**ESCG Board Meeting**

**MINUTES**

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| Date | 15 December 2021 | Time | 15.00 – Board Meeting |
| Venue | Zoom | | |
| Chair | David Smith | | |
| **Membership**- David Smith (Chair), Rebecca Conroy, Mark Fisher, Ian Mehrtens, Gill Short, Marie Sangster, Steve Hedges, Graham Cook, Catherine Manning, Angela Smith, Alex Cheeseman, Priscilla Kendall, Averil Price, Becky Cooke, Nicola Taylor;  New student governors: Lennan Senior; James Cooper-Lloyd  In attendance – Tim Hulme, Martin Penny, Dan Shelley, Mark Wardle, Sarah Connerty | | | |
| **Apologies:** Lennan Senior | | | |

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|  | Item | Action |
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| 1.1 | **Welcome, apologies and introductions**.  The Chair welcomed colleagues to the meeting. It has been an extraordinary year which included an Ofsted visit and outcome. The Chair thanked all governors who have completed their 121 sessions; the feedback has been recorded and will establish a Board development agenda.  The Chair noted that the student voice has been a very important part of the Board’s mission and AC has been carrying the baton for this since the last student governor left the Board. Two new student governors are joining the Board from December 2021 and SC explained that Kate Edwards had led on the process for the student governors and student Local College Board members. Kate presented to students at the Student Council meetings at Eastbourne, Lewes and Hastings and expressions of interests were received. Student services held sessions with the interested students and roles were agreed for ratification to the Board.  **RESOLVED: The Board ratified the student governors, James Cooper-Lloyd and Lennan Senior** (Lennan was not present at this meeting)  JCL introduced himself to the Board noting that he was studying law, history and politics at Lewes and works at Domino’s Pizza.  The Chair reported that the role of the student voicelink governor is currently being reconfirmed as a joint role (potentially Becky Cooke and Nicola Taylor)and these will be useful contacts for JCL to work with over the year.  All colleagues introduced themselves and welcomed JCL to the Board. |  |
| 1.2 | **Declarations of Interest**  There were no interests declared other than interests already logged. |  |
| 1.3 | **The minutes of the last meeting on 12 October 2021 were agreed as a true and accurate record.** |  |
| 1.4 | **Written resolutions**  **The Board ratified the following written resolutions:**  1. 4 November 2021 – recruitment processes  2. 13 November 2021 - Committee updates  3. 2 December 2021 - S106 sign and seal |  |
| 1.5 | **Matters Arising**  Actions were updated as follows:  **Action 1** – register of governors’ interests – this will come to ARaC in January and then to the Board  **Action 2** – Covid recovery paper – this has been included at item 3.1  **Action 3** – Success measures document – this is included for update at item 3.1  **Action 4** – alignment of key documents (Strategic Plan and Success Measures – DSh has actioned this  **Action 5** – dashboard progress – MP noted that the first landing page will be available in January  **Action 6** – Approvals from the October meeting were loaded on the College website  **Actions 7-9** – Revised policies (Annual leave, Sickness and attendance at work, pay policy) have been published,understood and are widely circulated and accessible  **Action 10** – Recruitment campaigns will commence in the new year – see item 4.2. PK has been inducted and LCB inductions will commence with the Director of Governance is in role  **Action 11** – external stakeholders’ group to be organised by the Exec – RC noted that a lot of time has been spent mapping stakeholders and stakeholders are seen at individual events. TH will be bringing a Stakeholder Development Plan to CDB. TH noted that it is important to engage with the planning authorities at Eastbourne and Lewes and local community members around the capital and planning. Note: full ESCG Board to have sight of the stakeholder map  **Action 12** – the CDB membership has been updated and does not include external stakeholders but does contain LCB members  **Action 13** – Sue Dare joined the last C&S Committee as a executive specialist advisor for the C&S Committee to draw on for an expert view  **Action 14** – The licence to alter under seal for the co location of Sport with Wave Leisure was due for sign and seal today but has been postponed due to the remote meeting  **Action 15** – HE fees will come to the Finance Committee and Board in March  **Action 16** – the interim governance advisor has been keeping the Board updated on upcoming events with email briefings  **Action 17** – cycle of business updates have been actioned  **Action 1** – Ofsted briefing – this was superseded by the inspection  **Action 2** – updates to the strategic plan in line with PK’s comments on diversity was actioned  The Chair reported that a number of the items do feature in today’s performance report and have been taken forward by committee business. |  |
| 2.1 | **Student Governor update**  AC updated on three items:  **Student voice** – it is as important as ever and more so because of lockdown. There are different forums, involving staff and students and it would be good to have more of these next year as the last one was cancelled. The Student Panel took place in December and it was really helpful with a couple of governors attending which was a good opportunity to get student voice to the Board directly. RC noted that she wasn’t aware of cancellations and would follow this up. MW noted this was because there had been two sessions planned close together.  GS agreed with AC that the panel session had been really great, and more sessions are needed. There were approximately nine students at the online student session.  AC noted that student voice has been prevalent since she joined the Board and she would like this to continue and is happy to support the new student governors and encouraged others to support. AC asked what is happening with MF’s role as link governor for the student voice as this was a really important role and with Director of Governance leaving. The Chair agreed the link governor role is key and reported that he is in dialogue with two governors (BC and NT) to see if they would be prepared between them to take forward this role.  **Festival of student governance and the AoC conference** – AC had attended this event organised by Unloc. This will be especially important for the new student governors as they offer a lot of training and support. AC gave an overview of the event and focus on the carbon literacy programme.  DSh noted that the College has piloted Level 3 Green Curriculum Awardwith 100 students in Lewes and is looking to roll out across all three campuses next year. The Chair reported that Sussex collectively is at the epicentre at many aspects of the FE response to green agenda, and it is really important that the student governors understand the connectivities.  AC noted that she is part of the **National Steering Group for Unloc** and helped create a leaflet explaining the role of student governors which she will share with the Board. It will be helpful for the new student governors as it contains a lot of links to training opportunities and a jargon buster. AC noted that she would be happy to support the new student governors.  The Chair thanked AC for the report. The Board is relying on the student governors to be part of the decision-making process and better inform the Board on the student experience and he welcomed the support to them offered by AC. | DS  AC |
| 2.2 | **Student Union accounts**  **2021-22 spend**  The Chair reported that this item has been through the Finance Committee and it is about ensuring the full Board are comfortable with a decision taken by the Committee around the SU accounts.  MP explained that there hasn’t been a lot of activity in the SU over the past years and particularly last year due to Covid. The SU have a significant amount of funds and the recommendation is not to increase these for 2021-22 but to work closely to see how the money can be invested in this year’s students and this is a key priority.  MF noted that this has been building up over several years and is around £23k and the Committee would like to see students this year getting some value out of it.  **RESOLVED: The Board confirmed the recommendation to freeze the College contribution for FY22 and actively encourage the Student Union to invest resources for current students** |  |
| 3.1 | **Executive Team Report & Performance Update**  The report provided the Board with an update on the following areas:   * Ofsted inspection * Strategic Plan * Strategic Intentions Operation Delivery Plan (SIOP) – see additional Item A * KPIs 2021-22 – see additional item B * Risk register * Curriculum and Standards KPIs * Education recovery * Attendance * Quality cycle * Curriculum planning * Equity, Diversity and Inclusion – see additional item C * Safeguarding * Finance KPIs * 16-18 Study Programme enrolment * Adult enrolment * HE * Apprenticeships * Full time international students * People KPIs * Transformation KPIs * Communications – see additional items D, E, F * Future gazing   The Chair noted that a number of the items in the section will require approval from committees. There are no minutes available for the most recentFinance Committee meeting, but MF and MP can report on that and seek any assurances required from the Board.  RC reported as follows:  **Covid** – the team are keeping a close eye on the situation as it will affect everything in terms of operations next year and may have financial impact on particular strands of work. It is a period of uncertainty.  **Ofsted** – the College is in an strengthened position and the GOOD outcome will support further progresswhen the report is published. MW reported that it was a challenging week, there were 15 inspectors for four days, with only three days to prepare including a day with the inspector. Inspectors really got under the skin with deep dives across all four campuses and really got to know the College. The grade is Good across the board and it was pleasing to see that the College had accurately self-assessed as Good (see SAR) and had identified areas of focus in the QIP which inspectors felt were sensible actions. Inspectors spent the week testing against this to see whether the College knows and is able to manage itself. The staff stepped up to a very different inspection framework where inspectors can go everywhere. As part of the inspection of High Needsprovision they spent a lot of time working with 12 students and they spent nearly two days in specific curriculum areas. The notes typed in the final feedback meeting are more comprehensive than the final report for governors to see areas of strength and areas for improvement [after note: the notes are appended to the C&S minutes].  The Chair noted that the Board is asked to approve the recommendation for the SAR 2020-21 and the QIP and in the light of the inspection outcome and feedback it was agreed that these documents were robust and accurate.  **RESOLVED: The Board approved the SAR for 2020-21**  **RESOLVED: The Board approved the QIP for 2021-22**  MW noted that the journey starts now towards Outstanding.  GS reported that she was impressed that the College is immediately going into further action on areas for improvement and gave a big thank you to the SLT for not sitting on their laurels and for addressing the inconsistencies. The College does need to move on and that is what SLT are doing.  AP asked about the timeline for further inspections and how does that play out. RC noted that the government have been funded to inspect every English college in the three years from September 2022. The College will expect a full inspection in the next three years. It gives a target to strengthen and keep the momentum going. RC noted that she had a number of messages after inspection to say now we need to jump to Outstanding. This is a real boost and there is work to do.  MW noted that under the old regime it is very difficult to get out of Good because of the two day inspection. The Ofsted timetable gives a defined timeframe and something to work towards with a clear target.  The Chair asked if the staff or student governors wanted to make any points about the inspection. MS noted that everyone absolutely put everything into it and the inspectors were pleased because staff had a conversation with them and they were keen to know about the staff in Hastings. They were genuinely interested, and this can only be good if in three years we have done what we want to do.  DSh reported that apprenticeships was graded Good and there were three inspectors, two in the field looking at apprenticeships. DSh noted that when there is a good group of subcontractors this can showcase how well the College manages subcontracting and the benefits it brings to students.  **Strategic Plan launches** – There is more work to do in terms of the launch internally and more to do with the LCBs and that is a real focus for RC in the new year to pick up on stakeholder engagement.  **Success measures 2021-22 and the operational plan** - a first attempt will be shared with the ESFA and FEC as part of the case conferences. The SLT have taken the strategic plan and operationalised it.  **Risk register –** MP reported that at the request of the Audit, Risk and Compliance Committee (ARaC) an exec summary has been produced which looks at risk movement. This would usually be presented to ARaC first but due to the postponed meeting it is coming to the Board first. For ease of access symbols are used which can be increased in size to give a visual explanation of risk movement. IM agreed that the new format is clear and easy to report. IM queried the n/a comments in the report in terms of impact and MP explained that this captures change in impact rather than impact overall.  **KPIs** – MP noted that the documents have been updated to ensure consistency across all reporting. The same numbers and KPIs are in all documents.  IM noted that digital capacity has a comment noting that it requires monitoring! but it is in the green zone. MP reported that in terms of the risk itself there are mitigating actions. The ! is related to the hold ups in the supply chain for example desktop PCs due in November are still not received.  MF noted that looking at the subsections the areas of most concern and risk are around people and culture and what are the drivers for this?  AS noted student recruitment for 16-18 and HE and the deteriorating trend of decline and noted the exec comments that there are a number of reasons for that. AS would like the opportunity to be persuaded that there is a really good handle on this and the reasons why.  The Chair noted that two overarching issues (16-18 recruitment and people (staff) and cultural progress) are emerging as the prime matters of concern as reported by governors in 1:1 sessions.  RC reported that the People and Culture Committee have been doing some work around this and it will be a clear area of focus. RC has spent the morning interviewing and the College have appointed a new Director of People to really drive this forward and get to the bottom of issues. There has been a stop start in some of that work over the last year.  A staff ‘think tank’ will be launched on the 4 January on each campus to get to the bottom of issues the SLT are aware of. Underlying contractual issues post-merger and perceived discrepancies across sites are key issues. A pulse survey has just been carried out and that has given some extensive feedback about what staff want to see and the feedback gives another layer of information.  RC noted how difficult this term and the last year have been. People really pulled it out of the bag for Ofsted and this will give everyone a boost from this achievement. A well being day has been given on Friday 17 December to everyone. People and culture remains a top priority for the College. SLT have separated out people and culture going forward and will bring someone in for task and finish work on culture.  BC reported that the Ofsted achievement cannot be underestimated and there will naturally be increased confidence, trust and motivation. Having a new Director of People will be great and separating out the people and culture is a genius move and will have good impact. BC felt that completion of the survey comes with trust.  GS noted that culture came out at the Student Council so she was pleased this will be an area of focus. GS asked that the SLT include the LCB members who would want to hear about this work.  IM reported that despite the low engagement in the survey the relatively high percentage of EDI data is positive but unusual.  The Chair noted that these big items being discussed are establishing an agenda for 2022 for the Board for challenge and scrutiny and with the focus on getting the recruitment right.  RC noted that it has been an extraordinary year and that has impacted enrolment but this should not mask underlying trends. There have been two internal audits on key elements around student experience and enrolment so that will help shed an external eye on systems and processes. The other area is that from July an enormous amount of work has taken place on engagement with schools. Early application data is being treated cautiously but looks like a different trajectory.  DSh reported on the perception survey by Chalkstream which identified that the College is still seen as the College that other people’s children go to and not our own children. With nearly 10 years of grade 3 in Eastbourne and Lewes this is not unexpected. There are plans to work with an external consultant who will entwine the good campaigning with Ofsted with the myth busting to this school and parent mindset. That will take time to ebb away. An external consultant is working with Marketing and MIS on the learner journey. The SLT feel these interventions will have a positive impact on student numbers.  With a lot of caveats, numbers are looking very different from this time last year. The College is 39% above for 16-18 applications with 1170 compared to 738 last year and 20%+ above the year +before. That does show that some of the things being done with year 11 events to showcase the College and bumper open events at all three campuses are working. For Lewes it was the busiest it has been for ten years. The College is working in competition with some high reputation colleges (Varndean, Bhasvic, Bexhill). There are some changes happening, but the College has to turn applications into offers and enrolment.  AS noted that this does seem to be the single most important item that affects the future of the College and the SLT are doing a lot of things but are they the right things that will make a difference?. Until that is taken back to the root causes it is not clear that it will have the impact.  The Chair responded that this is not going to be solved here and acknowledged that this Board needs to keep it forefront and drive development in this area through committees and in conversation with the Exec. There is the question of the HE offer going forward and whether it is worth the investment if the College continues to lose numbers.  RC provided assurance that that there are a number of areas contributing to this decline and the College has not retained enough newly enrolled students to the 42 day mark this year. There are systems of support for students that do not appear strong enoughat the moment. SLT are looking at this in detail and it will be picked up in all committees.  AP proposed that there is a crucial role for a deeper dive and the ARaC could get their teeth into this. This is about the journey to Outstanding and understanding where we are and part of that is attracting students who want to come to a college which is inspiring to be outstanding.  **Estates**  **Chalk pit** sale and impact on delay on the College’s cash position – TH reported that a number of interdependent documents are driving the sale. The delay is the deed of surrender with the Council, but it is virtually there now and the College is hoping to exchange prior to Christmas. There will be £100k on completion and the remaining £800k on completion of reserved matters.  **FECA enabling works overspend –** this is being investigated internally.  **Green Centre of Excellence Ore Valley** – supported by a Town Fund bid of £2.5m this work is progressing.  **Salix project (de carbonisation programme)** – the £3.9 grant for carbon savings aligns with the College’s strategy and works need to be completed by March 2022.  The Chair noted that details of all these items are included in the CDB minutes.  RC noted that it important to cover the **LSIP and Strategic Development Fund (SDF)** projects and a number of appendices are included in the papers for information.  DSh reported that the College is leading on the decarbonisation academy, five are being set up with two related to the College at the Green Centre of Excellence and at Hampden park with a small local energy firm OHM. OHM will work with the College to train the future generation of support the College with engineering staff. This work starts next month.  The College is working closely with City and Guilds on their course linked to green installations.  All of this work has to be done by the 31 March 2022 which is on track, but this is a very time limited project. A great project manager from FEA is leading the work. Another project is working well with GBMET linked to the carbon literacy programme AC referred to in the student voice update and that will be piloted next term. There is some research work underway led by Chicester College and the College is looking at how this could work in the UTC.  DSh summarised that there are ground breaking projects underway with partnership work and people are working within tight but achievable timescales.  The Chair noted that this is a very intensive report which keeps the Board up to date and establishes the agenda for committee work including student enrolment, people and culture. The LSIP work provides a potential breakthrough in terms of working with other colleges and the opportunity of collective governance going forward. The Chair asked if there are other agenda items governors would like to include.  GS proposed adult education. The news that anyone on universal credit will get free training should be taken forward and capitalised by the College.  MS agreed with GS that it is important to capture some of the adults who have lost jobs through the pandemic and are trying desperately to find new roles and the College would be doing the town a disservice if it doesn’t take this forward. There are so many trades people that can’t get work who might come in and do concentrated weekend courses. People have changed their lives in communities with these courses and the College has unused space at the weekend which could be used to help adults.  DSh noted that the College has invested £1.5m in exactly that working on short courses to get people into work through sector wide academy programmes but it can do more.  RC recognised the point on accessibility and making use of spaces.  MF noted that the digital strategy needs focus to move forward and we need to deliver next year. The Chair noted that CDB will have registered that.  **Finance update and management accounts** – The Chair noted that the minutes are not included in the pack, but the Chair and key officer of Finance Committee are available for questions. Don’t have minutes but have the two key people.  MP noted the impact of 16-19 and HE shortfalls. Quite a large partner pulled out because they had done a deal with another university which adversely affected HE recruitment. Lawyers looked at the agreement but there was little that can be done around student numbers and recompense.  The College has financial health that still requires improvement but is aiming to become good during the period of the current strategic plan. The SLT has proactively got areas looking already at income streams for next year to take cost out or repurpose teaching costs and utilise project money. It is looking at what we do in 2022-23 so there isn’t an up and down profile and business planning will start early alongside looking to build up 16-19 numbers up again.  The final RO4 is suggesting an income loss closer to £2m than the predicted £2.4-2.7m which is still a significant shortfall but better than recently expected and provides a better foundation to move into business planning.  The agenda has already commented on the budget overspend and work being done around this.  There will be significant financial churn between now and March and grant funds will need to be spent. The cash position over the next 3-6 months is really key and the SLT need to keep a close eye on it but MP gave assurance that the College will manage without going to a Exceptional Financial Support request. MP gave assurance that the graph included in the papers is updated daily and there is a real focus on this.  The Chalk Pit sale changes on completion mean the cashflow has been moved into January for this item.  MF provided a context for newer governors. The merged College inherited a situation of financial problems and the financial position has been improving with nothing like the issues dealt with in the past. This is down to the steps the Exec have gone to to improve this position.  Revised budget 2021-22 – this has come down by 10% thanks to the activity taken forward to control the reduction in income. The College moved rapidly to regular monitoring of cash.  MF reported that the RAG rating for finance continues to look good apart from student recruitment.  There is an issue about the overspend and additional reports have been requested which will be looked at in some detail at the Finance Committee. This came up at CDB and the College moved quickly to investigate further and there are some significant issues of concern.  MF requested that there is a session before the next Board on student recruitment to really get into this issue as a Board and RC agreed to take forward.  The Chair noted that the SPR Committee will consider the emerging Board ‘priority list’ of requirements for deeper dives and suggest most appropriate ways of taking these forward (ie through committee or through ad hoc governor groupings or through whole board engagement)  The Chair noted that he felt a real sense of grip on the finances from MP and MF.  **RESOLVED: The Board approved the revised budget for 2021-22** | SLT  SLT  DS  DS  DS  DS  DS |
| 3.2 | **ESCG College Self-Assessment Report 2020-21**  This item was approved under item 3.1 |  |
| 3.3 | **ESCG Quality Improvement Plan 2021-22**  This item was approved under item 3.1 |  |
| 3.4 | **Finance in year update including updated position on 20/21 Financial statements; reports on in year cost variations; impact of enrolment shortfalls (16-18 and HE)**  This item was covered under item 3.1 |  |
| 3.5 | **October 2021 management accounts**  This item was covered under item 3.1 |  |
| 4.1 | **Membership and Capacity**   1. **Chair of the Board appointment** [IM departed for this item]   CM reported that the Chair has confirmed he is stepping down at the end of March 2022. The SPR Committee held an extraordinary meeting to take forward succession planning and the Board approved an open and transparent recruitment process by written resolution. It had been an externally published process that potentially could have yielded several candidates but there was just one internal candidate, Ian Mehrtens. The panel agreed to continue with a rigorous process including stakeholder panels and a formal interview process with an external panel member (Nigel Duncan, Deputy FE Commissioner).  Feedback was consistently very positive from all groups who felt IM was a suitably strong candidate to take over the role of chair. Nigel Duncan the deputy FEC was assured that a suitable process had been undertaken.  As part of the recommendation the panel has requested a robust handover period with a timetable and a particular focus on FE national, regional and local, networking as it was has been an important part of DS chairmanship and and will be important to IM’s tenure.  **RESOLVED: The Board approved the appointment of Ian Mehrtens as Chair Designate effective from the 15 December 2021 until the 29 March 2022 and as Chair effective from 29 March 2022 for a two year term of office.**  The Chair passed on his thanks to CM and SC for steering through the process and to all those involved on the panel and in the stakeholder sessions.  [IM returns]  The Chair congratulated IM on the appointment and noted that it had been a rigorous process and IM had come through with flying colours.  IM thanked everyone for their trust as this appointment is a big deal for the Board and the College and he is honoured and more than a bit nervous as the current Chair is a hard act to follow. IM noted that you can only ever do your best and he will always do that. The Chair thanked SC for keeping IM distanced from the process and CM for chairing the panel which is always more difficult when you know the people involved. IM attested to the rigorous nature of the process, particularly the student session with AC which had provided some really challenging questions.   1. **Governor recruitment**   The Chair reported that the SPR Committee has identified issues around capacity and skills in finance, complex project management and possible recruitment requirements in marketing and communications and organisational cultural change The Committee will also focus on Board diversity. This is a top priority and a campaign was due to start early in the new year which will be delayed as the Board are not able to start a new Director of Governance immediately after the Christmas break. IM suggested that following on from the people and culture discussions that it may be more around a search for a culture person than HR and this was agreed.   1. **Local College Board**   GS recommended Sarah Hinks to join the Lewes LCB. Sarah works for Culture Shift, a charity with a base on the Lewes campus. She is a great networker and Vice Chair of Priory School governors.  **RESOLVED: The Board agreed the appointment of Sarah Hinks as a member of the Lewes LCB**  Student members – SC reported that the student LCB members have been selected by Student services following a recruitment process through the Student Council. The names are expected imminently and will come forward to the Board for agreement in time for the next round of LCB meetings.     1. **Link governor for Student Voice**   This item was covered until item 2.1 and the Chair is taking forward dialogue with NT and BC. | CM/  DS/IM  DoG |
| 4.2 | **Seal**  SC reported that following disclosure at the CDB that the seal was missing a new seal has been issued and will be held with the governance office. There are three old seals which will be destroyed.  **RESOLVED: The Board approved the new seal effective from 2 December 2021** |  |
| 5.1 | **Capital Development Board (1 November 2021 and 29 November 2021)**  This item was noted. |  |
| 5.2 | **Finance Committee (6 December 2021)**  It was noted that the Finance minutes are pending and will come to the next meeting. It was agreed that all the ‘Board significant’ items from the minutes had been covered at the meeting. | DoG |
| 5.3 | **Curriculum and Standards Committee (29 November 2021)**  The minutes were noted.  The recommended approvals were covered until item 3.1   * College SAR 2020-21 * College QIP   GS reported that the recommendation was to change terminology to Equity, Diversity and Inclusion from Equality Diversity and Inclusion and this was noted by the Board. |  |
| 5.4 | **Chairs Meeting (10 December 2021)**  This item was noted.  The Chair reported that following his final 121 with PK tomorrow he would circulate the summary of the issues many of which have been touched on in the course of today. | DS |
| 5.5 | **Search, Performance and Remuneration Committee (1 November 2021)**  The item was noted.  IM reported that there will be a meeting in early January to push forward on the Deputy CEO recruitment. |  |
| 5.6 | **Local College Board**  Lewes (22 November 2021)  Eastbourne (25 November 2021)  Hastings (24 November 2021)  The item was noted.  IM reported that there had been a good discussion at the Hastings LCB with one of the business leaders about their need for staff that knew what they were doing, and it was agreed there is a going to be a group arranged to get engagement with the College to influence the curriculum and to potentially recruit staff. IM suggested that this is extended across the campuses and GS felt this would be great. It was agreed it would be good to get this momentum going following the strategic plan launches. | RC/  MW |
| 6.1 | **Meeting Evaluation and any Urgent Matters**   |  |  | | --- | --- | | Did the agenda and papers arrive seven days in advance? | No. The majority of papers were but three were outstanding (Chair notes; DoG appointment and Finance minutes – all with reasonable rationale for delay. | | Were the agenda papers written with clarity? | Yes | | Were the issues considered at the meeting appropriate? | Yes | | Did you have all the information you needed to fully participate in the discussion and decision? | Yes | | Was sufficient time available for thorough debate? | Yes because of the Chair moving items on | | Were you satisfied that the decisions were arrived at in a proper manner? | Yes | | Were you able to express your views? | Yes | | Was the meeting chaired effectively? | Yes |   The Chair thanked everyone for their work and wished them a happy Christmas. These are emotional times and the Chair thanked DSh for his work at the College and the Board. DSh is a rare professional with a balance between emotional commitment to the agenda and a professional expertise. That is also balanced by a skills set as a big picture thinker but also an eye for detail. In all those ways DSh is an extraordinary operator in the FE space. East Kent College are lucky and the College is not so lucky to be losing him. The Chair wished DSh all the very best and thanked him for everything he has done for this College and the predecessor College. DSh said that it has been a difficult decision but after nine and a half years in Sussex he wanted to do something different with less management responsibility. With the outcome of Good this will really make a huge difference to the College particularly in 16-18 recruitment.  Staff and student governors and officers departed for the confidential items of business. |  |
| 7.1 | **The confidential minutes of the last meeting on 12 October 2021 were agreed as a true and accurate record.** |  |
| 7.2 | **The confidential minutes Search, Performance and Remuneration Committee (1 November 2021) were noted.** |  |
| 7.3 | **Director of Governance appointment (confidential item)**  **RESOLVED: The Board approved the appointment of Cheryl (Belle) Howard as Director of Governance subject to satisfactory references and employment checks (confidential note)** |  |
|  | The Chair asked RC for an update on the senior team following the departure of DSh. (confidential item)  The Chair thanked RC for all the work and for moving the College in a good direction.  RS thanked everyone for their support. |  |

**Meeting closed: 17.21**