

ESCG Board Meeting MINUTES

Date	8 th July 2024	Time	14:00 – Pre-Meeting 14:45 – Break 15:00-17:00 – Meeting
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Venue	Board Room (SP5119), Station Plaza, Hastings
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Chair	Ian Mehrtens
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Membership – Ian Mehrtens (Chair of the Board), Rebecca Conroy (CEO & Principal), Lionel Bunting, Kim Byford, Andy Davy, Alexandra Cheeseman, Graham Cook (Vice Chair – Resources & Operations), Becky Cooke, Charles Dudley, Derek Richardson, Kerrith Etkin Bell, Ashley Heminway, Trista Jin, Priscilla Kendall (Vice Chair – Curriculum & Student Experience), Geoffry Munn, Ann Potterton, Kirsty Reid, Shirley Watson, Jack Woodgate, Emel Yerlikaya

In Attendance – Hannah Caldwell (Chief Operating Officer), Nick Backstrom (Executive Director of Curriculum & Skills), Nathan Haffenden (Director of Capital Development & Assets – *Pre-meeting & Item 6.1*), Belle Howard (Director of Governance – *minutes*), Claire Alexander (Governance Assistant)

Apologies: Trista Jin

#	Item	Action
PRE-MEETING DISCUSSION		
-	<p>ESTATE TRANSFORMATION PROGRAMME 14:04</p> <p>A confidential discussion occurred.</p> <p>Geoff Munn joined the meeting at 14:27.</p> <p>The meeting was briefly adjourned at 14:52 when Governors took a short break. Lionel Bunting and Jack Woodgate joined the meeting at 15:06.</p>	
1. ROUTINE AND STANDING ITEMS		
1.1	<p>WELCOME & APOLOGIES 15:06</p> <p>1.1.1 The Chair of the Board opened the meeting at 15:06 with a warm welcome to colleagues. The Chair particularly welcomed Nick Backstrom in his new role as the Executive Director of Curriculum & Skills. The Chair also advised that this would be Alexandra Cheeseman’s last meeting as a Student Governor, having recently completed her studies at the College.</p> <p>1.1.2 Apologies were received and accepted from Trista Jin, who was also standing down from the Board as a Student Governor, having completed her studies at the College.</p>	
1.2	<p>DECLARATIONS OF INTEREST 15:08</p> <p>1.2.1 There were no new declarations received.</p>	

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1.3	MINUTES OF LAST MEETING 15:09 1.3.1 Approval <ul style="list-style-type: none"> • Governors considered the minutes from the following meetings: <ul style="list-style-type: none"> ○ 18th March 2024 ○ 26th April 2024 – Strategy Day • Governors agreed that the minutes were a true and accurate record of what was discussed. 													
1.4	MATTERS ARISING 15:10 1.4.1 Governors considered the following actions from the last meeting: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Item</th> <th>Owner</th> <th>Action</th> <th>Due Date</th> </tr> </thead> <tbody> <tr> <td>2.3.1.1</td> <td>BH/RC</td> <td>Circulate a copy of the Accountability Agreement & Local Needs Duty to Review to the Full Board ahead of the next CS&Q Committee meeting, with a view to provide a further opportunity to gather Governor feedback.</td> <td style="color: green;">Complete</td> </tr> <tr> <td>3.1.2.1</td> <td>AD/ PMK/RC</td> <td>Identify priority key performance indicators for the GP&R, RC&I and CS&Q Committees, with a view for the Executive Report to the Board to focus on these KPIs moving forward.</td> <td style="color: green;">Complete</td> </tr> </tbody> </table>	Item	Owner	Action	Due Date	2.3.1.1	BH/RC	Circulate a copy of the Accountability Agreement & Local Needs Duty to Review to the Full Board ahead of the next CS&Q Committee meeting, with a view to provide a further opportunity to gather Governor feedback.	Complete	3.1.2.1	AD/ PMK/RC	Identify priority key performance indicators for the GP&R, RC&I and CS&Q Committees, with a view for the Executive Report to the Board to focus on these KPIs moving forward.	Complete	
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2. STRATEGIC ITEMS														
2.1	ESTATE TRANSFORMATION PROGRAMME 15:11 <p style="color: magenta;">A confidential discussion occurred.</p> <p>Nathan Haffenden left the meeting at 15:39.</p>													
2.2	ESCG STRATEGIC PLAN UPDATE 15:39 2.2.1 Context <ul style="list-style-type: none"> • The Chair shared the following update: <ul style="list-style-type: none"> ○ The Executive Team were currently working to refresh the Strategic Plan, which was due for Board approval in October 2024, with a view to launch the plan during the Autumn Term. ○ The Chairs Group recently met with the CEO & Principal to review and share initial feedback on the proposed approach. 2.2.2 Summary Update <ul style="list-style-type: none"> • The CEO & Principal shared the following update: <ul style="list-style-type: none"> ○ The approach for developing the Strategic Plan had focussed on three key areas – ‘Ambition’, ‘Partnership’ and ‘Impact’. The plan would also be aligned to the College’s new PROUD values. 													

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	<ul style="list-style-type: none"> ○ The Strategic Plan would be underpinned by several master plans as well as the Governance Improvement Plan. Furthermore, ‘Digital’, ‘Diversity, Equity, Inclusion & Belonging (DEIB)’ & ‘Sustainability’ would be embedded into all Master Plans. ○ Each Strategic Ambition would be linked to a specific committee from a monitoring and oversight perspective. ○ The Strategic Plan would also focus on five key impact areas – Students, People, Reputation, Transformation and Sustainability. <ul style="list-style-type: none"> ● The following discussion then occurred: <ul style="list-style-type: none"> ○ An Independent Governor asked – would each Strategic Ambition be linked to key performance indicators? The CEO & Principal confirmed that they would be, for which each committee would be responsible for ensuring effective monitoring and oversight. ○ An Independent Governor asked – who would be the target audience of the Strategic Plan? The CEO & Principal advised that the Strategic Plan would be targeted at both internal and external stakeholders, particularly, students, staff, parents, employers and other key partners. Governors reflected on the need to ensure that engaging and impactful language be utilised when developing the plan. ○ An Independent Governor considered the Curriculum, Skills & Quality Strategic Ambition and asked – should this include a more aspirational outlook, such as driving social mobility? The CEO & Principal committed to incorporate this. <ul style="list-style-type: none"> ▪ Action 2.2.2.1 – Incorporate more aspirational language into the ‘Curriculum, Skills & Quality Strategic Ambition’ within the Strategic Plan, e.g. to reference social mobility. ○ An Independent Governor considered the approach for embedding Digital, DEIB and Sustainability into each Master Plan and asked – how would effective oversight of these areas be ensured? The CEO & Principal advised that each of these areas would be centrally monitored. However, given the cross-functional nature of these areas, it would be important to ensure that specific tasks and deliverables were appropriately embedded into multiple Master Plans. ○ Governors considered the need to ensure clarity around the use of the term ‘sustainability’, given its different meaning in different contexts at the College, e.g. the green agenda, financial and corporate sustainability etc. ● Governors noted the associated paper. <p>Claire Alexander left the meeting at 15:54.</p>	RC
2.3	<p>ESCG BUDGET (2024-25)</p> <p>2.3.1 The Chair of the Board noted that the draft budget had been scrutinised in depth at the recent Resources, Culture & Impact Committee meeting and subsequently recommended to the Board for approval, subject to amendments.</p>	15:54

#	Item	Action
	<p>2.3.2 The Chief Operating Officer shared the following headline updates:</p> <ul style="list-style-type: none"> • The Budget for 2024-25 had been prepared via the annual business planning process and set in line with known funding allocations from the ESFA for both 16-19 delivery and the new Adult Skills Fund (ASF). • Income and pay were both forecast to be higher than outturn for 2023-24. Non-Pay costs were materially in line with 2023-24, with a small increase reflected in the overall budget. • The Budget was expected to achieve a Financial Health Grade of Requires Improvement, with a surplus of £1.7m, equating to approximately 3% of income. • The Budget for 2024-25 contained an increase in 16-19 ESFA funding compared to the forecast outturn for 2023-24. This aligned to a lagged funding model and increased student numbers in 2023-24. • Staff costs were budgeted to increase by £2.6m above the 2023-24 forecast position. There had been growth in the college establishment and average pay per FTE. The establishment budget was in line with curriculum delivery, was fully costed. • Non-Pay costs had been budgeted to be in line with the 2023-24 forecast position. Whilst some budget lines had seen an increase, these had been offset by reduced utility costs due to a reduction in unit prices. <p>2.3.3 The following discussion then occurred:</p> <ul style="list-style-type: none"> • An Independent Governor noted from the associated paper that the College were not expecting to invoice the Local Authority for high needs element 2 funding and asked – can you clarify this? The Chief Operating Officer explained that the College had secured 30 additional places for 2024-25, which had been agreed and commissioned up front with the Local Authority and would enable more effective planning moving forward. • An Independent Governor asked – does the College have a policy in place to repay its debts early? The Chief Operating Officer advised that a Cash Management Policy had recently been established at the College. The College was currently approaching the latter stages of its repayment schedule for its existing ESFA and Barclays loans, and payments continued to be made in line with the existing schedule. • The Resources, Culture & Impact (RC&I) Committee Chair shared the following reflections: <ul style="list-style-type: none"> ○ A prudent approach had been adopted in developing the Budget for 2024-25. ○ Increased funding levels were relatively secure given the lagged funding model currently in place for the 16-19 provision. ○ Comparatively high staffing costs continued to remain an area of concern, though the Budget had been developed using a ‘no vacancy’ factor. ○ Careful consideration had been given to cashflow management in the context of the programme of capital development projects, noting that a range of risk mitigations had consequently been employed. 	

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	<ul style="list-style-type: none"> ○ Moving forward, a priority focus area would be robust monitoring and oversight of individual budget lines through close collaboration between Budget Holders and Business Partners. ○ Consequently, the RC&I Committee had recommended the Budget for 2024-25 to the Board for approval. <ul style="list-style-type: none"> ● RESOLUTION – The Board agreed to approve the Budget for 2024-25, which included a pay award of 2% (restricted to certain pay bands only). 	
2.4	<p>COMMITTEE CHAIR UPDATES</p> <p style="text-align: right;">16:06</p> <p>2.4.1 Audit, Risk & Compliance Committee</p> <ul style="list-style-type: none"> ● The ARaC Committee Vice Chair shared the following update: <ul style="list-style-type: none"> ○ A pre-meeting deep dive discussion on ‘Cyber Security’ took place, providing assurance on the College’s current processes, for which Internal Audit had also indicated their assurance. This would remain a priority focus for the College. ○ The Bank and ESFA loan covenants continued to require close monitoring, particularly as these remained at risk for a further breach in 2023-24. ○ The Internal & External Audit Plans were reviewed in depth. ● An Independent Governor asked – did the College have Cyber Security Insurance in place? The Chief Operating Officer confirmed that it did, though advised that this was under continual review to ensure value for money. <p>2.4.2 Curriculum, Skills & Quality Committee</p> <ul style="list-style-type: none"> ● The Vice Chair of the Board – Curriculum & Student Experience shared the following update: <ul style="list-style-type: none"> ○ A pre-meeting deep dive discussion on ‘Attendance’ occurred, which provided useful insights on the key challenges, issues and mitigations. ○ Extensive curriculum planning was underway for the next academic year, with appropriate development support having been put in place for staff. ○ Consideration was given on how best to maximise impact and insights from student voice on the student experience, particularly from the broader student populous. <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 further updates beyond items already due for consideration in the meeting agenda. <p>2.4.4 Resources, Culture & Impact Committee</p> <ul style="list-style-type: none"> ● The RC&I Committee Chair shared the following update: <ul style="list-style-type: none"> ○ A pre-meeting deep dive discussion on ‘Forecasting & Budgeting’ had been held, which provided additional assurance around the College’s financial management practice. 	

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	<ul style="list-style-type: none"> ○ The Management Accounts were scrutinised in depth, with a particular focus on the recent drift against forecast. ○ An update was received on staff recruitment, retention and development activity. ○ The Bank and ESFA loan covenants were also considered, given the high likelihood of a breach for 2023-24, as well as consideration of appropriate mitigative action currently being explored, i.e. via waivers. <p>2.4.5 Capital Development Board</p> <ul style="list-style-type: none"> ● The CDB Chair advised that there were no further updates beyond items already due for consideration in the meeting agenda. 	
2.5	<p>JIGSAW NURSERY LEASE RENEWAL 16:12</p> <p>2.5.1 The Chief Operating Officer shared the following update:</p> <ul style="list-style-type: none"> ● The recent Estate Development internal audit had identified a lease renewal that had not followed the correct Board approval process in error. However, this represented a relatively moderate risk given that the College were the landlord, rather than the tenant. ● Jigsaw Nursery had been in place as tenants since 2012. The three-year lease term spanned January 2023 to January 2026. <p>2.5.2 The Chair of the Board suggested the following approach:</p> <ul style="list-style-type: none"> ● This late emerging item was briefly discussed at the last CDB meeting, but there was no opportunity to scrutinise in depth at that time. ● Consequently, it was proposed that the Board approve in principle, with a view for an electronic resolution to be submitted to the Sub-Group, enabling more detailed scrutiny of the lease terms thereafter. <ul style="list-style-type: none"> ○ RESOLUTION – The Board agreed to approve the Jigsaw Lease Renewal in principle, with a view for the lease terms to subsequently be scrutinised in depth by the Sub-Group ahead of approval via an electronic resolution. 	
2.6	<p>COMMITTEE RECOMMENDATIONS 16:14</p> <p>2.6.1 ESCG Key Performance Indicator (KPI) Targets – 2024-25</p> <ul style="list-style-type: none"> ● Governors noted that the KPIs highlighted in yellow had been proposed for Board monitoring and oversight moving forward, with a more extensive list of KPIs to be monitored at Committee level. ● The Director of Governance clarified that moving forward and in line with the amended Standing Orders, committee specific KPIs would be delegated for committee level approval, with a subset of these to be approved at Board level. ● RESOLUTION – The Board agreed to approve the proposed Key Performance Indicator Targets for 2024-25. 	

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	<p>2.6.2 Internal Audit Programme – 2024-25</p> <ul style="list-style-type: none"> • The following discussion occurred: <ul style="list-style-type: none"> ○ The Chair of the Board asked – should the Cyber Security audit be moved to earlier in the academic year? The Chief Operating Officer advised that there had been extensive monitoring of Cyber Security this academic year through the recent Follow Up Audit, so the proposed timing remained appropriate. ○ Governors considered the timing for the contract renewals of both Internal and External Audit and the Chief Operating Officer clarified that these were currently managed on a three-year cycle. • RESOLUTION – The Board agreed to approve the Internal Audit Programme for 2024-25. <p>2.6.3 External Audit Programme – 2024-25</p> <ul style="list-style-type: none"> • The Chair of the Board noted the earlier schedule for fieldwork activity, which would ensure adequate time to address any issues that may arise, without impact to the Governance Cycle of Business for the Autumn Term. • RESOLUTION – The Board agreed to approve the External Audit Programme for 2024-25. <p>2.6.4 Draft College Financial Forecast Return (CFFR) Submission – 2024</p> <ul style="list-style-type: none"> • Governors noted the associated paper, which represented a mandatory return to the ESFA, was aligned to the Five-Year Financial Plan and provided the basis of the College’s Financial Health grade. 	
3. EXECUTIVE ITEMS		
3.1	<p>EXECUTIVE TEAM REPORT</p> <p>3.1.1 The CEO & Principal and Chief Operating Officer directed participants to the associated paper and presented a summary update on the following areas:</p> <ul style="list-style-type: none"> • Future Gazing – the recent election had resulted in the appointment of 3 new MPs in Lewes & Newhaven, Eastbourne and Hastings. Contact had already been made by the College. • Business Development & Stakeholder Engagement – commitment had been secured for 1000 student work experience placements for the new ‘Youth Skills Week’ in February 2025. • Curriculum & Standards – retention remained broadly in line with the prior year, but below target. Deep dives in English, Maths, Apprenticeships and High Needs had been undertaken. • Finance & Risk – the annual Internal Audit opinion had shifted to green/amber, which represented a significant achievement for the College, having previously rated as amber/red. • People – There had been significant positive movement in the MyOpinion Staff Survey year on year. Work was ongoing to drive staff participation in MyReview check-in conversations. • Capital Development Projects – A new Estate Strategy was currently being drafted, to act as a framework underpinning the agreed approach for all capital development projects. 	16:25

#	Item	Action
	<p>3.1.2 The following discussion then occurred:</p> <ul style="list-style-type: none"> • The Vice Chair – Resources & Operations noted the excerpt ‘The embedding of Vector, LMI and sector updates will be developed by the Marketing and Business Development teams’, and asked – what does ‘Vector’ and ‘LMI’ relate to? The Executive Director of Curriculum & Skills clarified that ‘Vector’ was a tool that enabled the College to analyse local needs, conduct high level analysis on individual courses and support the creation of risk matrices. ‘LMI’ stood for Local Market Information. • The RC&I Committee Chair noted that high levels of growth in student recruitment were again forecast for 2024-25 and reflected on the potential impact to staff resourcing and other associated costs. • The RC&I Committee Chair asked – to enable closer monitoring and oversight, would it be possible for a first set of Management Accounts to be made available earlier in 2024-25? The Chief Operating Officer explained that it was typical at other FE Colleges for the first full set of Management Accounts not to be produced for the first three months of the academic year. However, it may be possible to provide a summary update on the College’s lagged funding position and staffing costs ahead of the Management Accounts being made available. <ul style="list-style-type: none"> ○ Action 3.1.2.1 – Explore the feasibility of providing a summary update on the College’s lagged funding position and staffing costs ahead of the first set of Management Accounts being produced in 2024-25. • The Vice Chair – Resources & Operations considered the Staff Governor Report and noted that there was an unequal balance in the range of staff enrichment activities available at each campus and asked – can you clarify the cause of this variance? The Chief Operating Officer explained that this had arisen due to differing levels of provision being accessible to staff within local areas surrounding each campus. Additionally, as some activities were staff led, there were varying levels of interest in leading some events. Work was underway to ensure that staff enrichment provisions between campuses were more consistent. 	HC
4. INTERNAL STAKEHOLDER ENGAGEMENT		
4.1	<p>STAFF VOICE</p> <p style="text-align: right;">16:38</p> <p>4.1.1 Staff Governor Report – Wellbeing</p> <ul style="list-style-type: none"> • The Staff Governors directed participants to the associated paper which focussed on Wellbeing, in response to the following questions: <ul style="list-style-type: none"> ○ <i>Work has been underway throughout this academic year to develop a new enrichment programme, which is currently being rolled out to all staff/students. What is your initial feedback on this?</i> ○ <i>What could the College do differently to further support staff/student wellbeing?</i> • The following key themes were highlighted: <ul style="list-style-type: none"> ○ Variances in the provision between campuses. ○ High levels of engagement amongst staff – many events had had a positive impact on staff morale. 	

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	<ul style="list-style-type: none"> ○ Attendance may be challenging for some staff due to timetabling and workload constraints. ○ Consideration should be given to the format in which sessions were delivered, for example, 'Mindfulness' events would have more impact if delivered in person. <ul style="list-style-type: none"> ● The Chair of the Board thanked the Staff Governors for their update. 	
4.2	<p>STUDENT VOICE 16:44</p> <p>4.2.1 Student Governor Update – Wellbeing</p> <ul style="list-style-type: none"> ● The Student Governors directed participants to the associated paper which also focussed on Wellbeing, in response to the same questions detailed in Section 4.1.1 ● The following key themes were highlighted: <ul style="list-style-type: none"> ○ The student enrichment programme was broad and of high quality, however, work was needed to promote these events more widely to students. ○ The Wellbeing Support Team were highly effective and impactful. ○ The Academic Wellbeing Peer Support provision for A Level students was also of high quality. ○ An anonymised and simplified application process for Course Representative roles would help improve levels of engagement. ○ Facilitating greater linkages between the staff and student representative groups may also be helpful. ○ Whilst the induction programme for new Course Representatives was very effective, the tone of associated recruitment messaging may need improvement. <ul style="list-style-type: none"> ● The Chair of the Board thanked the Student Governors for their update. 	
5. WRITTEN RESOLUTIONS		
5.1	<p>INDEPENDENT GOVERNOR APPOINTMENT: GP&R COMMITTEE RECOMMENDATION 16:53</p> <p>5.1.1 The Board ratified the following written resolution, which had been approved effective 8th March 2024:</p> <ul style="list-style-type: none"> ● Governance, Performance & Reputation Committee to recommend the appointment of the following prospective Independent Governors, to the Board for approval: <ul style="list-style-type: none"> ○ Kerrith Etkin Bell ○ Geoff Munn ○ Ann Potterton 	

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5.2	<p style="text-align: right;">16:53</p> <p>INDEPENDENT GOVERNOR APPOINTMENT: GP&R COMMITTEE RECOMMENDATION</p> <p>5.1.1 The Board ratified the following written resolution, which had been approved effective 25th March 2024:</p> <ul style="list-style-type: none"> • The Governance, Performance & Reputation Committee to recommend the appointment of the following prospective Independent Governors, to the Board for approval: <ul style="list-style-type: none"> ○ Lionel Bunting ○ Derek Richardson 	
5.3	<p style="text-align: right;">16:53</p> <p>INDEPENDENT GOVERNOR APPOINTMENT: GP&R COMMITTEE RECOMMENDATION</p> <p>5.1.1 The Board ratified the following written resolution, which had been approved effective 25th March 2024:</p> <ul style="list-style-type: none"> • The Governance, Performance & Reputation Committee to recommend the appointment of the appointment of Kim Byford (prospective Independent Governor), to the Board for approval. 	
6. MEMBERSHIP		
6.1	<p style="text-align: right;">16:54</p> <p>MEMBERSHIP & RECRUITMENT UPDATE</p> <p>6.1.1 Governor Recruitment</p> <ul style="list-style-type: none"> • The Director of Governance shared the following update: <ul style="list-style-type: none"> ○ There remained 2 vacancies on the Board, which had been placed on hold to enable ongoing flexibility in meeting the changing needs of the Board. ○ A Student Governor recruitment campaign for Lewes and Eastbourne would commence from the Autumn Term <p>6.1.2 Term of Office – Ashley Heminway</p> <ul style="list-style-type: none"> • Governors noted that Ashley Heminway’s first term of office was due to expire on 16th October 2024. • RESOLUTION – The Board agreed a second term of office for Ashley Heminway, effective 17.10.2024-16.10.2028. 	
7. GOVERNANCE MATTERS		
7.1	<p style="text-align: right;">16:55</p> <p>GOVERNANCE IMPROVEMENT UPDATE</p> <p>7.1.1 Progress Update – Governance Improvement Plan</p> <ul style="list-style-type: none"> • The Director of Governance shared the following update: <ul style="list-style-type: none"> ○ The Governance Improvement Plan for 2023-24 had been reviewed by the CDB, RC&I and CS&Q Committees in the Summer Term. 	

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	<ul style="list-style-type: none"> ○ The associated paper included a summary progress update, with RAG ratings and commentary for each objective, following feedback from those committees with oversight responsibilities. <ul style="list-style-type: none"> ● Governors noted the paper. <p>7.1.2 Annual Board Self Review Report</p> <ul style="list-style-type: none"> ● The Director of Governance shared the following update: <ul style="list-style-type: none"> ○ The Annual Board Self Review paper was reviewed in depth by the GP&R Committee and identified a number of strengths in governance practice for the Board. ○ The appendices included the Skills Audit Report and the output of the Chair of the Board Annual Review. ○ Key recommended focus areas related to ‘Decision Making’, ‘Monitoring & Oversight’ and ‘Governor Development’, which would be incorporated into the Governance Improvement Plan for 2024-25. <ul style="list-style-type: none"> ● Governors noted the paper. 	
7.2	<p>GOVERNANCE STRUCTURE</p> <p>7.2.1 Committee Terms of Reference</p> <ul style="list-style-type: none"> ● The Director of Governance shared the following update: <ul style="list-style-type: none"> ○ The Committee Terms of Reference had been reviewed in depth by each committee and subsequently recommended for Board approval. ○ Key changes had included: <ul style="list-style-type: none"> ▪ Amendments to Board vs Committee approval delegations. ▪ Additional policies in scope for monitoring and oversight. ▪ Clearer oversight of Diversity, Equity & Inclusion, Sustainability and the College’s Digital Provision and Infrastructure. ● RESOLUTION – The Board agreed to approve the Committee Terms of Reference 2024-25 for the following committees: <ul style="list-style-type: none"> ○ Audit, Risk & Compliance Committee ○ Capital Development Board ○ Curriculum, Skills & Quality Committee ○ Governance, Performance & Reputation Committee ○ Resources, Culture & Impact Committee <p>7.2.3 Cycle of Business</p> <ul style="list-style-type: none"> ● The Director of Governance summarised the key changes to the Cycle of Business for the next academic year. ● RESOLUTION – The Board agreed to approve the Cycle of Business for 2024-25. 	17:00

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	<p>7.2.4 Schedule of Meetings</p> <ul style="list-style-type: none"> The Director of Governance summarised the key changes for 2024-25. RESOLUTION – The Board agreed to approve the Schedule of Meetings for 2024-25. <p>7.2.5 Committee Membership & Leadership Roles</p> <ul style="list-style-type: none"> The Director of Governance referenced the proposed Committee Membership for 2024-25. The Director of Governance also outlined the following proposed leadership and Ambassador roles for 2024-25: <table border="1"> <thead> <tr> <th colspan="2">Leadership Roles</th> <th colspan="2">Ambassador Roles</th> </tr> </thead> <tbody> <tr> <td>CS&Q Committee Chair</td> <td>Ann Potterton</td> <td>Safeguarding</td> <td>Kerrith Etkin Bell</td> </tr> <tr> <td>CS&Q Committee Vice Chair</td> <td>Priscilla Kendall</td> <td>SEND</td> <td>Ann Potterton</td> </tr> <tr> <td>ARaC Committee Chair</td> <td>Charles Dudley</td> <td>Curriculum & Skills</td> <td>Kim Byford</td> </tr> <tr> <td>ARaC Committee Vice Chair</td> <td>Shirley Watson</td> <td>Diversity, Equity & Inclusion</td> <td>Derek Richardson</td> </tr> <tr> <td>GP&R Committee Vice Chair</td> <td>Becky Cooke</td> <td></td> <td></td> </tr> </tbody> </table> <ul style="list-style-type: none"> RESOLUTION – The Board agreed to approve the proposed Committee Leadership and Ambassador roles for 2024-25. 	Leadership Roles		Ambassador Roles		CS&Q Committee Chair	Ann Potterton	Safeguarding	Kerrith Etkin Bell	CS&Q Committee Vice Chair	Priscilla Kendall	SEND	Ann Potterton	ARaC Committee Chair	Charles Dudley	Curriculum & Skills	Kim Byford	ARaC Committee Vice Chair	Shirley Watson	Diversity, Equity & Inclusion	Derek Richardson	GP&R Committee Vice Chair	Becky Cooke			
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8. ANNUAL REPORTING																										
8.1	<p>ANNUAL COMPLIANCE WITH THE AOC CODE OF GOOD GOVERNANCE 17:07</p> <p>8.1.1 Governors noted that this report had been considered by the GP&R Committee at its last meeting.</p> <ul style="list-style-type: none"> RESOLUTION – The Board agreed to approve the Annual Compliance with the AoC Code of Conduct. 																									
8.2	<p>ANNUAL SAFEGUARDING & PREVENT REPORT 17:07</p> <p>8.2.1 Governors noted that this report had been considered by the CS&Q Committee at its last meeting.</p> <ul style="list-style-type: none"> RESOLUTION – The Board agreed to approve the Annual Safeguarding Report. 																									
8.3	<p>ANNUAL ACCOUNTABILITY STATEMENT 17:07</p> <p>8.3.1 Governors noted that this report had been considered and approved by the CS&Q Committee at its last meeting, having had approval delegated to the committee by the Board.</p> <ul style="list-style-type: none"> RESOLUTION – The Board agreed to ratify the Annual Accountability Statement. 																									
8.4	<p>ANNUAL SUBCONTRACTING ARRANGEMENTS 2024-25 17:07</p> <p>8.4.1 Governors noted that this report had been considered by the CS&Q and RC&I Committees at their last meetings.</p> <ul style="list-style-type: none"> RESOLUTION – The Board agreed to approve the Annual Subcontracting Arrangements for 2024-25. 																									

#	Item	Action
9. CONSENT AGENDA		
<i>Approval</i>		
9.1	POLICIES & KEY DOCUMENTS 17:08 9.1.1 Governors considered the following policies, noting the Policy Change Summary sheet, which outlined the key changes and followed comprehensive committee level review and scrutiny. <ul style="list-style-type: none"> • RESOLUTION – The Board agreed to approve the following policies: <ul style="list-style-type: none"> ○ Cash Management Policy ○ Code of Conduct for Corporation Members ○ Risk Management Policy & Framework ○ Safeguarding & Prevent Policy ○ Scheme of Delegation ○ Standing Orders ○ Student Support Funds Policy 	
<i>Committee Meeting Minutes</i>		
9.2	CHAIRS GROUP 17:09 9.2.1 Governors noted the minutes of the following meetings: <ul style="list-style-type: none"> • 18th April 2024 • 26th June 2024 – <i>extraordinary meeting</i> 	
9.3	CAPITAL DEVELOPMENT BOARD 17:09 9.3.1 Governors noted the minutes of the following meetings: <ul style="list-style-type: none"> • 25th April 2024 • 27th June 2024 	
9.4	GOVERNANCE, PERFORMANCE & REPUTATION COMMITTEE 17:09 9.4.1 Governors noted the minutes of the meeting on 13 th May 2024.	
9.5	AUDIT RISK & COMPLIANCE COMMITTEE 17:09 9.5.1 Governors noted the minutes of the meeting on 6 th June 2024.	
9.6	CURRICULUM, SKILLS & QUALITY COMMITTEE 17:09 9.6.1 Governors noted the minutes of the meeting on 10 th June 2024.	
9.7	RESOURCES, CULTURE & IMPACT COMMITTEE 17:09 9.7.1 Governors noted the minutes of the meeting on 20 th June 2024.	
10. OTHER MATTERS		
10.1	ANY URGENT MATTERS 17:09 10.1.1 The Chair thanked Alexandra Cheeseman for her extensive contributions to the Board as Student Governor throughout her term of office.	

#	Item	Action																														
10.2	DATE OF NEXT MEETING 10.2 Governors noted that the next meeting and Strategic Planning Day was scheduled for 18th October 2024, 09:30-16:30.	17:10																														
10.3	LIVE MEETING EVALUATION 10.3.1 Two survey responses were received from Governors, via an online survey: <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>100%</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>100%</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>50% – Yes 50% – Partially</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>100%</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>None</td> </tr> </tbody> </table>	#	ASSESSMENT QUESTION	RESULT	1.	Was the agenda sufficiently balanced between core governance business and strategic priorities?	100%	2.	Where the papers succinct, with clarity in the information being communicated and the action required by Governors?	100%	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?	50% – Yes 50% – Partially	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?	100%	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?	None	17:11
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9.	Any comments or suggestions?	None																														
10.4	CLOSE 10.4.1 The meeting closed at 17:12.	17:12																														

Action Summary

Item	Owner	Action	Due Date
0.3.1	BH	Share a copy of the presentation slides related to the pre-Board briefing on the 'Estate Transformation Programme'.	Complete
2.2.2.1	RC	Incorporate more aspirational language into the 'Curriculum, Skills & Quality Strategic Ambition' within the Strategic Plan, e.g. to reference social mobility.	18 th October 2024
3.1.2.1	HC	Explore the feasibility of providing a summary update on the College's lagged funding position and staffing costs ahead of the first set of Management Accounts being produced in 2024-25.	18 th October 2024