remained a funding requirement and was intended to respond to the Local Skills Improvement Plan by identifying the key curriculum and development priorities the College would take forward in 2026–27. It was emphasised that the statement was not intended to capture everything the College did, but rather the main areas of strategic focus, which could include existing curriculum developments, sector-specific initiatives, and cross-cutting themes such as transferable skills.

12.2 Members were advised that the Department for Education had amended the timeframes, with the submission deadline now moved to the end of July rather than the end of June. This was welcomed, as it would allow the process to align more sensibly with the Board cycle.

12.3 A question was raised as to whether there would be any material difference from the previous year. In response, it was explained that while the London LSIP was being refreshed, the broad themes were expected to remain largely consistent, albeit with some refinements in emphasis. As a result, governors were advised that the overall direction of the next Accountability Statement would be recognisable, although it would reflect newer areas of development and emerging priorities. The Board noted the update and timetable.

13. Student Engagement Update

13.1 The Board received an update on student engagement activity. It was noted that the College was taking a more active and experimental approach to strengthening student voice and participation, with work underway to test different methods of engagement and identify what was most effective. Members heard that this represented a significant improvement on previous arrangements and that there was now more visible and purposeful activity taking place.

13.2 Particular reference was made to recent work to encourage student participation in content creation and ambassador activity. It was reported that there had already been positive uptake and interest from students in becoming more involved, and that the initiative was beginning to gain momentum across the College. Governors were advised that the student parliament would be receiving a further presentation on this work and that it was helping to build wider awareness of opportunities for involvement.

13.3 The Board also noted that at least one student had already expressed interest in becoming a student governor, prompting discussion about the need to begin planning future student governor recruitment in good time. Members welcomed this as a positive indication of growing student interest in governance and agreed that this should be built on.

14. Curriculum and Quality Committee

14.1 The Chair of the Committee gave a short verbal update and invited questions on the minutes and highlighted papers. It was reported that one of the main discussions at Committee level had been attendance, with members looking in detail at what interventions had been tried, what had or had not worked, and what further actions were being considered. While the national context was acknowledged, the Committee had been clear that this should not become an excuse for underperformance and that the College must continue to press forward with different approaches and maintain close scrutiny of the issue.

14.2 Further discussions highlighted the need for more closer scrutiny and focussed Curriculum and Quality KPIs, so that the Committee's attention remained on the indicators most relevant to educational performance and student outcomes.

14.3 The Chair also highlighted the way in which the Committee felt the various quality processes were now aligning more coherently, with QIP monitoring, teaching and learning processes and self-assessment working more clearly as a cycle. This was seen as a positive development. The Interim Safeguarding Report and the Accountability Statement / LSIP Progress Report were specifically highlighted to the Board. No further questions were raised and the Board noted the update and the minutes.

15. Audit Committee

15.1 The Chair of the Audit Committee gave a brief update and invited any questions on the committee minutes or highlighted paper. It was noted that the Committee had continued to focus on financial risk, assurance arrangements and the adequacy of oversight.

15.2 The highlighted paper for information was the Capital Build Risk Register where the Committee had received assurance on. No additional questions were raised by the Board and the minutes were noted.

16. Finance and Resources Committee

16.1 The Chair of the Finance and Resources Committee gave a short update and invited questions on the committee minutes or highlighted papers. Members were reminded that the Committee had considered financial reporting, capital expenditure and wider resource issues in detail, and that the highlighted papers in the Board pack were the:

16.2 Income and Efficiency Plans

16.3 Capital Expenditure / Property Matters papers.
No additional points were raised for discussion by the Board and the update was noted.

17. Governance, Search and Remuneration Committee

17.1 The Committee Chair introduced the Governance, Search and Remuneration section and invited questions on the committee minutes and highlighted papers.

17.2 Reference was made to the Governor QEP paper, as well as the proposals on membership appointments and committee changes.

17.3 Membership, Appointments and Committee Changes

17.3.1 In discussion on committee membership, governors considered the proposal relating to co-option to the Curriculum and Quality Committee. Members noted that the proposal was intended to bring additional educational expertise onto the Committee at a time when the Board had experienced challenges recruiting governors with this background through standard recruitment rounds. It was recognised that co-option was intended as a shorter-term mechanism to strengthen expertise rather than a permanent arrangement.

17.3.2 During discussion, including consideration of a query submitted in advance by an absent governor, members raised question as to whether a co-opted member could serve as Chair of a committee under the College's governance framework. The Director of Governance advised that the position had been considered against the Instrument and Articles of Government; however, it was agreed that further checks would be undertaken against wider governance guidance before any appointment was confirmed.

17.3.3 The Board approved the proposed membership and committee changes, subject to confirmation of the governance position regarding co-opted committee chairing.

17.4 Actions Taken in Between Meetings

17.4.1 The Board then noted the decisions taken between meetings. The Director of Governance explained that a Chair's Action had been used in relation to an urgent land disposal / substation lease matter. A second action was noted that a written resolution had been required in relation to approval of the DfE legal charge and clawback agreement, as two signatures under the College seal were needed, the signing was undertaken by the Principal, Annette Cast and governor Mike Bluestone on behalf of the Board, as approved. Members noted and ratified both processes and the actions taken.

18. Policies for Approval

18.1 The Board considered the Senior Postholder Capability, Disciplinary and Grievance Policies, as reviewed and recommended for approval by the Finance and Resources Committee. Members were invited to raise any questions or points on the papers. No issues were raised. The Board approved the Senior Postholder Capability Policy, Senior Postholder Disciplinary Policy and Senior Postholder Grievance Policy.

19. Meeting Reflections

19.1 The Chair invited reflections on the meeting. Members did not raise any specific concerns regarding the conduct or effectiveness of the meeting, and it was noted that the Board had covered a substantial agenda with appropriate discussion and challenge.

20. Date of Next Meeting

20.1 The Board noted that the next meeting would be held on 7 July 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			
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
	25th March 2026			
3.3	Confirm Board approval of the management pay award in writing to the Principal.	Director of Governance	Immediate	Complete
4.1.3	Explore further legal options to manage and limit unnecessary proceedings in relation to the ongoing legal case, where appropriate.	Principal	Ongoing	
7.1.7	Share a more distilled version of programme planning information relating to the capital build transition and move with the Board to support oversight.	Capital Build Project Manager / Director of MIS/IT/Adms	Next Board Meeting 8/07/26	
17.3.2	Undertake further checks regarding whether a co-opted member can serve as Chair of a committee under the	Director of Governance	Immediate	

	governance framework and wider governance guidance.			

[The Meeting ended 7.30pm]

Kayee Chan, Director of Governance