Ealing,
Hammersmith
& West London College

Board *Final*

24 March 2026

Members Carole Kitching (Chair); Sarah Benjamin; Cecilia Harvey; Alfie Heaps; Phillip Kerle; Suzanne Lyne; Shawez Mir; Adrien Ong; Kunal Parkash; Laura Gladstone, Jane Makwe; Karen Redhead.

Attendees Anil Nagpal (Chief Operating Officer); James Taylor (Deputy Principal (Curriculum & Quality)); Owen Rees (Director of Governance).

Redacted from online publication

Presentation - Special Educational Needs and Disability (SEN and SEND)

James Taylor, Deputy Principal (Curriculum & Quality), and Janet Lucitt-Canavan, Head of Inclusive Learning, gave a presentation to the Board on SEND. The presentation outlined what SEND was, the legal, educational and funding frameworks for SEN and SEND, the needs of learners and the role of the College in meeting those needs. The presentation also outlined the types of learners with SEN and SEND within the College, with a focus on the Inclusive Learning and Foundation Learning pathways. Governors asked questions about the interaction with local authorities, what success looked like for learners in the Inclusive Learning pathway and the impact of future funding and legal changes on the College and its learners. The governors thanked staff for an informative presentation.

1 **Attendance**

Apologies had been received from Chris Taylor and Maddalaine Ansell.

2 **Declarations of interest**

Phillip Kerle, Shawez Mir and Karen Redhead declared that they were directors of Capital Talent Box Limited.

3 **Minutes and Matters Arising**

Resolved, That the minutes of the meeting held on 9 December 2025 be approved as a correct record.

4 **Matters Arising and Actions Log**

The actions in the log had been completed.

***Resolved*, That the Action Log be noted.**

5 **Chair's Update**

The Chair reported that she had attended the first lunch with learners, along with Maddalaine Ansell. They had met with learners from catering and hospitality and

found them informative, with the reputation of the College in this area meaning several travelled a significant distance to attend.

The next event would be in Southall on the 29th of April. Kunal Parkash and Alfie Heaps agreed to attend.

ACTION Send details of Southall event to Kunal Parkash and Alfie Heaps (Director of Governance)

The Chair reported that Suzanne Lyne had agreed to take on the role of Safeguarding Governor.

Resolved, that Suzanne Lyne be appointed as Safeguarding Governor.

6 CEO's Report

The Chief Executive Officer (CEO) introduced her report, noting that the annual strategic conversation with the Department of Education had taken place the previous day and been successful. A governor asked what the major ask from the College had been. The CEO reported that there had been numerous asks including confirmation of funding, estates development and a request for governor recruitment support.

She reported on her work as the Chair of the Association of Colleges (AoC) London, noting that this was part of the strategy for the College and its leadership to be more outward facing. She outlined her work with the Greater London Authority, and the opportunities for staff that had arisen from this.

She also noted that the College would be hosting a DfE awayday and would be giving a 45-minute presentation as part of this event.

She outlined the impact of recent announcements with regards to funding, with adult funding frozen and a smaller increase in 16-19 funding than had been previously announced in the White Paper. She noted that the AoC had begun a campaign with respect to adult funding, noting that there had been long term cuts in funding in this area.

A governor welcomed the CEO's new role and asked about the impact on capacity of the additional responsibilities. The CEO noted that the College was now in a different and stronger position than at her appointment, and that this allowed for a greater delegation of responsibility. Further, the responsibilities of the new role were not exhaustive, with the GLA Partnership Board, for instance, meeting only twice annually.

Governors asked about the impact of the AoC role in supporting the College in forging links with stakeholders. The CEO clarified that she was representing the sector as a whole but the role did provide greater visibility for the College and improved access to key thinking in the sector.

The Board congratulated Nour Mezaoui and Sheila Mae Silario on their success in the London Science Awards and Billy Day for his success as Crown House Technologies Apprentice of the Year.

7 Operational Plan Update

The CEO introduced the report, which updated the Board on progress against the Operational Plan. She noted that the cover paper now identified any Amber / Red or Red actions which were tracking a significant delay.

Governors asked about the staff appraisal system. The CEO noted that the new appraisal system would be soft launched the day after the Board meeting, with a new focus on coaching and clearer systems for tracking completion. She noted that she had previously identified this as a weak process and requested an Internal Audit on this basis.

8 Funding Report

The Deputy Principal (Curriculum and Quality) introduce the report, which set out the position in the College's ILR at R07. The position was positive, with the College predicting that it would exceed its 16-19 allocation and was on track to meet or exceed its targets in all other areas. He noted the expenditure pressures arising from the additional recruitment in 16-19 and potentially unfunded recruitment to free courses for jobs.

Governors welcomed the positive position in respect of recruitment.

9 Management Accounts

The Chief Operating Officer (COO) introduced the management accounts, which covered the period to the end of December 2025 and which had previously been considered by the Finance & General Purposes Committee. He noted that the forecast remained in line with the budget.

A governor asked about the timing of pay, noting that there was a deficit shown in the December accounts which was forecast to become an overspend. The COO reported that this was largely a timing effect.

A governor asked about the College's approach to the management of cash. The COO noted that the Treasury Management Policy set this out, and that £5million was held in a deposit account, with other funds held in an overnight account. This was a low-risk approach, reflecting lagged demand for cash, but which generated substantial income from interest.

ACTION The Management Accounts for January and February 2026 would be circulated to the Board by email (Chief Operating Officer and Director of Governance)

10 Quality Improvement Plan Autumn Update

The Deputy Principal (Curriculum and Quality) introduced the latest version of the Quality Improvement Plan, which had been previously considered by the Curriculum & Quality Committee.

11 Appointment of External Auditor

The Chair of the Audit Committee introduced the report, which set out the recommendation of the Audit Committee that Buzzacott be reappointed as the external auditor. He outlined the process used by the Committee and the reasons for the recommendation.

Resolved, that Buzzacott be appointed as external auditor for an additional year, with an option for a two year extension.

12 Gender Pay Gap Report

The CEO & Principal introduced the report, which had previously been considered by the Finance & General Purposes Committee. She noted that the report showed a gap between male and female employees with a greater proportion of female employees in lower paid roles. It was driven by differences in the number of women taking up roles as learning support assistants and there was a similar position in other further education surveys. In response to a question from a governor in relation to benchmarking roles against other colleges, the CEO explained that this was only possible for senior posts via the AoC Senior Pay Survey.

Resolved, the Board agreed the publication of the Gender Pay Gap report.

13 Governor Training and Development Policy

The Director of Governance introduced the report, which had been previously reviewed by the Search & Governance Committee. The policy was a new policy and addressed a recommendation from the previous external governance review.

Resolved, that the Governor Training and Development Policy be approved and adopted.

14 Governor Recruitment, Appointment and Succession Policy

The Director of Governance introduced the report, which had been previously reviewed by the Search & Governance Committee. The policy had been revised to:

- reflect that interviewing panels would be drawn from across the governing body in line with existing practice;
- include information on the safer recruitment of governors;
- clarify the process for recruitment of the Chair to match the Instrument & Articles;
- reformat to match current policy templates;
- clarify legislation and documentation related to the policy;
- remove the section on induction of new governors (which has been expanded and included in the Training Policy).

Resolved, that the Governor Recruitment, Appointment and Succession Policy be approved and adopted.

15 Minutes of the Search & Governance Committee 3 February 2026

The Chair of the Committee presented the minutes. He noted that a second round of interviews with candidates for the Curriculum and Quality Chair was scheduled for the week following the meeting, while the advert with Reach and LinkedIn had not identified a strong field of potential candidates for the other roles sought. He noted that the Governance Improvement Plan had been discussed, along with potential revisions. The next development session would be on the 19th of May, while the Skills Audit and Self-Assessment would be issued to

governors to complete during April. Finally, Stone King had been appointed to conduct the External Governance Review.

16 Minutes of the Remuneration Committee 3 February 2026

The Chair of the Committee presented the minutes. The Committee had reviewed Senior Post Holder mid-year performance reviews and the Director of Governance's objectives, following his successful completion of probation. Senior Post Holder Pay would be covered in the confidential section of the meeting.

17 Minutes of the Finance & General Purposes Committee 17 March 2026

The Chair of the Committee presented the minutes. The Committee had discussed the management accounts, including risks to commercial income, received a useful paper on the planning process for budget setting and reviewed the risks falling under the remit of the Finance & General Purposes Committee. The Committee also considered the Fees & Refund Policy, which would be reviewed and presented to the next meeting following confirmation of the arrangements with regards to the Lifelong Learning Entitlement.

18 Minutes of the Audit Committee 19 March 2026

The Chair of the Committee presented the minutes, noting that certain items considered had been covered elsewhere on the agenda. The Committee had also received confirmation that the actions in relation to the external audit had been completed. The Committee had reviewed the Risk Register and undertaken a deep dive on the register. The Risk Management Policy and Risk Appetite Statement were due for consideration at the next meeting.

The Chair reported that the Committee had received confirmation that a significant number of internal audit recommendations had been closed, with the number outstanding reduced to 6 from 48. The Committee thanked officers and TIAA, the new internal auditor, for their work in achieving this.

19 Minutes of the Curriculum & Quality Committee 27 January 2026

The Chair of the Committee presented the minutes, noting that some of the items considered had been covered elsewhere on the agenda. The Committee had received a presentation on the Higher Education Strategy, which had been useful in setting out the current position and next steps. The Committee had also reviewed reports on target setting and progression and destinations.

Governors were also informed that the college is participating in Operation Encompass, a national initiative for police to share information about domestic abuse or violence incidents that occur in a timely manner with the Designated Safeguarding Lead of the school or college where any child involved is attending.

20 Any other business

There was none.

21 Confidential Items – Confidential Minutes of the Board 9 December 2025, Remuneration Committee Confidential Minutes 3 February 2026

Covered in the confidential minutes.

22 Next meeting 25 June 2026