

ESCG Board Meeting MINUTES

Date	11 th December 2025	Time	10:00 – Pre-Meeting 10:45 – Break 11:00-13:00 – Meeting
Venue	Board Room (SP5119), Station Plaza, Hastings		
Chair	Ian Mehrtens		

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

In Attendance – Hannah Caldwell (Chief Operating Officer), Nick Backstrom (Deputy Principal), Stuart McKay – Macintyre Hudson (External Audit – *item 3.1 only*), David Podesta (Partner, Vail Williams – *pre-meeting only*), Mikael Goldsmith (Partner, Vail Williams – *pre-meeting only*), Sam Brasier (Executive Director of Finance), Simon Rose (Director of People Services – *item 9 only*), Belle Howard (Director of Governance – *minutes*), Claire Alexander (Governance Assistant)

Apologies: Ann Potterton, Amanda Odhesa

Quorum: The meeting was quorate throughout.

#	Item	Action
PRE-MEETING DISCUSSION		
-	CAPITAL DEVELOPMENT PROGRAMME A confidential discussion occurred.	10:02
1. ROUTINE AND STANDING ITEMS		
1.1	WELCOME, APOLOGIES & DECLARATIONS OF INTEREST 1.1.1 The Chair of the Board opened the meeting at 10:58 with a warm welcome to colleagues, particularly newly appointed Independent Governors, Iain Campbell and Samantha Campbell-Springer, as well as newly elected Staff Governor, Ross McIntosh. The Chair also noted that External Auditor, Stuart McKay was due to attend to provide an update on the year-end financial statements. 1.1.2 Apologies were received and accepted from Ann Potterton and Amanda Odhesa. Governors noted that Shirley Watson was also due to leave the meeting at 12:00. 1.1.3 Declarations of interest were received from Lewes based Staff and Student Governors Jack Woodgate and Izzy Cremin related to Item 2.1 (Capital Development Programme). Declarations of interest were also received from Rebecca Conroy, Hannah Caldwell, Nick Backstrom and Belle Howard related to the confidential items under 9.1 of the agenda. 1.4 The Chair confirmed that there was a very full agenda, with several items due for approval. The agenda had been structured to ensure priority focus on key strategic items.	10:58

#	Item	Action								
1.2	MINUTES OF LAST MEETING <p>1.2.1 Approval</p> <ul style="list-style-type: none"> Governors considered the minutes from the following meetings: <ul style="list-style-type: none"> 11th October 2025 – Main Meeting 11th October 2025 – Strategy Day Governors agreed that the minutes were a true and accurate record of the meetings. 	11:02								
1.3	MATTERS ARISING <p>1.3.1 Governors noted that all actions arising from the previous meeting had been successfully completed, with the following exception:</p> <table border="1"> <thead> <tr> <th>Item</th> <th>Owner</th> <th>Action</th> <th>Due Date</th> </tr> </thead> <tbody> <tr> <td>0.5.4</td> <td>HC</td> <td>Share an update with the Audit, Risk & Compliance Committee on the College’s Cyber Security provision, including related risks and mitigations, at its 4th March 2026 meeting.</td> <td>4th March 2026</td> </tr> </tbody> </table> <p>1.3.1 Cyber Governance Code of Practice</p> <ul style="list-style-type: none"> Further to an action arising at the last meeting, the Director of Governance referenced the related paper and shared the following update: <ul style="list-style-type: none"> The Cyber Governance Code of Practice set out five key principles for the governance of cyber risk linked to Risk Management, Strategy, People, Incident Planning, Response & Recovery, and Assurance & Oversight. The proposed actions for the Board included formal adoption of the Code into the College’s governance framework, designating the Audit, Risk & Compliance Committee for cyber security oversight, an executive led simulated cyber-attack exercise, mandating governor training, and ensuring comprehensive risk reporting. The College had already incorporated cyber threats into its Risk Register and routinely completed independent security audits. A deep dive discussion on cyber security was scheduled for March 2025, with an executive-led simulated attack exercise to be scheduled and findings to be subsequently shared with the Board. RESOLUTION – The Board agreed to adopt the ‘Cyber Governance Code of Practice’ and approved the proposed actions to ensure effective governance of cyber risk. 	Item	Owner	Action	Due Date	0.5.4	HC	Share an update with the Audit, Risk & Compliance Committee on the College’s Cyber Security provision, including related risks and mitigations, at its 4 th March 2026 meeting.	4 th March 2026	11:03
Item	Owner	Action	Due Date							
0.5.4	HC	Share an update with the Audit, Risk & Compliance Committee on the College’s Cyber Security provision, including related risks and mitigations, at its 4 th March 2026 meeting.	4 th March 2026							
2. STRATEGIC ITEMS										
2.1	CAPITAL DEVELOPMENT PROGRAMME <p>A confidential discussion occurred.</p>	11:05								
2.2	COMMITTEE CHAIR UPDATES <p>2.2.1 Audit, Risk & Compliance Committee</p> <ul style="list-style-type: none"> The ARaC Committee Chair advised that there were no further updates over and above the items already due for consideration later in the meeting. 	11:33								

#	Item	Action
	<p>2.2.2 Capital Development Board</p> <ul style="list-style-type: none"> The CDB Chair advised that the extraordinary Board meeting in February 2026 would also consider a proposal for land sale at the Eastbourne campus, following pre-application advice from Eastbourne Borough Council and receipt of a Red Book valuation from Vail Williams. <p>2.2.3 Curriculum, Skills & Quality Committee</p> <ul style="list-style-type: none"> The CS&Q Committee Vice Chair advised that the last meeting had focussed on the Self-Assessment Report validation exercise and review of the Quality Improvement Plan, both of which had been subsequently submitted to the Board for approval later in the meeting. <p>2.2.4 Governance, Performance & Reputation Committee</p> <ul style="list-style-type: none"> The GP&R Committee Chair advised that Governor recruitment remained a priority focus area to ensure appropriate Board and Committee level resourcing moving forward. The Governance Improvement Plan for 2025-26 was also considered and was due for approval later in the meeting. <p>2.2.5 Resources, Culture & Impact Committee</p> <ul style="list-style-type: none"> The RC&I Committee Chair advised that the key discussion item had been the year-end financial statements, with close monitoring of operational cash levels also remaining a priority. Furthermore, discussion had focussed on completion rates for staff mandatory training. 	
2.3	<p>AMBASSADOR UPDATES</p> <p>2.3.1 The Chair advised that moving forward on a termly basis, Ambassadors would formally report to the Board on key developments and activities specific to their area of monitoring and oversight.</p> <p>2.3.2 Safeguarding & Prevent</p> <ul style="list-style-type: none"> The Safeguarding & Prevent Ambassador reported recent efforts to align policies with KCSIE 2025, enhance inter-agency communication, and support student wellbeing amid high referrals, with upcoming plans to review Single Central Record processes, monitor interventions, and maintain a critical friend role to ensure statutory compliance. <p>2.3.3 Careers & Skills</p> <ul style="list-style-type: none"> The Careers & Skills Ambassador reported that the College had aligned its careers provision with updated Gatsby Benchmarks and the Equalex Framework to embed careers education and work experience across all programs, highlighting strengths in strategic alignment and inclusivity while addressing challenges in consistency, SEND equity, employer partnerships, and staff development. Action 2.3.3.1 – Raise an inter-committee referral to the CS&Q Committee, to ensure effective oversight of the areas for improvement detailed within the ‘Careers & Skills Ambassador Report’. 	11:38
		BH

#	Item	Action
	<p>2.3.4 Special Educational Needs & Disability</p> <ul style="list-style-type: none"> Governors noted that this report had been deferred to the next meeting. <p>2.3.5 Diversity, Equity, Inclusion & Belonging Ambassador</p> <ul style="list-style-type: none"> The Diversity, Equity, Inclusion & Belonging (DEIB) Ambassador reported that the College’s overall provision was strong, focusing on disability, authentic inclusion, and data-driven planning, while addressing gaps for Gypsy/Roma and trans women students, with recommendations to strengthen links with the Capital Development Board, connect student and staff initiatives, and use survey feedback to guide future actions. <p>Stuart McKay joined the meeting at 11:48</p>	
3. EXECUTIVE ITEMS		
3.1	<p>COLLEGE YEAR END AUDITED ACCOUNTS – 2024-25</p> <p style="text-align: right;">11:48</p> <p>3.1.1 Accounting Estimates & Areas of Judgement</p> <ul style="list-style-type: none"> Governors noted that the Accounting Estimates & Areas of Judgement had been recommended for approval by the ARaC Committee at its last meeting. RESOLUTION – The Board agreed to approve the ‘Accounting Estimates & Areas of Judgement’ paper. <p>3.1.2 ESCG Annual Report & Financial Statements</p> <ul style="list-style-type: none"> The Executive Director of Finance presented the draft financial statements, noting a surplus for the year, improved cash position, and compliance with loan covenants. Governors noted that the ARaC Committee had reviewed the Financial Statements in detail, with only minor formatting amendments identified. RESOLUTION – The Board agreed to approve the ‘ESCG Annual Report & Financial Statements – 2024-25’, with a view for this to be signed by the Chair of the Board and CEO & Principal (Accounting Officer). <p>Shirley Watson left the meeting at 11:59.</p> <p>3.1.3 External Auditor’s Report to the Corporation</p> <ul style="list-style-type: none"> The External Auditor shared the following update: <ul style="list-style-type: none"> Related fieldwork had been completed smoothly, with the College’s strong financial governance practice particularly commended. No material adjusting misstatements had been identified as output of the audit. As such, unqualified ‘true and fair’ and ‘regularity’ opinions had been issued for the year-end financial statements for 2024-25. Moving forward, continued focus on cyber security and robust forecasting processes were recommended. 	

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	<ul style="list-style-type: none"> • Governors recognised the significant improvement in the College’s financial health since the prior year and thanked the Executive Team for its efforts in driving this outcome. <p>3.1.4 Letter of Representations</p> <ul style="list-style-type: none"> • Governors noted the associated paper. • RESOLUTION – The Board agreed to approve the Letter of Representations, with a view for this to be signed by the Chair of the Board and CEO & Principal (Accounting Officer). <p>Stuart McKay and Sam Braisier left the meeting at 12:08.</p>	
3.2	<p>EXECUTIVE REPORT TO BOARD</p> <p style="text-align: right;">12:08</p> <p>3.2.1 The CEO & Principal and the Executive Team shared the following update:</p> <ul style="list-style-type: none"> • Government Policy & Funding – the Autumn Budget had allocated significant funding to employment and skills support, including full funding for SME apprenticeships for under-25s and new initiatives like the Youth Guarantee and Growth & Skills Levy. The Post-16 White Paper introduced new V Levels to streamline vocational pathways, as well as plans for increased funding in 16–18 education. • Student Enrolment & Performance – 16–18 enrolment had exceeded targets, with strong retention and achievement rates across all student groups (including apprenticeships, adult, HE, and international students). Early attrition rates had improved compared to the previous year. • Audit, Risk & Compliance – Internal audit processes were on track, with scheduled audits and ongoing progress in implementing management actions. The College continued to maintain a robust and effective risk management and governance framework. • Capital Development – progress was ongoing with planned land disposals in Eastbourne and Lewes, with demolition and marketing activities underway. Due diligence and contractual processes were advancing, with timelines set for completion and engagement with relevant authorities. • Curriculum, Skills & Quality – attendance, retention, achievement, student safety, and satisfaction were all strong or improving, with key performance indicators (KPIs) on track or exceeding targets. The College was meeting or surpassing benchmarks in key quality areas. • Financial Health & Staff Engagement – the College had forecasted a healthy operating surplus and improved cash position. The Single Central record was fully compliant, and a staff survey was shortly planned to assess levels of engagement and satisfaction. <p>3.2.2 A robust Governor led discussion then occurred, focussed on the following areas:</p> <ul style="list-style-type: none"> • Sector & Policy Developments – Governors considered the implications of delayed local government devolution in Sussex, weighing both risks and opportunities for the College’s strategic positioning. Governors emphasised the need for proactive engagement with local authorities and employers to maximise benefits from future devolution arrangements. • Student Recruitment, Retention & Achievement – Governors debated strategies for sustaining current trends in retention and achievement, as well as maintaining focus on improving achievement rates, particularly for vulnerable cohorts. There was consensus on the importance of targeted interventions and monitoring progression outcomes to maintain performance momentum. 	

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	<ul style="list-style-type: none"> • Internal & External Communications – Governors discussed mechanisms for sharing positive news and updates with staff and students, including team briefings and social media. Suggestions included enhancing the visibility of student successes and fostering a sense of belonging through recognition initiatives. Governors also supported the idea of leveraging digital platforms to strengthen stakeholder engagement and the College reputation. • Strategic Risks & Opportunities – Governors considered priority strategic risks related to cyber security, staff recruitment and financial sustainability, noting the need to maintain vigilance around sector funding pressures and ensuring resilience in operational planning. 	
4. INTERNAL STAKEHOLDER ENGAGEMENT		
4.1	STAFF VOICE	12:19
	<p>4.1.1 Staff Governor Report: ‘Positivity’ PROUD Value</p> <ul style="list-style-type: none"> • A Staff Governor explained that the related report emphasised the positive impact of recognition initiatives on staff morale and recommended introducing regular ‘Progress & Persistence’ Awards, alongside micro-recognition schemes to further enhance engagement and celebrate achievements across the College. • Governors reflected on the need to maximise opportunities to bid for national awards linked to the work and achievements of the College. 	
4.2	STUDENT VOICE	12:24
	<p>4.2.1 Student Governor Report: ‘Positivity’ PROUD Value</p> <ul style="list-style-type: none"> • The Student Governors explained that the related report highlighted the importance of fostering an inclusive and positive environment and recommended more frequent recognition of student achievements through award ceremonies and increased visibility of successes across campuses. • Governors explored the feasibility of introducing a similar PROUD Values award programme to that already in place for staff members, and thereby more extensively celebrate student achievements. 	
5. WRITTEN RESOLUTIONS		
5.1	A LEVEL CENTRE DEMOLITION CONTRACT	12:32
	<p>5.1.1 The Board ratified the following written resolution, which had been approved effective 4th November 2025:</p> <ul style="list-style-type: none"> • Recommendation to authorise Rebecca Conroy, CEO & Principal, to execute the signing of the Demolition Contract on behalf of East Sussex College Group, related to the A Level Centre in Eastbourne. 	
5.2	GREEN CENTRE OF EXCELLENCE PRE-CONSTRUCTION SERVICES AGREEMENT	12:32
	<p>5.2.1 The Board ratified the following written resolution, which had been approved effective 14th November 2025:</p> <ul style="list-style-type: none"> • Recommendation to authorise Rebecca Conroy, CEO & Principal and Ian Mehrstens, Chair of the Board, to execute the signing of the Pre-Construction Services Agreement on behalf of East Sussex College Group, related to the Green Centre of Excellence Project (Ore Valley Campus). 	

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5.3	<p>BAD DEBT POLICY 12:32</p> <p>5.3.1 The Board ratified the following written resolution, which had been approved effective 2nd December 2025:</p> <ul style="list-style-type: none"> • Resources, Culture & Impact Committee to recommend the ‘Bad Debt Policy’ to the Board for approval. 	
5.4	<p>INDEPENDENT GOVERNOR APPOINTMENTS 12:32</p> <p>5.4.1 The Board ratified the following written resolution, which had been approved effective 5th December 2025.</p> <ul style="list-style-type: none"> • The Board is asked to approve the appointment of Iain Campbell and Samantha Campbell-Springer as Independent Governor members of the Board, subject to recruitment checks. 	
5.5	<p>STAFF GOVERNOR APPOINTMENT – HASTINGS & ORE VALLEY 12:32</p> <p>5.5.1 The Board ratified the following written resolution, which had been approved effective 5th December 2025.</p> <ul style="list-style-type: none"> • The Board is asked to ratify the appointment of Ross McIntosh as Staff Governor for the Hastings & Ore Valley campus. 	
6. GOVERNANCE MATTERS		
6.1	<p>MEMBERSHIP & RECRUITMENT 12:33</p> <p>6.1.1 Chair Designate Recruitment Update</p> <ul style="list-style-type: none"> • The Director of Governance advised that the Chair designate recruitment campaign led by Peridot Partners, would commence from the Spring Term, with a view to formalise any appointment at the Board meeting on 23rd March 2026. Governors would shortly be invited to share their thoughts and suggestions on the key skills and attributes that they would like to see prioritised for the new Chair. <p>6.1.2 Student Governor Term of Office Extensions</p> <ul style="list-style-type: none"> • Governors noted that terms of office for the Student Governors were shortly due to expire. • RESOLUTION – The Board approved an extended term of office for Harry Allcorn, Izzy Cremin and Amanda Odhesa through to 31st July 2026. <p>6.1.3 Committee Membership</p> <ul style="list-style-type: none"> • It was proposed that the new Governors be allocated to the following committees: <ul style="list-style-type: none"> ○ Iain Campbell – Audit, Risk & Compliance Committee ○ Samantha Campbell-Springer – Resources, Culture & Impact Committee ○ Ross McIntosh – Resources, Culture & Impact Committee • RESOLUTION – The Board agreed to appoint Samantha Campbell-Springer and Ross McIntosh to the Resources, Culture & Impact Committee, and Iain Campbell to the Audit, Risk & Compliance Committee. 	

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	<p>6.1.4 Devolution Ambassador Appointment</p> <ul style="list-style-type: none"> The Director of Governance advised that in response to the current high priority devolution agenda, a new Devolution Ambassador role had been identified. It was proposed that this role be assigned to the Chair of the Board and include responsibility for managing related stakeholder relationships. As such, a Devolution Ambassador report would be due for consideration by the Board at its next meeting. RESOLUTION – The Board agreed to appoint Ian Mehrtens as Devolution Ambassador for the remainder of their term of office as Chair of the Board. 																						
6.2	<p>GOVERNOR NETWORKING & DEVELOPMENT</p> <p>6.2.1 Individual Governor Networking & Development Plans</p> <ul style="list-style-type: none"> The Director of Governance shared the following update: <ul style="list-style-type: none"> Individual Networking & Development Plans had now been issued to all Governors to ensure access to priority training opportunities throughout the academic year. Governors were reminded to return their updated plans at the end of each term so that accurate records could be maintained. 	12:36																					
6.3	<p>EXTERNAL BOARD REVIEW</p> <p>6.3.1 Planning Ahead for the Spring Term</p> <ul style="list-style-type: none"> The Director of Governance shared the following update: <ul style="list-style-type: none"> Stone King were due to lead the College’s external governance review, with the reviewer scheduled to observe Committee and Board meetings in the Spring Term. Along with the Executive Team, some Governors would be invited to participate in interviews with the reviewer. However, all Governors would have the opportunity to contact the reviewer should they have specific questions or concerns. The final report was due to be issued in the Summer Term, 2026. Governors were reminded to remain strategic and targeted in meeting discussions. 	12:37																					
7. CONSENT AGENDA																							
7.1 to 7.6	<p>COMMITTEE RECOMMENDATIONS</p> <ul style="list-style-type: none"> Governors considered the following items due for approval, following committee level recommendation: <table border="1"> <thead> <tr> <th>#</th> <th>ITEM</th> <th>RECOMMENDATION</th> </tr> </thead> <tbody> <tr> <td>7.1</td> <td>Board Risk Appetite</td> <td>GP&R Committee</td> </tr> <tr> <td>7.2</td> <td>College Self-Assessment Report (2024-25) & Quality Improvement Plan (2025-26)</td> <td>CS&Q Committee</td> </tr> <tr> <td>7.3</td> <td>Devolution Ambassador Role Description</td> <td>GP&R Committee</td> </tr> <tr> <td>7.4</td> <td>Governance Improvement Plan (2025-26)</td> <td>GP&R Committee</td> </tr> <tr> <td>7.5</td> <td>Prevent Risk Assessment</td> <td>CS&Q Committee</td> </tr> <tr> <td>7.6</td> <td>Risk Register</td> <td>ARaC Committee</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Governors noted that the Board Risk Appetite framework would be reviewed during the current academic year, ahead of the next Board led exercise in 2026-27. 	#	ITEM	RECOMMENDATION	7.1	Board Risk Appetite	GP&R Committee	7.2	College Self-Assessment Report (2024-25) & Quality Improvement Plan (2025-26)	CS&Q Committee	7.3	Devolution Ambassador Role Description	GP&R Committee	7.4	Governance Improvement Plan (2025-26)	GP&R Committee	7.5	Prevent Risk Assessment	CS&Q Committee	7.6	Risk Register	ARaC Committee	12:38
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7.5	Prevent Risk Assessment	CS&Q Committee																					
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	<ul style="list-style-type: none"> RESOLUTION – The Board agreed to approve Items 7.1 to 7.6, further to the committee level recommendations detailed in the table above. 																						
7.7 to 7.12	<p>ANNUAL REPORTING 12:39</p> <ul style="list-style-type: none"> Governors considered the following items due for approval, following committee level recommendation: <table border="1"> <thead> <tr> <th>#</th> <th>ITEM</th> <th>RECOMMENDATION</th> </tr> </thead> <tbody> <tr> <td>7.7</td> <td>Annual Report of the Audit, Risk & Compliance Committee – 2025-26</td> <td>ARaC Committee</td> </tr> <tr> <td>7.8</td> <td>Annual Diversity, Equity & Inclusion Report – 2025-26</td> <td>CS&Q and RC&I Committees</td> </tr> <tr> <td>7.9</td> <td>Annual Gender Pay Gap Report – 2024-25</td> <td>RC&I Committee</td> </tr> <tr> <td>7.10</td> <td>Annual Regularity Self-Assessment Questionnaire – 2024-25</td> <td>ARaC Committee</td> </tr> <tr> <td>7.11</td> <td>Annual Risk Management Report – 2025-26</td> <td>ARaC Committee</td> </tr> <tr> <td>7.12</td> <td>Declarations of Interest Register – 2025-26</td> <td>GP&R Committee</td> </tr> </tbody> </table> <ul style="list-style-type: none"> RESOLUTION – The Board agreed to approve Items 7.7 to 7.12, further to the committee level recommendations detailed in the table above. Governors noted that the Annual Regularity Self-Assessment Questionnaire was due to be jointly signed by the Chair of the Board and CEO & Principal (Accounting Officer). 	#	ITEM	RECOMMENDATION	7.7	Annual Report of the Audit, Risk & Compliance Committee – 2025-26	ARaC Committee	7.8	Annual Diversity, Equity & Inclusion Report – 2025-26	CS&Q and RC&I Committees	7.9	Annual Gender Pay Gap Report – 2024-25	RC&I Committee	7.10	Annual Regularity Self-Assessment Questionnaire – 2024-25	ARaC Committee	7.11	Annual Risk Management Report – 2025-26	ARaC Committee	7.12	Declarations of Interest Register – 2025-26	GP&R Committee	
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7.12	Declarations of Interest Register – 2025-26	GP&R Committee																					
7.13	<p>POLICIES & KEY DOCUMENTS 12:40</p> <p>7.13.1 Governors considered the following policies, noting the Policy Change Summary sheet, which outlined the key changes following comprehensive committee level review and scrutiny.</p> <ul style="list-style-type: none"> RESOLUTION – The Board agreed to approve the following policies: <ul style="list-style-type: none"> Anti-Bribery, Corruption & Fraud Policy Bad Debt Policy Data Protection Policy Financial Regulations Safeguarding & Prevent Policy 																						
7.14 to 7.18	<p>COMMITTEE MEETING MINUTES 12:41</p> <ul style="list-style-type: none"> Governors noted the minutes from the following recent committee meetings: <table border="1"> <thead> <tr> <th>#</th> <th>COMMITTEE</th> <th>MEETING DATE(S)</th> </tr> </thead> <tbody> <tr> <td>7.14</td> <td>Governance, Performance & Reputation Committee</td> <td>14th October 2025</td> </tr> <tr> <td>7.15</td> <td>Audit, Risk & Compliance Committee</td> <td>12th November 2025</td> </tr> <tr> <td>7.16</td> <td>Capital Development Board</td> <td> <ul style="list-style-type: none"> 13th November 2025 2nd December 2025 – <i>extraordinary meeting</i> 9th December 2025 – <i>extraordinary meeting</i> </td> </tr> <tr> <td>7.17</td> <td>Resources, Culture & Impact Committee</td> <td>20th November 2025</td> </tr> <tr> <td>7.18</td> <td>Curriculum, Skills & Quality Committee</td> <td>25th November 2025</td> </tr> </tbody> </table>	#	COMMITTEE	MEETING DATE(S)	7.14	Governance, Performance & Reputation Committee	14 th October 2025	7.15	Audit, Risk & Compliance Committee	12 th November 2025	7.16	Capital Development Board	<ul style="list-style-type: none"> 13th November 2025 2nd December 2025 – <i>extraordinary meeting</i> 9th December 2025 – <i>extraordinary meeting</i> 	7.17	Resources, Culture & Impact Committee	20 th November 2025	7.18	Curriculum, Skills & Quality Committee	25 th November 2025				
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7.14	Governance, Performance & Reputation Committee	14 th October 2025																					
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8. OTHER MATTERS																																
8.1	ANY URGENT MATTERS	12:42																														
	8.1.1 There were no new items raised for discussion.																															
8.2	DATE OF NEXT MEETING	12:42																														
	8.2.1 Governors noted that the next meeting was scheduled for 23rd March 2026, 14:00-17:00 , which would be held at the Ore Valley, Hastings campus . In the interim, a virtual extraordinary Board meeting had also been scheduled for 12th February 2026, 14:00-15:00 .																															
8.3	LIVE MEETING EVALUATION	12:42																														
	8.3.1 Ten survey responses were received from Governors as follows:																															
	<table border="1"> <thead> <tr> <th>#</th> <th>ASSESSMENT QUESTION</th> <th>RESULT</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Was the agenda sufficiently balanced between core governance business and strategic priorities?</td> <td>90%</td> </tr> <tr> <td>2.</td> <td>Were the papers succinct, with clarity in the information being communicated and the action required by Governors?</td> <td>90%</td> </tr> <tr> <td>3.</td> <td>Did you have all the information you needed to fully participate in discussion and decisions?</td> <td>100%</td> </tr> <tr> <td>4.</td> <td>Was there sufficient time to debate priority items in depth?</td> <td>90%</td> </tr> <tr> <td>5.</td> <td>Were you satisfied that decisions were arrived at in a proper manner?</td> <td>100%</td> </tr> <tr> <td>6.</td> <td>Was the student experience at the heart of decision making?</td> <td>80%</td> </tr> <tr> <td>7.</td> <td>Did the Chair facilitate the meeting effectively, enabling adequate focus on strategic priorities and creating an environment where a range of perspectives were considered?</td> <td>100%</td> </tr> <tr> <td>8.</td> <td>Were opportunities created to invite input from Student and Staff Governors?</td> <td>100%</td> </tr> <tr> <td>9.</td> <td>Any comments or suggestions?</td> <td>Yes*</td> </tr> </tbody> </table>	#	ASSESSMENT QUESTION	RESULT	1.	Was the agenda sufficiently balanced between core governance business and strategic priorities?	90%	2.	Were the papers succinct, with clarity in the information being communicated and the action required by Governors?	90%	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?	90%	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?	80%	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*	
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	<p>*Comment:</p> <ul style="list-style-type: none"> <i>This is too long an agenda. There still needs to be a review of this December meeting.</i> 																															
8.4	CLOSE	12:43																														
	8.3.1 The first part of the meeting closed at 12:43. All non-Independent Governors left the meeting, with the CEO & Principal and Director of Governance also remaining. Simon Rose joined the meeting at 12:44.																															

Action Summary

Item	Owner	Action	Due Date
2.1.1.1	HC/DP/ MG	Further progress due diligence on the shortlisted bids for the Southover site by: <ul style="list-style-type: none"> Seeking further evidence of funding from Osprey Sports Group. Clarifying planning assumptions and timelines with both bidders. Preparing a clear, comparative risk matrix for Board consideration. Ensuring that the process remained transparent and that all stakeholders are kept informed. 	28 th January 2025
2.1.1.2	HC/RC	Provide a clear recommendation on the preferred bidder for the Lewes campus land sale at the 12 th February 2026 extraordinary Board meeting.	12 th February 2025
2.3.3.1	BH	Raise an inter-committee referral to the CS&Q Committee, to ensure effective oversight of the areas for improvement detailed within the 'Careers & Skills Ambassador Report'.	Complete