

ESCG Board Meeting MINUTES

Date	12 th December 2024	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), Lionel Bunting, Kim Byford, Andy Davy, Amanda Odhesa, Ashley Heminway, Graham Cook (Vice Chair – Resources & Operations), Becky Cooke, Charles Dudley, Derek Richardson, Izzy Cremin, Kerrith Etkin Bell, Priscilla Kendall (Vice Chair – Curriculum & Student Experience), Geoffrey Munn, Ann Potterton, Kirsty Reid, Shirley Watson, Jack Woodgate

In Attendance – Hannah Caldwell (Chief Operating Officer), Nick Backstrom (Executive Director of Curriculum & Skills), Sam Brasier (Executive Director of Finance – *Item 4.1 only*), Lauren Crawley (Director of People – *Item 11 only*), Stuart McKay – Macintyre Hudson (External Auditors – *Item 4.1 only*), Belle Howard (Director of Governance – *minutes*), Claire Alexander (Governance Assistant)

Quorum: The meeting was quorate throughout.

Apologies: Derek Richardson

#	Item	Action
PRE-MEETING DISCUSSION		
-	ARTIFICIAL INTELLIGENCE & IMMERSIVE VR TECHNOLOGY 10:06 0.1 Governors received a demonstration of the Artificial Intelligence & Immersive Virtual Reality Technology provision at the Hastings Campus. Discussion focussed on a variety of potential applications for the College, ranging from curriculum delivery, partner relationships and Governor training opportunities. 0.2 The meeting briefly adjourned at 10:48. Sam Brasier joined the meeting at 11:00.	
1. ROUTINE & STANDING ITEMS		
1.1	WELCOME, APOLOGIES & DECLARATIONS OF INTEREST 11:00 1.1.1 The Chair of the Board opened the meeting at 11:00 with a warm welcome to colleagues, particularly to the newly elected Student Governors for Lewes and Eastbourne. The Chair also noted that Emel Yerlikaya (Student Governor, Hastings) had recently resigned, and a further recruitment campaign would commence in the New Year. 1.1.2 Apologies were received and accepted from Derek Richardson. 1.1.3 Declarations of interest were received from Jack Woodgate, Amanda Odhesa and Becky Cooke related to item 2.1.1 (Estate Transformation Update) due to the commercial sensitivity of this item. Declarations of interest were also received from Rebecca Conroy and Belle Howard related to confidential items 11.1.3 and 11.1.5 respectively.	

#	Item	Action
	1.1.4 Governors expressed concern regarding the high volume of meeting papers. The Chair advised that moving forward, consideration would be given to further extending committee level approval delegations and potentially leveraging artificial intelligence to summarise meeting papers, where appropriate.	
1.2	MINUTES OF LAST MEETING 11:05 1.2.1 Approval <ul style="list-style-type: none"> Governors considered the minutes from the following meetings: <ul style="list-style-type: none"> 18th October 2024 – Strategy Day 18th October 2024 – Main Meeting Governors agreed that the minutes were a true and accurate record of the meetings. 	
1.3	MATTERS ARISING 11:06 1.3.1 Governors noted that all actions arising from the previous meetings had been completed. Becky Cooke temporarily left the meeting at 11:07.	
2. STRATEGIC ITEMS		
2.1	CAPITAL DEVELOPMENT PROGRAMME 11:07 2.1.1 Estate Transformation Programme Update A confidential discussion occurred. 2.1.2 Denton Island Lease Arrangements <ul style="list-style-type: none"> Governors considered the associated paper, which outlined the proposed lease arrangements for the Denton Island site, and included an underlease with Lewes District Council and a side agreement with the London South East Academies Trust. The Chief Operating Officer explained that the proposed approach would enable the College to retain its interests, whilst ensuring the site would continue to be used for educational purposes. RESOLUTION – The Board agreed to provide approval in principle for the lease arrangements at the Denton Island site, with a view for the Sub-Group to subsequently scrutinise/approve the specific terms of the underlease and side agreement. Becky Cooke returned to the meeting at 11:19.	
2.2	ESCG STRATEGIC PLAN – 2024-25 TO 2027-28 11:19 2.2.1 The CEO & Principal shared the following update: <ul style="list-style-type: none"> The ESCG Strategic Plan had been subject to extensive Governor discussion and review. Upon approval, a formal launch event would be scheduled in the New Year, possibly at the Charleston site in Lewes. Governors would be invited to attend. 	

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	<p>2.2.2 A brief Governor discussion then occurred:</p> <ul style="list-style-type: none"> The need to also create a simplified version of the Strategic Plan was raised, with a view to ensure that this key document would be in an easily accessible format for students. The following amendments were requested: <ul style="list-style-type: none"> To include summary information related to the Ore Valley site. To include images of real students at the College. <i>Page 17</i> – amend the heading ‘Arresting Social Deprivation’ to ‘Arresting & Reducing Social Deprivation’. Action 2.2.2.1 – Update the ESCG Strategic Plan to incorporate the proposed amendments detailed within Section 2.2.2 of the minutes. RESOLUTION – The Board approved the ESCG Strategic Plan – 2024-25 to 2027-28, subject to the agreed amendments. 	RC
2.3	<p>REPUTATION & BRAND UPDATE</p> <p>2.3.1 The CEO & Principal shared the following update:</p> <ul style="list-style-type: none"> 16-18 Student Recruitment – whilst there had been an overall demographic increase for this age group locally, the College had managed to achieve 4% increase in market share. Work was ongoing to deepen and extend the College’s brand and reputation, with a particular focus on aligning promotional materials with curriculum development priorities. <p>2.3.2 Governor discussion focussed on the following areas:</p> <ul style="list-style-type: none"> Promotion & Sponsorship – the roundabout closest to the Eastbourne campus currently included promotional materials related to another college. Upcoming conversations with that educational provider would focus upon protocols for acceptable marketing behaviour. Social Media – the need to ensure effective engagement with target audiences. This remained a key priority for the Marketing & Communications Team moving forward. Consideration would be given to the College’s current portfolio of social media platforms. Internal Branding – the need to ensure appropriate guidance resources on the intranet to support staff in key externally facing processes, such as recruitment and interviewing. Higher Education (HE) – branding for this provision continued to be a priority focus area, particularly in terms of promoting curriculum pathways to support internal progression. Alumni – the College would maximise opportunities to promote student alumni, particularly where they had made significant contributions to local and national communities. 	11:22

#	Item	Action
2.4	<p>COMMITTEE CHAIR UPDATES 11:30</p> <p>2.4.1 Audit, Risk & Compliance Committee</p> <ul style="list-style-type: none"> The ARaC Committee Chair advised that there were no significant updates beyond items due for discussion on the agenda, a key priority being the Annual Report & Financial Statements. <p>2.4.2 Capital Development Board</p> <ul style="list-style-type: none"> The CDB Chair advised that discussions were ongoing with the Hastings Town Board regarding the delivery approach for the Green Centre of Excellence project at Ore Valley. <p>2.4.3 Curriculum, Skills & Quality Committee</p> <ul style="list-style-type: none"> The CS&Q Committee Chair advised that the last meeting had focussed upon the Self-Assessment Report and Quality Improvement Plan, including an in-depth review of the Curriculum Intent. The Committee would consider key metric reporting at its next meeting. <p>2.4.3 Governance, Performance & Reputation Committee</p> <ul style="list-style-type: none"> The GP&R Committee Chair advised that there were no significant updates beyond items due for consideration on the agenda. Moving forward, a key priority would be to successfully appoint a new Student Governor at the Hastings & Ore Valley Campus. <p>2.3.4 Resources, Culture & Impact Committee</p> <ul style="list-style-type: none"> The RC&I Committee Chair advised that priority focus areas at the last meeting had included rising variable staffing costs and the College's cashflow position. Moving forward, it would be important to minimise the resultant impact on both the staff and student experience. 	
3. COMMITTEE RECOMMENDATIONS		
3.1	<p>ANNUAL BOARD REVIEW – PRIORITY RECOMMENDATIONS FOR 2024-25 11:34</p> <p>3.1.1 Governors noted the associated paper, as recommended by the GP&R Committee.</p>	
3.2	<p>BOARD RISK APPETITE 11:34</p> <p>3.2.1 Governors considered the associated paper, as recommended by the GP&R Committee.</p> <ul style="list-style-type: none"> RESOLUTION – The Board approved the 'Board Risk Appetite'. 	
3.3	<p>COLLEGE SELF-ASSESSMENT REPORT – 2023-24 11:34</p> <p>3.3.1 Governors considered the associated paper, as recommended by the CS&Q Committee.</p> <ul style="list-style-type: none"> RESOLUTION – The Board approved the 'College Self-Assessment Report – 2023-24'. 	
3.4	<p>CURRICULUM & SKILLS MASTER PLAN – 2024-25 TO 2027-28 11:34</p> <p>3.4.1 Governors considered the associated paper, as recommended by the CS&Q Committee.</p> <ul style="list-style-type: none"> RESOLUTION – The Board approved the 'Curriculum & Skills Master Plan'. 	
3.5	<p>ESTATES MASTER PLAN – 2024-25 TO 2027-28 11:34</p> <p>3.5.1 Governors considered the associated paper, as recommended by the CDB.</p> <ul style="list-style-type: none"> RESOLUTION – The Board approved the 'Estates Master Plan'. 	

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3.6	FIVE YEAR FINANCIAL PLAN 11:34 3.6.1 Governors noted the associated paper, as previously approved by the Board, subject to the agreed amendments.	
3.7	GOVERNANCE IMPROVEMENT PLAN 11:34 3.7.1 Governors considered the associated paper, as recommended by the GP&R Committee. <ul style="list-style-type: none"> RESOLUTION – The Board approved the ‘Governance Improvement Plan – 2024-25’. 	
3.8	GOVERNOR TRAINING & DEVELOPMENT PROGRAMME – 2024-25 11:35 3.8.1 Governors considered the associated paper, as recommended by the GP&R Committee. <ul style="list-style-type: none"> RESOLUTION – The Board approved the ‘Governor Training & Development Programme’. 	
3.9	NATIONAL POLICY, LEGISLATIVE DEVELOPMENTS & GOVERNANCE BEST PRACTICE UPDATE 11:35 3.9.1 Governors noted the associated paper, as recommended by the GP&R Committee.	
3.10	PEOPLE & CULTURE MASTER PLAN – 2024-25 TO 2027-28 11:35 3.10.1 Governors considered the associated paper, as recommended by the RC&I Committee. <ul style="list-style-type: none"> RESOLUTION – The Board approved the ‘People & Culture Master Plan’. 	
3.11	PREVENT RISK ASSESSMENT 11:35 3.11.1 Governors considered the associated paper, as recommended by the CS&Q Committee. <ul style="list-style-type: none"> RESOLUTION – The Board approved the ‘Prevent Risk Assessment’. 	
3.12	QUALITY IMPROVEMENT PLAN – 2024-25 11:35 3.12.1 Governors considered the associated paper, as recommended by the CS&Q Committee. <ul style="list-style-type: none"> RESOLUTION – The Board approved the ‘Quality Improvement Plan – 2024-25’. 	
3.13	STUDENT UNION ACCOUNTS & BUDGET SETTING 11:35 3.10.1 Governors considered the associated paper, as recommended by the RC&I Committee. <ul style="list-style-type: none"> RESOLUTION – The Board approved the ‘Student Union Accounts & Budget Setting’. Stuart McKay joined the meeting at 11:36.	
4. EXECUTIVE ITEMS		
4.1	COLLEGE YEAR END AUDITED ACCOUNTS – 2023-24 11:36 4.1.1 ESCG Annual Report & Financial Statements <ul style="list-style-type: none"> The External Auditor shared the following update: <ul style="list-style-type: none"> Fieldwork had progressed well, with a pathway of improvement evident and several management actions from the prior year since complete. The Regularity Report had remained clean, which was not always the case for other colleges across the FE sector. New Managing Public Money guidance was under development by the DfE. Overall, internal controls were robust and a significant improvement to the Fixed Asset Register had been noted. Consequently, it was apparent that the College was holding itself to a higher standard of practice. 	

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	<ul style="list-style-type: none"> Following a breach of the ESFA and Barclays bank covenants, appropriate waivers were not yet in place, though both lenders were notified in May 2024 and waivers continued to be sought. This had resulted in ESCG's debt being reclassified as <i>creditors falling due within one year</i>, creating material uncertainty for the College. Consequently, associated risks had arisen, related to early debt repayment and the risk of increased interest rates, though it was acknowledged that this was an unlikely scenario. As such, the related risks were relatively low, particularly as a failure to secure the required waivers would likely result in the DfE being required to adopt the College's debt. <ul style="list-style-type: none"> The Executive Director of Finance and Chief Operating Officer shared the following update: <ul style="list-style-type: none"> A waiver letter had been received, signed and returned to the ESFA, pending their signature. A waiver remained outstanding from Barclays Bank, pending approval by their Sanctions Team. Fees would be incurred to secure the waiver letters, for which additional borrowing would be required. As such, approval from the DfE was currently being sought. Whilst this was a disappointing position, Governors noted that the Executive Team had undertaken extensive efforts to secure the required waivers, relatively early in the 2023-24 academic year, by way of mitigation. The Board accepted the risks associated with submitting the Annual Report & Financial Statements to the DfE, with waivers still pending. RESOLUTION – The Board agreed to approve the 'ESCG Annual Report & Financial Statements', accepting that the required bank covenant waivers remained outstanding. The Chair of the Board thanked the Executive Team for their ongoing efforts on this matter, noting that significant progress had been made since the prior year. <p>4.1.2 External Auditors Report to the Corporation</p> <ul style="list-style-type: none"> Governors noted the associated paper, as recommended by the ARaC Committee. <p>4.1.3 Letter of Representations</p> <ul style="list-style-type: none"> Governors considered the associated paper, as recommended by the ARaC Committee. 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>4.1.4 ESFA Waiver Letter</p> <ul style="list-style-type: none"> Governors noted the associated paper. <p>Sam Brasier and Stuart McKay left the meeting at 11:53.</p>	
4.2	<p>EXECUTIVE REPORT TO BOARD</p> <p>4.2.1 The Executive Team shared an update, which focussed on the following areas:</p> <ul style="list-style-type: none"> Future Gazing – rising National Insurance contributions from April 2025, would equate to increased costs of circa £750K per annum for the College (£250K for the remainder of the academic year). It was anticipated that between 90-110% of these costs would be funded by the DfE. 	11:53

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	<ul style="list-style-type: none"> • Business Development & Stakeholder Engagement – the NHS now utilised the College as its primary learning and development provider in Eastbourne and Hastings, which included delivery of provisions for both apprenticeships and continuing professional development. • Curriculum & Quality – referrals to the Wellbeing Team had seen a sharp increase year to date, reflective of a growth in student recruitment and a rise in pre-entry referrals. • Finance – cashflow remained a key priority for the College. EBITDA continued to be a critical metric for the College’s financial health grade, and there were some risks on income and pay that were placing this under pressure. This was exacerbated by an increase of 175 additional students in 2024-25 and the impact on the cashflow position was currently being assessed. <p>Kim Byford temporarily left the meeting at 12:13.</p> <p>4.2.2 Governor discussion focussed on the following areas:</p> <ul style="list-style-type: none"> • Wellbeing – robust support was in place for those students who had raised wellbeing concerns. The College’s provision included regular follow-up support, use of early indicators for safeguarding concerns and wrap around support from the Wellbeing Team. This included access to counselling resources and other interventions as needed. • Attendance – the current cohort had been significantly impacted by Covid-19 in Year 6, so more substantial mental health issues had typically arisen as a result. In line with the national picture, there had been a correlating impact on student attendance, but extensive support was in place at the College. Similar issues were also being mirrored in the HE sector. • Transition – the College worked closely with three secondary school cluster groups to ensure effective support was in place at the point of transition to the College. • High Needs – there had been a notable increase in students with Educational, Health & Care Plans (EHCPs), some of whom had opted for home learning. The College worked closely with the ESCC Elective Home Education Team to ensure appropriate transition support as needed. Similarly, regular communication with schools ensured robust support for the most vulnerable students. Local Authority funding for 200 high needs places had been confirmed for 2025-26, though work was ongoing to secure additional funding to meet growing need. • Action 4.2.2.1 – Update Page 7 of the ‘Executive Report to Board’ to indicate that the ARaC Committee had <i>recommended</i> Board approval of the ‘ARaC Committee Annual Report’. <p>Kim Byford returned to the meeting at 12:18.</p>	RC
5. INTERNAL STAKEHOLDER ENGAGEMENT		
5.1	<p>STAFF VOICE</p> <p>5.1.1 Staff Governor Report: ‘Unity’ College Value</p> <ul style="list-style-type: none"> • The Staff Governors directed participants to the associated paper, which focussed on responses to the following questions: <ul style="list-style-type: none"> ○ <i>What do you think ‘Unity’ means for staff at the College?</i> ○ <i>Do you have any suggestions for events, initiatives or programmes that could further support ‘Unity’ at the College?</i> 	12:18

#	Item	Action
	<ul style="list-style-type: none"> The following key themes were highlighted: <ul style="list-style-type: none"> Collaboration & Support – developing shared goals, ensuring staff feel valued and fostering a sense of belonging. Inclusivity & Shared Values – embracing diversity and a commitment to a common mission/vision for the College. Suggestions – these included cross departmental collaboration events, cultural celebrations, team building, sports events, group art projects etc. The Chair of the Board thanked the Staff Governors for their update. 	
5.2	STUDENT VOICE 12:33 5.2.1 Governors noted that the Student Governor Report had been deferred to the next meeting.	
6. WRITTEN RESOLUTIONS		
5.1	ADDENDUM TO THE ANNUAL SUBCONTRACTING ARRANGEMENTS – 2024-25 12:34 5.1.1 The Board ratified the following written resolution, approved effective 4 th December 2024: <ul style="list-style-type: none"> RC&I Committee and CS&Q Committee recommendation to the Board to approve an addendum to the Annual Subcontracting Arrangements for 2024-25. 	
5.2	CURRICULUM & SKILLS MASTER PLAN 12:34 5.2.1 The Board ratified the following written resolution, approved effective 4 th December 2024: <ul style="list-style-type: none"> Curriculum Skills & Quality Committee to recommend Board approval of the Curriculum & Skills Master Plan (2024-25 to 2027-28). 	
7. GOVERNANCE MATTERS		
7.1	GOVERNOR TRAINING & DEVELOPMENT 12:35 7.1.1 Individual Governor Training Plans <ul style="list-style-type: none"> Governors noted the recently cascaded Individual Governor Training Plans, which had been further simplified for 2024-25. The new format plans focussed on priority training needs. Governors were reminded to update and return their plans on a termly basis. 	
7.2	STUDENT GOVERNOR RECRUITMENT 12:36 7.2.1 Student Governor Appointments <ul style="list-style-type: none"> Further to the recent Student Governor recruitment campaign, the following new members had been elected to the Board: <ul style="list-style-type: none"> Izzy Cremin – Lewes Amanda Odhesa – Eastbourne RESOLUTION: The Board ratified the appointment of Izzy Cremin and Amanda Odhesa as Student Governors. 	

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	<ul style="list-style-type: none"> Governors noted that a further Student Governor recruitment campaign would commence from the Spring Term at the Hastings & Ore Valley Campus. <p>7.2.2 Committee Membership</p> <ul style="list-style-type: none"> It was proposed that the newly appointed Student Governors be allocated as follows: <ul style="list-style-type: none"> Amanda Odhesa – Curriculum, Skills & Quality Committee Izzy Cremin – Resources, Culture & Impact Committee RESOLUTION – The Board agreed to appoint Amanda Odhesa to the Curriculum, Skills & Quality Committee and Izzy Cremin to the Resources, Culture & Impact Committee. 	
8. ANNUAL REPORTING		
8.1	<p>ANNUAL REPORT OF THE AUDIT, RISK & COMPLIANCE COMMITTEE 12:37</p> <p>8.1.1 Governors noted the associated paper, as recommended for approval by the ARaC Committee.</p> <ul style="list-style-type: none"> RESOLUTION – The Board approved the ‘Annual Report of the Audit, Risk & Compliance Committee’. 	
8.2	<p>ANNUAL DIVERSITY, EQUITY & INCLUSION REPORT AND ACTION PLAN 12:37</p> <p>8.2.1 Governors noted the associated paper, as recommended for approval by the CS&Q Committee.</p> <ul style="list-style-type: none"> RESOLUTION – The Board approved the ‘Annual Diversity, Equity & Inclusion Report and Action Plan’. 	
8.3	<p>ANNUAL GENDER PAY GAP REPORT 12:37</p> <p>8.3.1 Governors noted the associated paper, as recommended for approval by the RC&I Committee.</p> <ul style="list-style-type: none"> RESOLUTION – The Board approved the ‘Annual Gender Pay Gap Report’. 	
8.4	<p>ANNUAL HEALTH & SAFETY AND WELFARE REPORT 12:38</p> <p>8.4.1 Governors noted the associated paper, as jointly recommended for approval by the ARaC Committee and the RC&I Committee.</p> <ul style="list-style-type: none"> RESOLUTION – The Board approved the ‘Annual Health & Safety and Welfare Report’. 	
8.5	<p>ANNUAL REGULARITY SELF-ASSESSMENT QUESTIONNAIRE 12:38</p> <p>8.5.1 Governors noted the associated paper, as recommended for approval by the ARaC Committee.</p> <ul style="list-style-type: none"> RESOLUTION – The Board approved the ‘Annual Regularity Self-Assessment Questionnaire’ – also to be signed by the Chair of the Board and CEO & Principal (Accounting Officer). 	
8.6	<p>ANNUAL RISK MANAGEMENT REPORT & RISK REGISTER 12:38</p> <p>8.6.1 Governors noted the associated paper, as recommended for approval by the ARaC Committee.</p> <ul style="list-style-type: none"> RESOLUTION – The Board approved the ‘Annual Risk Management Report & Risk Register’. 	
8.7	<p>ANNUAL STATUTORY RETURNS FOR REVIEW – DECLARATIONS OF INTEREST REGISTER 12:38</p> <p>8.7.1 Governors noted the associated paper, as recommended for approval by the ARaC Committee.</p> <ul style="list-style-type: none"> RESOLUTION – The Board approved the ‘Declarations of Interest Register – 2024-25’. 	

#	Item	Action
8.8	ANNUAL SUBCONTRACTING ARRANGEMENTS 12:38 8.4.1 Governors noted the associated paper, as jointly recommended for approval by the CS&Q Committee and the RC&I Committee, via a written resolution. <ul style="list-style-type: none"> • RESOLUTION – The Board approved the ‘Annual Subcontracting Arrangements – 2024-25’. 	
9. CONSENT AGENDA		
<i>Approval</i>		
9.1	POLICIES & KEY DOCUMENTS 12:39 9.1.1 Governors considered the following policies, noting the Policy Change Summary sheet, which outlined key changes and followed comprehensive committee level review and scrutiny. <ul style="list-style-type: none"> • RESOLUTION – The Board approved the following policies: <ul style="list-style-type: none"> ○ Arrangements for Obtaining the Views of Staff & Students ○ College Financial Regulations ○ Freedom of Information Policy ○ Gifts, Hospitality & Declaration of Interests Policy ○ Governor Visits Policy ○ Instrument & Articles of Government ○ Subcontracting & Supply Chain Policy 	
<i>Committee Meeting Minutes – To Note</i>		
9.2	GOVERNANCE, PERFORMANCE & REPUTATION COMMITTEE 12:40 9.2.1 Governors noted the minutes of the meeting on 23 rd October 2024.	
9.3	CAPITAL DEVELOPMENT BOARD 12:40 9.3.1 Governors noted the minutes of the meeting on 7 th November 2024.	
9.4	RESOURCES, CULTURE & IMPACT COMMITTEE 12:40 9.4.1 Governors noted the minutes of the meeting on 19 th November 2024.	
9.5	AUDIT RISK & COMPLIANCE COMMITTEE 12:40 9.5.1 Governors noted the minutes of the meeting on 21 st November 2024.	
9.6	CURRICULUM, SKILLS & QUALITY COMMITTEE 12:40 9.6.1 Governors noted the minutes of the meeting on 26 th November 2024.	
10. OTHER MATTERS		
10.1	ANY URGENT MATTERS 12:41 10.1.1 There were no new items raised for discussion.	
10.2	DATE OF NEXT MEETING 12:42 10.2.1 Governors noted that the next meeting was scheduled for 31st March 2025, 14:00-17:00 , which would be held at the Ore Valley, Hastings Campus .	

#	Item	Action																														
10.3	LIVE MEETING EVALUATION 12:43 10.3.1 Eleven survey responses were received from Governors as follows: <table border="1" style="width: 100%; border-collapse: collapse;"> <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 style="color: green;">91%</td></tr> <tr> <td>2.</td><td>Where the papers succinct, with clarity in the information being communicated and the action required by Governors?</td><td style="color: orange;">45% – Yes 45% – Partially</td></tr> <tr> <td>3.</td><td>Did you have all the information you needed to fully participate in discussion and decisions?</td><td style="color: green;">100%</td></tr> <tr> <td>4.</td><td>Was there sufficient time to debate priority items in depth?</td><td style="color: green;">91%</td></tr> <tr> <td>5.</td><td>Were you satisfied that decisions were arrived at in a proper manner?</td><td style="color: green;">100%</td></tr> <tr> <td>6.</td><td>Was the student experience at the heart of decision making?</td><td style="color: green;">91%</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 style="color: green;">100%</td></tr> <tr> <td>8.</td><td>Were opportunities created to invite input from Student and Staff Governors?</td><td style="color: green;">82%</td></tr> <tr> <td>9.</td><td>Any comments or suggestions?</td><td style="color: green;">Yes</td></tr> </tbody> </table> <p>Comments:</p> <ul style="list-style-type: none"> ○ <i>Ensure more items are fully delegated to committees.</i> ○ <i>Summary overviews alongside Board papers would be helpful.</i> 	#	ASSESSMENT QUESTION	RESULT	1.	Was the agenda sufficiently balanced between core governance business and strategic priorities?	91%	2.	Where the papers succinct, with clarity in the information being communicated and the action required by Governors?	45% – Yes 45% – Partially	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?	91%	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?	82%	9.	Any comments or suggestions?	Yes	
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9.	Any comments or suggestions?	Yes																														
10.4	CLOSE 12:43 10.4.1 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. Lauren Crawley joined the meeting at 12:44.																															

Action Summary

Item	Owner	Action	Due Date
2.2.1	RC	Update the ESCG Strategic Plan to incorporate the proposed amendments detailed within Section 2.2.2 of the minutes.	31 st March 2025
4.2.2.1	RC	Update Page 7 of the 'Executive Report to Board' to indicate that the ARaC Committee had <i>recommended</i> Board approval of the 'ARaC Committee Annual Report'.	31 st March 2025