

Resources, Culture & Impact Committee MINUTES

Date	20 th November 2025	Time	15:00-17:00
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Venue	Board Room (SP5119), Station Plaza, Hastings Campus
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Chair	Andy Davy
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Membership – Andy Davy (Committee Chair), Becky Cooke (Committee Vice Chair), Rebecca Conroy (CEO & Principal), Graham Cook, Izzy Cremin, Ian Mehrtens

In Attendance – Hannah Caldwell (Chief Operating Officer), Sam Brasier (Executive Director of Finance), Simon Rose (Director of People Services), Belle Howard (Director of Governance – *minutes*)

Quorum: The meeting was quorate throughout.

Apologies: Graham Cook, Nick Backstrom (Deputy Principal)

#	Item	Action								
1)	<p>WELCOME, APOLOGIES & DECLARATIONS OF INTEREST 15:01</p> <p>1.1 The Resources, Culture & Impact (RC&I) Committee Chair opened the meeting at 15:01 with a warm welcome to colleagues. Governors noted that per Appendix A, questions linked to the agenda had been raised in advance of the meeting, which included a response from the Executive Team.</p> <p>1.2 Apologies were received and accepted from Graham Cook and Nick Backstrom.</p> <p>1.3 There were no new declarations of interest received.</p>									
2)	<p>MINUTES OF THE LAST MEETING & MATTERS ARISING 15:02</p> <p>2.1 Approval</p> <ul style="list-style-type: none"> • Governors considered the minutes of the following meetings: <ul style="list-style-type: none"> ○ 19th June 2025 ○ 8th October 2025 – <i>extraordinary meeting</i>. • Governors agreed that the minutes were a true and accurate record of the meeting. <p>2.2 Matters Arising</p> <ul style="list-style-type: none"> • Governors noted that all actions from prior meetings had been completed with the following exception: <ul style="list-style-type: none"> ○ 6th March 2025: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">Item</th> <th style="width: 15%;">Owner</th> <th style="width: 40%;">Action</th> <th style="width: 30%;">Due Date</th> </tr> </thead> <tbody> <tr> <td>3.3.1</td> <td>SB</td> <td>Source Financial Health Grade benchmarking data from across the Sussex area, with a view to share additional insights on the College’s current financial health position at the next meeting.</td> <td>Deferred – pending publication of 2024-25 benchmarking data by the DfE (expected March 2026). Update to be shared at the meeting on 18th June 2026.</td> </tr> </tbody> </table>	Item	Owner	Action	Due Date	3.3.1	SB	Source Financial Health Grade benchmarking data from across the Sussex area, with a view to share additional insights on the College’s current financial health position at the next meeting.	Deferred – pending publication of 2024-25 benchmarking data by the DfE (expected March 2026). Update to be shared at the meeting on 18th June 2026.	
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	<p>2.3 International Provision Update</p> <ul style="list-style-type: none"> • The Chief Operating Officer shared the following update: <ul style="list-style-type: none"> ○ The International provision was budgeted to generate a 35% contribution of £900K on £2.5m in 2025-26. International students were projected to contribute £2m+ to the local economy, through rent paid to over 200 host families and in local spend. ○ International students added significant value to college life, with their presence strongly aligned to the College’s PROUD values of Respect, Unity and Diversity. ○ International students helped to sustain programmes that may otherwise be unavailable and enriched the classroom experience for all learners. ○ The College had a 30-year track record of International provision delivery and was ranked joint first in the UK for English language provision by the British Council for 14 consecutive years. ○ Looking ahead, the International provision remained central to strategy, driving financial sustainability, inclusion, and a global profile, with plans to expand pathways and manage risks such as visa changes and competition. • The following discussion then occurred: <ul style="list-style-type: none"> ○ Governors queried the number of international students that were currently on roll at the College. The Chief Operating officer committed to confirm this. <ul style="list-style-type: none"> ▪ Action 2.3.1 – Confirm the number of international students currently on roll at the College. ○ The CEO & Principal noted that there had been increased focus on international learning provisions, following rising scrutiny across the FE sector. A new post had recently been approved within the Admissions Team to support rising demand for international places at the College. ○ Governors reflected on the need to ensure robust oversight of the College’s International provision, particularly with regards to opportunities for curriculum pathway progression. As such, an inter-committee referral item was proposed for the Curriculum, Skills & Quality (CS&Q) Committee. <ul style="list-style-type: none"> ▪ Action 2.3.2 – Raise an inter-committee referral item to the CS&Q Committee, titled ‘International Provision – Curriculum Pathway Progression’. 	<p>HC/NB</p> <p>BH</p>
3)	<p>PEOPLE SERVICES REPORT & DASHBOARD</p> <p style="text-align: right;">15:11</p> <p>3.1 Industrial Relations</p> <ul style="list-style-type: none"> • The Director of People Services shared the following update: <ul style="list-style-type: none"> ○ As part of its “New Deal for FE” campaign, the University & College Union (UCU) had raised a trade dispute related to pay and workload in September 2025. ○ A formal response had been provided, which confirmed plans to comply with the AoC pay award recommendation of 4%, with other aspects of the dispute largely designated as national issues beyond the purview of the College. ○ Following a 4-week ballot process, a mandate to strike was agreed at 32 FE colleges, of which ESCG was also included. ○ The strike mandate would be valid for a 6-month period, though this may be extended to 12 months, following the Employment Rights Bill being enshrined in law. ○ Negotiations were ongoing. 	

- The following discussion then occurred:
 - Governors queried whether there were hotspots of support for the mandated strike action at each campus. The Director of People advised that it was not anticipated that this was the case, though the profile of staff members who had voted in support of action was known and under review. The staff survey, due to be issued shortly, would also provide greater clarity on the related issues.
 - Governors also considered the possible drivers for ESCG having been selected as one of the 32 FE colleges in scope for industrial action, particularly in view of the pay award that had recently been agreed at the College. The Director of People Services clarified that colleges had been targeted where it was anticipated a positive outcome could be achieved from the ‘disaggregated’ ballot process that had been adopted by UCU.
 - Governors noted that whilst support staff were included within UCU’s membership, UCU was not recognised at the College in representation of support staff; this remained under the scope of UNISON.
 - The Director of People advised that the Employment Rights Bill aimed to strengthen worker protections, such as making unfair dismissal a day-one right, banning ‘fire and rehire’ practices, and ending exploitative zero-hours contracts.
 - Governors queried the impact of this legislation on the College’s practice. The Director of People Services explained that the College continued to demonstrate good practice, so the impact would be relatively limited. For the most part, the issues that the Bill served to address were not directed at the FE sector.
 - Governors noted that a further update would be shared with the Board at its next meeting.

3.2 Safeguarding Training Compliance

- The Director of People Services shared the following update:
 - Completion rates for mandatory Safeguarding & Prevent training were being actively monitored, with additional efforts to ensure all staff completed required modules.
 - As at the end of October 2025, the picture had improved to 92.8% completion for established staff, and 86.5% including sessional staff.
 - Furthermore, some staff members were currently on maternity leave or long-term sickness absence, which made 100% compliance difficult to achieve.
 - Moving forward, safeguarding training (along with other essential training) would be completed on an INSET day on the first day of term, which would maximise attendance levels for term-time only staff.
 - However, completion levels for sessional staff continued to be a challenge.
- The following discussion then occurred:
 - Governors queried the number of staff who had yet to complete their safeguarding training and who were not otherwise absent. The Director of People advised that 66 staff members fell into this category and were still due to complete their training, which was a significant improvement at this point in the year compared to 2024-25.

- Governors suggested possible mitigations or sanctions to address low completion rates for sessional staff, such as requiring training to be completed before any further hours may be worked, or handling this matter as a potential breach of contract for repeated violations. A further update would follow at the next meeting.

3.3 Key Performance Indicators

- The following discussion occurred:
 - Governors were assured by the 100% *'Satisfactory Probation Completion'* key performance indicator (KPI). The Director of People Services also advised that the former *'time to recruit'* metric had also seen a significant improvement year to date.
 - [Governors considered the People Services Summary Dashboard paper and whilst it was noted that this remained an insightful report, it was agreed that this would be a reference resource within the governance portal, rather than a key paper moving forward.](#)

3.4 Lecturer Pay Scale Update

- The Director of People Services shared the following update:
 - A new, separate lecturer pay scale was being introduced from January 2026, with 13 pay scale points and clearer progression linked to qualifications and performance.
 - This aimed to ensure greater fairness, predictability, and alignment with national pay recommendations.
 - The new system included annual enhancements for unqualified starters and continued support for teaching qualifications, whilst also addressing recruitment challenges and cost efficiencies.
- The following discussion then occurred:
 - Governors queried the cost implication of the new lecturer pay scale. The Executive Director of Finance confirmed that the associated costs would total £250K, which had been budgeted for in 2025-26.
 - Governors queried the appropriateness of awarding pay increases based upon time served rather than performance. The Director of People Services clarified that key pay thresholds were in place, with a PGCE qualification required for progression to the higher, and optional, Qualified Teacher Learning & Skills (QLTS) pay scale. QLTS formed part of the College's Continuing Professional Development (CPD) offer to its teaching staff and supported the College's strategy to professionalise its lecturers. The Director of People Services also clarified the difference between annual cost of living pay awards versus pay scale progression.
 - Governors reflected on the proposed lecturer pay scale enhancements, within the context of ongoing industrial relations negotiations with UCU. The CEO & Principal provided assurance that the new lecturer pay scale formed part of the enhanced pay package for staff in 2025-26, which would be clearly communicated in discussions.

	<p>3.5 Staff Survey</p> <ul style="list-style-type: none"> • The Director of People advised that an anonymous, in-house staff survey was due to be conducted in December 2025, using revised questions grouped by key themes to enable more detailed analysis and inform decision-making at multiple levels. <ul style="list-style-type: none"> ○ Action 3.5.1 – Cascade a PDF copy of the draft online staff survey to RC&I Committee members for reference. <p>3.6 Other</p> <ul style="list-style-type: none"> • The following discussion occurred: <ul style="list-style-type: none"> ○ The RC&I Committee Chair advised that he had recently attended two Student Council meetings, which were particularly insightful, with a range of issues explored. Moving forward, it would be important to maximise opportunities for Student Governors to proactively engage with these forums. ○ Governors noted that guidance was awaited from the Equality & Human Rights Commission, related to the use of single sex spaces and the related implications for transgender individuals. The College continued to adopt a sensitive and supportive approach, whilst ensuring a safe and inclusive environment. 	BH
4)	<p>FINANCE UPDATE</p> <p style="text-align: right;">15:49</p> <p>4.1 October 2025 (Period 3) Management Accounts</p> <ul style="list-style-type: none"> • The Executive Director of Finance presented the following update: <ul style="list-style-type: none"> ○ Income & Surplus – the College’s forecast surplus remained in line with the agreed budget, with forecast income increasing by £1.5m, mainly due to a £1.7m rise in 16–19 funding, partially offset by a £0.2m T Level clawback provision. ○ Pay & Non-Pay Expenditure – forecast pay expenditure had increased by £1.2m, driven by an additional 1% pay award, changes to teaching pay scales, increased teaching support, and agency spend. Non-pay costs were relatively stable, with a £0.3m increase mainly due to a provision for Adult Skills Fund (ASF) delivery. ○ Cash Position – the cash balance as at the end of October 2025 was £6.2m, significantly above the budgeted £3.65m, due to earlier receipt of higher education (HE) loans and high needs funding, plus delayed capital expenditure. However, operational cash was expected to be tight in quarters 2 and 3. ○ Risks & Preventions – there was a risk in delivering to the ASF allocation, with an initial £300K–£400K variance resulting in the adding of a provision. Similarly, a provision for T Level clawback had been included, with established FTE currently over budget and being closely monitored, along with certain non-pay costs. ○ Overall Financial Health – the College’s financial health and creditor position were currently stable but pay costs would remain the most significant factor affecting cashflow moving forward. 	

	<ul style="list-style-type: none"> • The following discussion then occurred: <ul style="list-style-type: none"> ○ Governors queried why an ‘amber’ rating had been applied for the ‘<i>Covenants met/breached</i>’ KPI metric. It was clarified that it was still too early to assess the full year position, hence the cautious rating. ○ Governors also queried the ‘amber’ rating for the ‘<i>Operational Cash Level</i>’ KPI metric and the Executive Director of Finance explained that operational cash needed to remain at or above £0.75m for a full rolling 12-month period, to achieve a ‘green’ rating. Whilst the picture had improved, this would continue to be closely monitored and recorded on the Risk Register for 2025-26. ○ The Executive Director of Finance advised that plans were also underway to open a new bank account to enable operational and capital funds to be kept fully separate. ○ The Executive Director of Finance also explained that the College’s current financial health picture was primarily driven by the ‘<i>Borrowing as a % of adjusted income</i>’ metric. ○ Governors noted that the College’s current cashflow position had been helped following earlier receipt of HE loans and high needs funding, enabling the College to adopt a more strategic outlook moving forward. ○ Governors considered the College’s levels of agency spend and savings arising from staff vacancies. The Executive Director of Finance provided assurance that this continued to be monitored closely, noting that there was no specific contingency for long term sickness absence, maternity costs and agency spend, with this instead offset against staff vacancy savings. ○ Governors reflected that the College had achieved a significantly improved financial position compared to prior years and thanked the Executive Team for its targeted focus and substantial improvement in this area. 	
5)	<p>2025-26 ENROLMENT UPDATE</p> <p style="text-align: right;">16:13</p> <p><i>5.1 16-19 Enrolment & Funding Implications</i></p> <ul style="list-style-type: none"> • The Executive Director of Finance shared the following update: <ul style="list-style-type: none"> ○ 16-19 student enrolment was currently above the funded allocation, with 5,556 students enrolled versus the 5,475 funded, and was mainly due to strong mainstream enrolment offsetting a shortfall in T-Level numbers. ○ This over-enrolment may lead to additional in-year funding and a higher funding allocation for 2026-27, supporting the College’s financial stability, though the exact financial impact would be clearer after the December 2025 ILR R04 return. ○ The College’s enrolment and funding position would continue to be monitored. • Governors noted the report, having gained assurance that the update was in line with the Five Year Financial Plan. 	

6)	<p>COLLEGE YEAR END AUDITED ACCOUNTS – 2025-26 16:14</p> <p>6.1 Accounting Estimates & Areas of Judgement</p> <ul style="list-style-type: none"> • The Executive Director of Finance shared the following update: <ul style="list-style-type: none"> ○ The basis for significant accounting estimates (such as depreciation and stock valuations) remained unchanged for 2024-25 and had continued as per 2023-24. ○ Management override was presumed to be a significant risk under ISA 240 (UK), and the approach to this had been detailed within the External Audit Findings Report. ○ The College followed the International Standard on Auditing (UK) 540, which required robust oversight and governance of processes for making accounting estimates, including skills, independence, and review procedures. • Governors noted the update. • RESOLUTION – The Resources, Culture & Impact Committee agreed to recommend Board approval of the ‘Accounting Estimates & Areas of Judgement’. <p>6.2 ESCG Draft Financial Statements</p> <ul style="list-style-type: none"> • The Executive Director of Finance presented the draft financial statements, noting a surplus for the year, improved cash position, and compliance with the College’s loan covenants. Key actions arising had been completed and no further revisions, save for minor formatting amendments, were anticipated. • The following discussion then occurred: <ul style="list-style-type: none"> ○ Governors noted that the draft Financial Statements had also been reviewed in depth by the Audit, Risk & Compliance (ARaC) Committee, which had resulted in some minor amendments to format and verbiage. ○ The RC&I Committee Chair (who had attended the last ARaC Committee meeting), noted the universal praise from the auditors on the progress that the College had made in improving its financial position. ○ The Executive Director of Finance advised that a key action had arisen from the audit related to the management of bad debt and noted that work was currently underway to develop a related policy for the handling of this, which would incorporate related guidance from Managing Public Money guidance. • RESOLUTION – The Resources, Culture & Impact Committee agreed to recommend Board approval of the ‘ESCG Financial Statements – 2024-25’. <p>6.3 Draft Financial Health Grade</p> <ul style="list-style-type: none"> • The Executive Director of Finance shared the following update: <ul style="list-style-type: none"> ○ The College’s draft financial health grade for 2024–25 was expected to be <i>‘Requires Improvement’</i> with a score of 160, reflecting improvements in the adjusted current ratio and earnings before interest, taxes, depreciation, and amortisation (EBITDA), but still below the <i>‘Good’</i> threshold. 	
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	<ul style="list-style-type: none"> ○ This grade was based upon the audited financial statements and Finance Record, though final confirmation would be received following Board approval and submission to the DfE. ○ An inadequate grade could trigger increased scrutiny or intervention from the DfE, so effective resource management remained a key priority for the College. <ul style="list-style-type: none"> ● Governors noted the paper. 	
7)	<p>STUDENT UNION ACCOUNTS – 2024-25 16:22</p> <p>7.1 The Executive Director of Finance referenced the related paper and noted that there had been no spend during 2024-25. Additionally, no further college contribution was required for 2025-26, with emphasis on encouraging the Student Union to invest resources for the benefit of students.</p> <p>7.2 The following discussion then occurred:</p> <ul style="list-style-type: none"> ● Governors noted that opportunities to spend the available student union funds were explored at the recent round of Student Council meetings, though students had struggled to identify ways to utilise these funds outside of usual operational spend. ● The CEO & Principle advised that options would be explored to leverage these funds by liaising with other college’s, with a view to generate a range of creative opportunities. ● RESOLUTION – The Resources, Culture & Impact Committee agreed to approve the ‘Student Union Accounts for 2024-25’. 	
Annual Reports		
8)	<p>ANNUAL DIVERSITY, EQUITY, INCLUSION & BELONGING REPORT 16:25</p> <p>8.1 Governors noted that this report would be jointly considered with the Curriculum, Skills & Quality Committee.</p> <p>8.2 The CEO & Principal shared the following update:</p> <ul style="list-style-type: none"> ● Culture – the College had strengthened its focus on diversity, equity, inclusion and belonging (DEIB), embedding these principles into its values, policies, and practices, and expanding initiatives to support underrepresented groups, including targeted support for LGBTQIA+ and mental health. ● Student Outcomes & Achievement Gaps – overall student achievement had improved to 82.6%, with notable gains among adult learners, but persistent gaps remained for students from disadvantaged backgrounds, those with learning difficulties, Gypsy/Irish Traveller, and trans female students; targeted interventions were planned to address these disparities. ● Staff & Governor Diversity – staff DEI data disclosure had reached 97%, with ongoing efforts to diversify recruitment and reduce bias. The gender pay gap had narrowed slightly, and the Board continued to prioritise representation and diversity of thought in its membership. ● Action Plan & Future Objectives – the plan strived to ensure inclusive curriculum design, improved engagement and outcomes for vulnerable groups, and the development of recruitment and leadership strategies to ensure the workforce and Board’s membership reflected the communities served by the College. 	

	<p>8.3 The following discussion then occurred:</p> <ul style="list-style-type: none"> • Governors queried the high number of students with disabilities reported, which varied significantly with the wider population. The CEO & Principal clarified that the figures were based upon student self-declarations and included learning difficulties as well as physical and other disabilities. As such, this figure was typically high and likely in line with other colleges. • Governors queried whether the College was able to access and compare against DEIB data at other colleges. The CEO & Principal advised that benchmarking data may be available from the Association of Colleges (AoC), which could be used as a point of comparison. <ul style="list-style-type: none"> ○ 8.1.1 – Explore the feasibility of sourcing DEIB benchmarking data from the AoC (or elsewhere), as a point of comparison for the College. • RESOLUTION – The Resources, Culture & Impact Committee agreed to recommend the ‘Annual Diversity, Equity, Inclusion & Belonging Report’ to the Board for approval. 	RC
9)	<p>ANNUAL GENDER PAY GAP REPORT 16:28</p> <p>9.1 The Director of People Services shared the following update:</p> <ul style="list-style-type: none"> • Movement – the mean gender pay gap at the College had decreased from 9.4% to 9.1%, remaining below the national average, while the median pay gap had increased from 13.8% to 16.9%. • Female Representation in Senior Roles – women made up 66% of the workforce, with representation in the upper pay quartile rising by 0.8% in 2024-25, continuing a positive trend, though there were slight decreases in the middle quartiles. • Key Actions – a job evaluation had been implemented for non-teaching staff, a new pay scheme had been agreed for teaching staff (effective January 2026), whilst the College continued to promote blind shortlisting and flexible working to further reduce the gender pay gap. <p>9.2 Governors noted the paper, gaining assurance from the improved position.</p> <ul style="list-style-type: none"> • RESOLUTION – The Resources, Culture & Impact Committee agreed to recommend the ‘Annual Gender Pay Gap Report’ to the Board for approval. 	
10)	<p>ANNUAL SENIOR POST HOLDER & GOVERNOR EXPENSES REPORT 16:30</p> <p>10.1 The Executive Director of Finance shared the following update:</p> <ul style="list-style-type: none"> • The related paper had been subject to the regularity report, and a query had been raised related to a Staff Governor expense. • It was subsequently clarified that the expense was not specific to the individual’s role as a governor and the item was closed. • The total amount of expenses claimed in 2024-25 by Senior Post Holders and Governors was £4779, which was in line with the prior year and not deemed material. <p>10.2 Governors noted the paper – no questions were raised.</p> <ul style="list-style-type: none"> • RESOLUTION – The Resources, Culture & Impact Committee agreed to approve the ‘Annual Senior Post Holder & Governor Expenses Report’. 	

Policy Review		
11)	POLICIES & KEY DOCUMENTS 11.1 Financial Regulations <ul style="list-style-type: none"> • Governors noted that this policy was due to be jointly reviewed with the Audit, Risk & Compliance Committee. The Executive Director of Finance referred participants to the Policy Change Summary sheet, which outlined the key changes to the policy. • RESOLUTION – The RC&I Committee agreed to recommend the ‘Financial Regulations’ to the Board for approval. 	16:31
Close		
12)	ANY OTHER BUSINESS 12.1 Plaza Trading Hastings Limited – Director Resignation <ul style="list-style-type: none"> • The Executive Director of Finance advised that the Chair of the Board had resigned and been removed as a director for the now dormant Plaza Trading Hastings Limited. Governors also noted that the Chief Operating Officer was now the sole remaining director for this subsidiary company. 12.2 Cleaning Contract – Procurement & Governance Process <ul style="list-style-type: none"> • The Chief Operating Officer shared the following update: <ul style="list-style-type: none"> ○ The College’s current cleaning contract was due to expire in October 2026. ○ As such, a procurement process would shortly be initiated, with the scope and approach currently being finalised. ○ As the size and value of the cleaning contract was expected to exceed the Executive’s £500K contract approval threshold, Board approval would need to be sought, per the Financial Regulations. ○ It was anticipated that Board approval to award the contract would be requested in the Summer Term, with a further update to be shared at the next meeting. • The following discussion then occurred: <ul style="list-style-type: none"> ○ The Director of Governance clarified that given the operational nature of the cleaning contract, Governors would not need to be directly involved in the procurement process, but it would be important for the Board to gain assurance that a robust process had been followed and value for money had been ensured. ○ Governors requested that the staff and student voice be considered as part of the procurement process, as well as gain assurance that the College’s programme of capital projects would not be detrimentally impacted as a result. • Action 12.2.1 – Provide a further update on the ‘Cleaning Contract – Procurement & Governance Process’ at the next meeting. 	16:32
13)	DATE OF NEXT MEETING 18.1 Governors noted that the next meeting had been scheduled for 12th March 2026, 15:00-17:00, at the Lewes campus.	16:37

14)	LIVE COMMITTEE SELF-ASSESSMENT	16:38																														
	14.1 Four responses were received from Governors, via an online form as follows:																															
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #0070C0; color: white;"> <th style="width: 5%;">#</th> <th style="width: 70%;">ASSESSMENT QUESTION</th> <th style="width: 25%;">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="text-align: center; color: green;">100%</td> </tr> <tr> <td>2.</td> <td>Were the papers succinct, with clarity in the information being communicated and the action required by Governors?</td> <td style="text-align: center; color: green;">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 style="text-align: center; color: green;">100%</td> </tr> <tr> <td>4.</td> <td>Was there sufficient time to debate priority items in depth?</td> <td style="text-align: center; color: green;">100%</td> </tr> <tr> <td>5.</td> <td>Were you satisfied that decisions were arrived at in a proper manner?</td> <td style="text-align: center; color: green;">100%</td> </tr> <tr> <td>6.</td> <td>Was the student experience at the heart of decision making?</td> <td style="text-align: center; color: green;">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 style="text-align: center; color: green;">100%</td> </tr> <tr> <td>8.</td> <td>Were opportunities created to invite input from Student and Staff Governors?</td> <td style="text-align: center; color: green;">100%</td> </tr> <tr> <td>9.</td> <td>Any comments or suggestions?</td> <td style="text-align: center;">None</td> </tr> </tbody> </table>	#	ASSESSMENT QUESTION	RESULT	1.	Was the agenda sufficiently balanced between core governance business and strategic priorities?	100%	2.	Were 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?	100%	5.	Were you satisfied that decisions were arrived at in a proper manner?	100%	6.	Was the student experience at the heart of decision making?	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	
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15)	CLOSE	16:39																														
	15.1 The meeting closed at 16:39.																															

Action Summary

Item	Owner	Action	Due Date
2.3.1	HC/NB	Confirm the number of international students currently on roll at the College.	12 th March 2025
2.3.2	BH	Raise an inter-committee referral item to the CS&Q Committee, titled 'International Provision – Curriculum Pathway Progression'.	Complete
3.5.1	BH	Cascade a PDF copy of the draft online staff survey to RC&I Committee members for reference.	Complete
8.1.1	RC	Explore the feasibility of sourcing DEIB benchmarking data from the AoC (or elsewhere), as a point of comparison for the College.	12 th March 2025
12.2.1	HC	Provide a further update on the 'Cleaning Contract – Procurement & Governance Process' at the next meeting.	12 th March 2025