EAST SUSSEX COLLEGE

ESCG Board Meeting
MINUTES

Date	23rd March 2026	**Time**	10:00 – Pre-Meeting 10:45 – Break 11:00-13:00 – Meeting
Venue	Room EC116, ECAT House, Eastbourne Campus		
Chair	Ian Mehrtens		

Membership – Ian Mehrtens (Chair of the Board), Rebecca Conroy (CEO & Principal), Harry Allcorn, Kim Byford, Andy Davy, Iain Campbell, Samantha Campbell, Graham Cook (Vice Chair – Resources & Operations), Becky Cooke, Izzy Cremin, Charles Dudley, Priscilla Kendall (Vice Chair – Curriculum & Student Experience), Ross McIntosh, Geoffry Munn, Amanda Odhesa, Ann Potterton, Kirsty Reid, Derek Richardson, Shirley Watson, Jack Woodgate

In Attendance – Hannah Caldwell (Chief Operating Officer), Nick Backstrom (Deputy Principal), Stuart McKay – Macintyre Hudson (External Audit) – *pre-meeting only*, Rachel Robson (Stone King, External Board Reviewer – *observation only*), Belle Howard (Director of Governance – *minutes*), Claire Alexander (Governance Assistant)

Apologies: Samantha Campbell, Izzy Cremin, Charles Dudley (*main meeting only*), Harry Allcorn (*absent*).

Quorum: The meeting was quorate throughout.

#	Item	Action
PRE-MEETING DISCUSSION		
-	**GOVERNOR TRAINING** **14:02** ***0.1 Novel, Contentious & Repercussive Transactions*** • The External Auditor facilitated a training session on 'Novel, Contentious & Repercussive Transactions', focusing on the definitions, processes and implications of such transactions, including practical examples, permission requirements, and the consequences of non-compliance. Governors also participated in a range of sector specific scenario discussions. • The following discussion and insights arose from the session: ○ **Governance Judgement in Seeking Permission** – Governors explored whether seeking Department for Education (DfE) permission unnecessarily could reflect poor judgement. The auditor clarified that over referring would not be penalised – the DfE would simply confirm that permission was not required, and no negative inference would be drawn. ○ **Consequence of Non-Compliance** – Governors queried the scale of consequences if NCR requirements were not met. The potential risks included regularity exceptions, qualified audit opinions, potential funding reductions, and possible regulatory intervention, with the severity based on nature and impact rather than cost alone. ○ **Thresholds, Cost & Value for Money** – discussion focused on whether financial scale determined NCR classification. The auditor advised that no financial threshold existed – NCR classification depended upon novelty, contentiousness, and repercussions, not transaction value. Whilst learner benefit was a key factor, the DfE expected a clear alternatives analysis and a strong value-for-money rationale.	

#	Item	Action
	○ **Managing Risk** – Governors explored how the completion of preparatory work might fit within NCR rules, especially when permission was pending. The auditor confirmed that preparatory work may proceed at the College's risk, but wasted costs would be scrutinised if permission was later denied. ○ **Changing Circumstances & Evolving NCR Status** – Governors reflected that initially low-risk projects may become contentious or repercussive over time. The auditor advised that NCR classification may change mid-project if circumstances shifted, potentially requiring retrospective approval (though this was discouraged and would be highly scrutinised). ○ **Land Transactions, Public Sensitivity & Precedent** – Governors examined whether land disposals would be automatically considered NCR transactions. It was clarified that routine disposals were typically not assessed as NCR, unless they carried public sensitivity, reputational risk or potentially represented a sector-wide precedent. ○ **Shared Services, Devolution & Future Operating Models** – Governors probed whether shared-services models emerging from devolution may trigger an NCR transaction. It was determined that such arrangements could be NCR, particularly for shared procurement or financially material ventures, depending on novelty and systemic implications. ○ **Assurance, Oversight & Board Responsibilities** – Governors queried the implications of an NCR transaction not being escalated to the Board's attention. The auditor advised that the responsibility for escalation sits with the Accounting Officer, noting that governance reputation and regulatory confidence may also be affected. ○ **Community Perception & Reputational Risk** – Governors discussed whether community objections alone could categorise a transaction as NCR. The auditor reflected that whilst community impact was important, planning processes and prior consultation can mitigate this, though perception would require active management. • The Chair of the Board thanked the External Auditor for a highly engaging and informative training session. • <u>Action 0.1.1</u> **– Share a copy of the NCR Training Materials with Board Members.** **Stuart McKay and Charles Dudley left the meeting at 14:52, with Becky Cooke also joining the meeting at that time. The meeting was then briefly adjourned.**	 **BH**
1.	**ROUTINE AND STANDING ITEMS**	
1.1	**WELCOME, APOLOGIES & DECLARATIONS OF INTEREST** **15:04** 1.1.1 The Chair of the Board opened the meeting at 15:04 with a warm welcome to colleagues. The Chair particularly welcomed Rachel Robson who would be observing the meeting as part of the ongoing External Board Review process. 1.1.2 Apologies were received and accepted from Samantha Campbell, Izzy Cremin and Charles Dudley. Harry Allcorn was absent. 1.1.3 There were no new declarations of interest received.	

#	Item	Action
1.2	**MINUTES OF LAST MEETING** **15:05** ***1.2.1 Approval*** • Governors considered the minutes from the extraordinary meeting on 12th February 2026. • **Governors agreed that the minutes were a true and accurate record of the meeting.**	
1.3	**MATTERS ARISING** **15:07** 1.3.1 Governors noted that all actions arising from the last meeting had been completed, with the following exceptions, as they were not yet due: • ***12th February 2026:***	

Item	Owner	Action	Due Date
2.1.1.1	HC	Explore the feasibility of including an overage clause within the Heads of Terms for the Southover site sale, with a view to share an update with the Capital Development Board at its next meeting.	23rd April 2026
2.1.1.2	HC	Seek and file written conflicts of interest statements from Cloverleaf Developments, with the assessment to include Cloverleaf's agent and any relevant professional advisors (e.g. ECE Planning).	23rd April 2026
2.1.2.2	NB	Present an update to the CS&Q Committee, outlining the related reprovision impacts (and mitigations) arising from a potential sale of the Kings Building, as referenced in section 2.1.2 of the minutes.	13th May 2026

#	Item	Action
2.	**STRATEGIC ITEMS**	
2.1	**CAPITAL DEVELOPMENT PROGRAMME** **15:08** ***2.1.1 Post 16 & Construction Skills Capacity Funding Application*** • The Chief Operating Officer referenced the related paper, which sought Board 'approval in principle' for the College to apply to the DfE's Construction Skills Capacity Fund, to refurbish facilities at Lewes and Eastbourne. The bid sought to increase the College's construction training capacity to meet employer demand and address learner waiting lists, ahead of the 17th April 2026 bidding deadline. • The Chief Operating Officer highlighted the following supplementary information: o **Eligibility & Funding Context** – as East Sussex was not yet within a devolved funding arrangement, the College was eligible to bid for the DfE's national round for Construction Skills Capacity Funding, prioritising Lewes and Eastbourne due to evidenced construction course waiting lists and limited viability of Post-16 Capacity Funding bids. o **Governance & Assurance Requirements** – although DfE guidance did not normally mandate prior Board approval, the application form explicitly required Board sign-off, with the Board retaining responsibility for the financial, legal and strategic implications and any commitments arising should funding subsequently be awarded.	

#	Item	Action
	Delivery Approach & Risk Profile – a dedicated project team was already in place to meet the tight April 2026 deadline, with early development costs incurred at the College's risk, and delivery dependent on collaboration with the South East Construction Technical Excellence College as a regional 'spoke'. - Governor discussion focused on the following areas: - The **strategic thresholds for Board oversight**, seeking clarity on where facilities projects would be monitored, and the need to maintain a pipeline of schemes ready to progress to delivery. - Governors considered the feasibility of evolving the Capital Development Board (CDB) into a broader, **major projects monitoring group** and defining a clear threshold for when projects become 'major'. - As such, new **terms of reference** would be developed by the Director of Governance, ahead of Board consideration at its next meeting in the Summer Term. **RESOLUTION – The Board agreed to provide 'approval in principle' to apply to the DfE Construction Skills Capacity Fund for the proposed projects in Lewes and Eastbourne, with the application to be subsequently reviewed by the Sub-Group ahead of final approval.**	
2.2	**DEVOLUTION AGENDA & PARTNERSHIP OPPORTUNITIES** **15:17** 2.2.1 The CEO & Principal directed participants to the related paper which outlined the evolving Sussex and Brighton devolution agenda, setting out the pathway to Adult Skills Fund (ASF) devolution by 2027, the interim governance arrangements through a Combined County Authority, and the strategic partnership opportunities for FE, HE and civic partners to support inclusive regional growth. Key highlights included: **Interim Devolution Arrangements** – with mayoral elections deferred to 2028, an interim Sussex & Brighton Combined County Authority had been established to sustain momentum on devolution, including early progression of ASF responsibilities. **ASF Readiness as a Key Test** – successful ASF devolution would depend on a DfE readiness assessment in September 2026, requiring clear evidence of strategic planning, commissioning capability, financial robustness and employer engagement. **FE/HE Collaboration as a Delivery Enabler** – through the Further & Higher Education Sussex Strategic Alliance (FHESSA) and the Sussex Civic University Agreement, FE and HE partners were already positioning as delivery partners, with early joint initiatives supporting future place-based and skills priorities. 2.2.2 Governor discussion focussed on the following areas: - The practical implications of delayed mayoral elections and possible re-alignment. - The College's leading role in collaborating with FE Sussex, FHESSA and the Sussex Civic University Agreement. - The College's employer engagement and commissioning capacity. - The potential for shared services with local universities. A potential NCR concern was raised regarding any subsequent shared-services proposal, though the CEO & Principal clarified that such an arrangement was unlikely to relate to the procurement of shared services, but instead involve the sharing of existing buildings and facilities on campus.	

#	Item	Action
2.3	**COMMITTEE CHAIR UPDATES** **15:24** ***2.3.1 Audit, Risk & Compliance Committee*** • The ARaC Committee Vice Chair advised that recent internal audits had been assessed as either substantial or reasonable assurance, with the Executive Team continuing to close resultant audit actions expeditiously. Health & Safety data capture and reporting remained a priority focus area. Furthermore, the Cyber Governance Code of Practice provided an important assurance mechanism on the robustness of the College's cyber security provision. ***2.3.2 Capital Development Board*** • The CDB Chair advised that recent discussion had focussed on the Lewes land disposal, with Heads of Terms currently being finalised. Similarly, elective marketing with key public partners was currently underway at the Eastbourne campus, with the demolition of the Eastbourne A-Level Centre progressing to completion. Finally, a ground-breaking ceremony was shortly planned at the Ore Valley site related to the Green Centre of Excellence project. ***2.3.3 Curriculum, Skills & Quality Committee*** • The CS&Q Committee Chair advised that the overall picture remained positive with improving attendance levels, though English & Maths remained an outlier. The College's Safeguarding provision was also strong. Timely achievement remained a particular priority for Apprenticeships. Another key focus area was the College's Inclusion provision, especially in terms of attendance for learners on free school meals. ***2.3.4 Governance, Performance & Reputation Committee*** • The GP&R Committee Chair noted that key items arising from the recent GP&R Committee meeting would be addressed later in the meeting, including an update on recruitment of the Chair Designate, an amended Board Risk Appetite Matrix tool and an update on the independence of the Director of Governance. ***2.3.5 Resources, Culture & Impact Committee*** • The RC&I Committee Chair noted the stable budgetary position. Recent RC&I Committee discussions had a cultural focus, with detailed scrutiny of the December 2025 Staff Survey results. Whilst most staff had reported that they felt proud to work at the College, particular attention was needed on the *'feeling valued'* metric.	
2.4	**AMBASSADOR UPDATES** **15:36** 2.4.1 Governors noted that Ambassador Reports had been introduced in the Autumn term, enabling Ambassadors to formally report back on a termly basis on recent discussions and activity within the reporting period. ***2.4.2 Safeguarding & Prevent*** • The Safeguarding & Prevent Ambassador advised that Safeguarding systems remained robust, with strengthened oversight of Single Central Record processes, a 98% student safety rating, and a notable increase in safeguarding referrals, linked positively to impactful staff training and improved awareness. Upcoming priorities included an ESCC local authority assurance visit, continued monitoring of rising referral volumes, and integrating substantial *'Keeping Children Safe in Education'* 2026 updates into staff and Governor training.	

#	Item	Action
	2.4.2 Devolution • The Chair/Devolution Ambassador advised that a formal report had been deferred for this meeting, to avoid duplication with the earlier update provided by the CEO & Principal at Item 2.2. ***2.4.4 Special, Educational Needs & Disability*** • Governors noted that the SEND Ambassador Report had been deferred to the next meeting. ***2.4.5 Careers & Skills*** • The Careers & Skills Ambassador explained that the College's careers and skills approach was increasingly centred on developing *'human skills'* such as resilience, communication and workplace behaviours, reflecting national policy shifts, Skills England priorities and employer feedback. The report recommended further strengthening cross-college consistency, deepening employer co-design and ensuring inclusive access, particularly for SEND learners, to support progression and workplace readiness. ***2.4.6 Diversity, Equity, Inclusion & Belonging*** • The Diversity, Equity, Inclusion & Belonging Ambassador highlighted strong overall staff-survey outcomes alongside clear disparities across characteristics and service length. Similarly the results had reinforced the need to address foundational *'hygiene factors'* such as IT access while prioritising targeted improvements. Student-focused work continued through Priority First, enhanced data collection on belonging, with early indications of improved engagement and attendance among priority groups. • Governors reflected on the risk of over-reporting topics such as the Staff Survey and its potential impact on Executive capacity. Governors noted that duplication should be minimised where possible, while recognising that a single report can often be used effectively across multiple forums when viewed through a different lens.	
3.	**EXECUTIVE ITEMS**	
3.1	**EXECUTIVE REPORT TO BOARD** **15:50** 3.1.1 The CEO & Principal and the Executive Team referenced the related paper, which outlined: • Ongoing **financial and funding pressures**, as well as major national policy changes (including SEND reforms, apprenticeship system restructuring and estate-strategy constraints). • ESCG's **strategic responses** across capital planning, AI and partnership development, international activity, and curriculum and inclusion priorities. • **Assurance on operational performance**, covering attendance, achievement, safeguarding, audit status and financial health, whilst signalling areas requiring continued focus such as English & Maths attendance, timely apprenticeship achievement and estates investment limitations. 3.1.2 The following discussion then occurred: • **Funding Implications & Impact** – Governors explored the implications of the real-terms funding decline, which equated to a 0.55% uplift in 16-18 funding for 2026-27. Governors queried how the Executive was mitigating the impact on forward planning and received assurance that modelling work and the National Insurance grant confirmation would help to stabilise budgetary assumptions.	

#	Item	Action
	• **College Accounting Compliance** – Governors considered the operational burden of new DfE requirements, particularly the shift to government-account consolidation and National Audit Office-led audit processes. The Executive indicated that this was expected to materially increase workload, especially around pre-April spending plans and year-end reporting. • **Capital & Estates** – Governors queried how the College would maintain estate quality given the absence of DfE-funded rebuilds before 2030. The Executive outlined a focus on targeted maintenance, short-window funding bids and maturing estates planning. • **Apprenticeships** – Governors considered the readiness and risk profile of apprenticeship provision under Skills England reforms, with the Executive acknowledging heightened accountability, especially around timely achievement, whilst highlighting opportunities through modular units and foundation apprenticeships. • **SEND Reform** – Governors examined the scale of SEND reform impacts, particularly with regards to capacity implications of earlier transition planning and rising Education, Health & Care Plan (EHCP) demand. The Executive confirmed this would require strengthened inclusion resource and closer liaison with local authorities. • **Artificial Intelligence** – Governors considered the feasibility and timing of the College's AI initiatives (including the Newhaven AI Centre & AI qualification rollout), with the Executive confirming that curriculum development and partnership activity were well underway but would require sustained investment. • **Meningitis Response & Health Protection** – Governors commended the Executive for the effective response to the Kent based meningitis breakout, ensuring continuity of learning and support for affected learners, whilst facilitating robust health protection coordination. • **Iranian Conflict** – Governors were advised that there were currently no Iranian students enrolled at the College, and the current geo-political landscape continued to be monitored. • **<u>Action 3.1.2.1</u> – Enhance the format/accessibility of the Executive Report to include corresponding letters to the RAG rating colours within the KPI and Heatmap tables.**	**RC/BH**
4.	**INTERNAL STAKEHOLDER ENGAGEMENT**	

4.1	**STAFF VOICE** **16:14**
	
	4.1.1 Staff Governor Report: 'Opportunity' PROUD Value (Identifying & Supporting Hidden Talents)
	
	• A Staff Governor shared the following update:
	  ○ **Addressing Hidden Talent & Silos** – the report explored the risk of *'talent silos'* across campuses and suggested the use of appraisal and observation processes more proactively as talent-mapping tools, to surface and share staff strengths across the organisation.
	  ○ **Culture Shift in Staff Development** – the report also identified the need to move away from appraisal check-ins being perceived as *'tick-box'* exercises, towards a developmental culture that encouraged growth and alternative progression routes beyond traditional management pathways.
	  ○ **Strategic Benefits for Retention & Succession** – recognising and developing untapped staff potential was positioned as a key lever for improving retention, supporting succession planning and offering visible, motivating progression pathways in a constrained funding environment.
	
	• **Governors thanked the Staff Governor for their comprehensive report.**	

#	Item	Action
4.2	**STUDENT VOICE** **16:16** ***4.2.1 Student Governor Report: 'Opportunity' PROUD Value (Identifying & Supporting Hidden Talents)*** • The Student Governor shared the following update: ○ **Value, Belonging & Confidence** – the report emphasised that recognising students' hidden talents builds confidence, inclusion and belonging, leading to higher participation in learning and enrichment activities and a more positive college culture. ○ **Development Through Safe, Supportive Environments** – students were more likely to explore and develop their untapped potential when they felt safe and supported by staff, strengthening student–staff relationships and increasing motivation, engagement and aspiration. ○ **Strengthening Participation & Leadership** – the report outlined a proposal to enhance student leadership roles aimed to move beyond consultation towards active participation, giving students greater ownership of their learning, encouraging innovation, and potentially improving attendance, engagement and outcomes. • **Governors thanked the Student Governor for their report. Governors also reflected on ongoing efforts to proactively respond to insights arising from Student Council meetings.**	
5.	**WRITTEN RESOLUTIONS**	
5.1	**GREEN CENTRE OF EXCELLENCE DESIGN & BUILD CONTRACT** **16:19** 5.1.1 The Board ratified the following written resolution, which had been approved effective 25th February 2026: • **To consider and approve:** ○ **The revised total contract value of £1,984,823 + VAT, with the understanding that the value may adjust as provisional sums are finalised and will be managed via standard change request management processes.** ○ **The authorisation of Rebecca Conroy (CEO & Principal) and Ian Mehrtens (Chair of the Board) to execute the signing of the updated JCT Design & Build Contract with Sunninghill Construction Ltd, on behalf of East Sussex College Group for the Green Centre of Excellence Project.**	
5.2	**GREEN CENTRE OF EXCELLENCE PRE-CONSTRUCTION SERVICES AGREEMENT** **16:20** 5.2.1 The Board ratified the following written resolution, which had been approved effective 6th March 2026: • **Recommendation to extend the spend threshold up to £600,000 for the completion of the A Level Centre demolition works.** 5.2.2 The Board noted one Governor's dissent in response to the resolution.	

#	Item	Action
6.	**GOVERNANCE MATTERS**	
6.1	**GOVERNOR TRAINING & DEVELOPMENT** **16:21** ***6.1.1 Chair Designate Recruitment Update*** • The Director of Governance shared an update on the ongoing Chair Designate recruitment process, including market engagement activity and the planned assessment approach. To support a robust and competitive appointment process, further candidate engagement activity was being undertaken, and the recruitment timeline had been extended accordingly. ***6.1.2 Independent Governor Term of Office Renewal*** • Governors noted that the term of office for Independent Governor, Charles Dudley was due to expire on 16th June 2026. To avoid a break in service and ensure continuity, early approval of a term of office renewal was therefore now needed. • **RESOLUTION – The Board agreed a second term of office for Charles Dudley to run from 17th June 2026 to 16th June 2030.**	

6.2	**GOVERNANCE IMPROVEMENT UPDATE** **16:24**
	
	6.2.1 Governance Improvement Plan Update
	
	• The Director of Governance shared the following update:
	  ○ **Strengthened Strategic & Financial Oversight** – the Board had refreshed and approved its Risk Appetite, reviewed and adopted the Five-Year Financial Plan, and received assurance from unqualified internal and external audit opinions, contributing to an improving financial health position and an upward RAG trajectory.
	  ○ **Enhanced use of Staff & Student Voice in Governance** – a structured programme of themed Staff and Student Governor "think-piece" reports had successfully been embedded for 2025–26, with further work planned to evaluate impact, improve integration into decision-making, and remove barriers to Governor engagement through targeted support and development.
	  ○ **Improving Governance Effectiveness & Succession Planning** – progress included reduced and simplified board papers (supported by AI-generated executive summaries), strengthened Board capability through successful Governor recruitment (including a qualified accountant), enhanced induction and development arrangements, and continued focus on appointing a Chair Designate to ensure continuity and stability.
	
	• Governors noted the related paper, reflecting on the need to define and adapt the existing governance framework to ensure robust oversight of the College's digital and sustainability provisions. The Director of Governance advised that this was due to be explored at the next GP&R Committee meeting.
	  ○ **Action 6.2.1.1 – Raise an inter-committee referral to the GP&R Committee on *'Monitoring & oversight mechanisms for the Digital and Sustainability provisions'*.**
		BH

#	Item	Action
6.3	**GOVERNANCE MEETING PLANNING** **16:28** ***6.3.1 Governor Meeting Preference Survey*** • The Director of Governance advised that results from the recent Governor Meeting Preference Survey were currently being consolidated, with early indications that the current timing and spread of meeting locations remained preferable. Governors were also reminded to submit their responses to the annual Governor surveys for 2025-26. ***6.3.2 Strategic Planning Day – 9th July 2026*** • The Director of Governance advised that the overall theme for the next Strategic Planning Day would be *'Commercial growth and the diversification of income streams'*, along with an update on the work of the Marketing & Communications Team. Work was also underway to identify a guest speaker. Furthermore, the Charleston site in Lewes was being targeted to host the event, with early logistical planning currently in progress.	
6.4	**INTER-COMMITTEE REFERRAL LOG – 2025-26** **16:30** 6.4.1 The Director of Governance advised that a new Inter-Committee Referral Log had launched in the Spring Term to ensure robust oversight of referrals to/from the Board and/or its committees. In making future referrals and to ensure that referrals remained proportionate, Governors were encouraged to consider: • Whether the issue was already being addressed through existing committee business. • Whether the referral would genuinely strengthen assurance or strategic oversight, rather than simply transferring information. • Whether the issue was exceptional or cross-cutting enough to justify escalation beyond the originating committee. 6.4.2 Governors considered the current *'Kings Building Reprovision Strategy & Student Impact'* referral to the CS&Q Committee and requested that the draft report be reviewed by the CDB Chair prior to submission to the CS&Q Committee. • **Action 6.4.2.1 – Share a draft copy of the paper on the *'Kings Building Reprovision Strategy & Student Impact'* with the CDB Chair ahead of submission to the CS&Q Committee.**	**HC**
7.	**CONSENT AGENDA**	
7.1 to 7.4	**COMMITTEE RECOMMENDATIONS** **16:32** • Governors considered the following items due for approval, following committee level recommendation:	

#	ITEM	RECOMMENDATION	APPROVAL
7.1	Independence of the Director of Governance	GP&R Committee	Approval
7.2	Board Risk Appetite Matrix (2026-27)	GP&R Committee	Approval
7.3	Procurement Update: Security Services Contract	RC&I Committee	**In Principle**
7.4	New Back Account	RC&I Committee	Approval

#	Item	Action

- The following discussion then occurred:
    - **Procurement Contracts** – Governors queried whether the proposed provider of the Security Services contract was cost comparable and affordable. The Chief Operating Officer confirmed that the provider was in fact cheaper than the existing provision.
    - **Cash Management** – Governors suggested the potential use of cash platforms to enable the College to benefit from improved interest rates, though noted existing constraints within the Cash & Treasury Management Policy. The Chief Operating Officer advised that the feasibility of this would be considered further.
- **RESOLUTION – The Board agreed to approve Items 7.1 and 7.2.**
- **RESOLUTION – The Board agreed to provide 'approval in principle' for the Security Services contract (Item 7.3) with a headline value of circa £1.1m, and delegated authority to the Sub-Group for scrutiny and final approval.**
- **RESOLUTION – The Board provided approval to set up a new bank account for the purposes of ensuring the segregation and transparency of capital vs operational funds (Item 7.4).**

Annual Reporting

7.5 ANNUAL REPORTING **16:39**

7.5.1 Annual Health, Safety & Welfare Report

- Governors noted that the associated paper had been recommended for approval by the ARaC and RC&I Committees.
- **RESOLUTION – The Board agreed to approve the 'Annual Health, Safety & Welfare Report – 2024-25'.**

7.6 POLICIES & KEY DOCUMENTS **16:40**

7.6.1 Governors considered the policies due for review, noting the Policy Change Summary sheet, which outlined the key changes and followed comprehensive committee level review and scrutiny.

- **RESOLUTION – The Board agreed to approve the following policies:**
    - **Health, Safety & Welfare Policy**
    - **Tuition & Fees Policy**

7.7 to 7.12 COMMITTEE MEETING MINUTES **16:41**

- Governors noted the minutes from the following recent committee meetings:

#	COMMITTEE	MEETING DATE(S)
7.7	Chairs Group	22nd January 2026
7.8	Capital Development Board	• 28th January 2026 • 24th February 2026 – *extraordinary meeting*
7.9	Governance, Performance & Reputation Committee	5th February 2026
7.10	Curriculum, Skills & Quality Committee	26th February 2026
7.11	Audit, Risk & Compliance Committee	4th March 2026
7.12	Resources, Culture & Impact Committee	12th March 2026

#	Item	Action
7	**OTHER MATTERS**	
8.1	**ANY URGENT MATTERS** **16:42** 8.1.1 There were no new items raised for discussion.	
8.2	**DATE OF NEXT MEETING** **16:42** 8.2.1 Governors noted that the next meeting was scheduled for **9th July 2026, 09:30-11:30,** for which the location was yet to be confirmed.	
8.3	**LIVE MEETING EVALUATION** 8.3.1 Eleven survey responses were received from Governors as follows:	

#	ASSESSMENT QUESTION	RESULT
1.	Was the agenda sufficiently balanced between core governance business and strategic priorities?	**100%**
2.	Where the papers succinct, with clarity in the information being communicated and the action required by Governors?	**91%**
3.	Did you have all the information you needed to fully participate in discussion and decisions?	**100%**
4.	Was there sufficient time to debate priority items in depth?	**100%**
5.	Were you satisfied that decisions were arrived at in a proper manner?	**100%**
6.	Was the student experience at the heart of decision making?	**91%**
7.	Did the Chair facilitate the meeting effectively, enabling adequate focus on strategic priorities and creating an environment where a range of perspectives were considered?	**100%**
8.	Were opportunities created to invite input from Student and Staff Governors?	**100%**
9.	Any comments or suggestions?	**Yes***

***Comment:**

- *Very good training session pre-meeting on Novel, Contentious & Repercussive Transactions.*

#	Item	Action
8.4	**CLOSE** **16:43** **8.4.1 The meeting closed at 16:43.**	

Action Summary

Item	Owner	Action	Due Date
0.1.1	BH	Share a copy of the NCR Training Materials with Board Members.	**Complete**
3.1.2.1	RC/BH	Enhance the format/accessibility of the Executive Report to include corresponding letters to the RAG rating colours within the KPI and Heatmap tables.	9th July 2026
6.2.1.1	BH	Raise an inter-committee referral to the GP&R Committee on *'Monitoring & oversight mechanisms for the Digital and Sustainability provisions'*.	**Complete**
6.4.2.1	HC	Share a draft copy of the paper on the *'Kings Building Reprovision Strategy & Student Impact'* with the CDB Chair ahead of submission to the CS&Q Committee.	30th April 2026