Resources, Culture & Impact Committee
MINUTES

Date	12th March 2026	**Time**	15:00-17:00
Venue	Board Room (SP5119), Station Plaza, Hastings Campus		
Chair	Andy Davy		

Membership – Andy Davy (Committee Chair), Becky Cooke (Committee Vice Chair), Samantha Campbell, Rebecca Conroy (CEO & Principal), Graham Cook, Izzy Cremin, Ross McIntosh, Ian Mehrtens

In Attendance – Hannah Caldwell (Chief Operating Officer), Sam Brasier (Executive Director of Finance), Simon Rose (Director of People Services), Nick Backstrom (Deputy Principal), Belle Howard (Director of Governance – *minutes*), Rachel Robson (Stone King, External Board Review – *Observer*)

Quorum: The meeting was quorate throughout.

Apologies: Rebecca Conroy, Samantha Campbell, Becky Cooke

#	Item	Action
1)	**WELCOME, APOLOGIES & DECLARATIONS OF INTEREST** **15:03** 1.1 The Resources, Culture & Impact (RC&I) Committee Chair opened the meeting at 15:03 with a warm welcome to colleagues. The Chair particularly welcomed Rachel Robson who would be observing the meeting as part of the ongoing External Board Review process. 1.2 Apologies were received and accepted from Rebecca Conroy, Samantha Campbell and Becky Cooke. There were no new declarations of interest received. 1.3 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.	
2)	**MINUTES OF THE LAST MEETING & MATTERS ARISING** **15:05** ***2.1 Approval*** • Governors considered the minutes of the last meeting on 20th November 2025. • **Governors agreed that the minutes were a true and accurate record of the meeting.** ***2.2 Matters Arising*** • Governors noted that all actions from prior meetings had been completed with the following exception:	

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 2025). Update to be shared at the meeting on 18th June 2026.

	2.3 International Student Roll Numbers
	
	• The Deputy Principal shared the following update:
	
	  ○ The College currently had approximately 50 students enrolled on short English Language/English Language Plus courses, which were typically six-week, rolling programmes.
	  ○ In addition, there were approximately 100 international students enrolled on the International Study Year programme, which operated on a roll-on, roll-off basis throughout the year.
	  ○ Taken together, this represented circa 150 international students active across the international provision at the point of reporting.
	
	• Governors noted the update and the following discussion then occurred:
	
	  ○ Governors queried whether the International provision was currently operating within budget. The Chief Operating Officer confirmed that the provision was broadly on budget, noting that there had been a short-term issue with one recruitment pipeline. However, this had been offset by recruitment through an alternative route, resulting in a broadly balanced position overall.	

3)	**INTER-COMMITTEE REFERRAL** **15:07** ***3.1 Oversight of Budget Planning for Quality Improvement Plan Initiatives*** • Governors noted that an inter-committee referral item had been raised by the Curriculum, Skills & Quality (CS&Q) Committee on 25th November 2026, when Governors had considered the range of initiatives proposed within the Quality Improvement Plan (QIP) and enquired whether sufficient funding had been allocated for their implementation. As such, the referral to the RC&I Committee was to gain assurance that there was appropriate oversight from a budget planning perspective. • The Deputy Principal and Executive Director of Finance confirmed that all priority QIP initiatives had been fully costed within the 2025-26 budget. Similarly, staffing related elements (notably the English & Maths provisions) had already been actioned in year. Finally, assistive technology investment was being phased, informed by a recent audit process. • Governors explored whether the referral suggested a systemic risk of disconnect between curriculum ambition and financial planning. The Executive Director of Finance confirmed that the business planning process had been fully integrated, with curriculum planning acting as the primary driver of financial modelling. • **<u>Action 3.1.1</u> – Share an update with the CS&Q Committee, further to the RC&I Committee led discussion on the *'Oversight of Budget Planning for QIP initiatives'* inter-committee referral item, leveraging the related tracking log.** ***3.2 Inter-Committee Referral Log*** • Governors noted the associated paper, which referenced an earlier referral by the RC&I Committee to the CS&Q Committee, regarding curriculum pathway progression within the College's International Provision. This item had since been fully closed, where at the recent CS&Q Committee meeting, the Assistant Principal – International presented a comprehensive update, which was followed by a detailed discussion by the committee.	**BH**

	• Governors then reflected on the overall volume of cross committee referrals. The Director of Governance advised that whilst inter-committee referrals were a valuable governance tool for ensuring appropriate scrutiny and avoiding gaps in oversight, there had been a noticeable increase in the volume of referrals in recent months. Consequently, there was a risk of over-referral, which could dilute strategic focus, create unnecessary duplication of discussion and result in committees re-examining matters already within their established remit. • As such, when proposing or accepting inter-committee referrals, Governors should consider: o Whether the issue was already being effectively addressed through existing committee business. o Whether the referral would genuinely strengthen assurance or strategic oversight, rather than simply transferring information. o Whether the issue was exceptional or cross-cutting enough to justify escalation beyond the originating committee. • This approach would ensure that referrals remained proportionate, targeted and time-bound. Similarly, the Director of Governance advised that the purpose of the inter-committee referral log was not to encourage volume, but to ensure that important issues were not lost and were properly closed back to the originating committee or Board. This advice was framed as part of a broader shift towards more mature, strategic governance, with Governors exercising judgement not only over what was scrutinised, but where and how that scrutiny added most value.	
4)	**FINANCE UPDATE** **15:15** ***4.1 January 2025 (Period 6) Management Accounts*** • The Executive Director of Finance shared the following update: o **Forecast** – a £3m surplus was currently being forecast, in line with the agreed budget, with overall financial performance remaining stable at Month 6 (January 2026). o **Income** – this was £1.7m above budget, driven mainly by increased 16–19 funding, higher Advanced Learning Loans activity, and additional other income, partly offset by lower tuition fee funds. o **Pay Costs** – these were £0.9m over budget, largely due to pay awards, pay scale amendments, and investment in staffing and provision, though this was partially mitigated by vacancy savings and contingency. o **Non-pay Expenditure** – this was £0.8m over budget, primarily reflecting subcontractor costs linked to ASF delivery, higher trip-related teaching costs, and some non-recurrent increases (e.g. security and corporation tax). o **Cash** – the current position remained positive at £4.65m, with improving operational cashflow and reduced creditor pressure, supporting continued stabilisation into 2026-27. • The following discussion then occurred: o **Forecast** – Governors queried why year to date performance appeared materially stronger than forecast and whether this created a risk of false assurance. The Executive Director of Finance explained seasonal phasing effects (particularly in pay, subcontracting and HE delivery) and confirmed that forecasting had been refined at account code level following a detailed mid-year review.	

	○ **Pay Costs** – Governors considered the reported pay cost variance in depth, including the impact of maternity cover and temporary duplication of posts, the effect of revised lecturer pay scales, and the decision not to apply a vacancy factor. The Executive of Finance clarified that vacancy savings were essentially offset by agency and cover costs, and that a formal vacancy factor was therefore neither reliable nor desirable as a budgeting mechanism. ▪ **<u>Action 4.1.1</u> – Update the February 2026 management accounts to adjust forecasting for staffing costs, whilst taking into consideration any assumptions and projections related to subcontracting income.** ○ **Cashflow** – Governors reviewed the cashflow projections carefully, welcoming the improved stability and reduced creditor pressure compared to the previous year. However, Governors queried the forecast dip below the £0.75m operational cash threshold in March and whether this required formal escalation. It was agreed that, given the short duration and mitigating factors, the issue would be transparently recorded within the minutes rather than triggering formal correspondence. ○ **Assurance** – Governors noted the seemingly close alignment between the budget and forecast figures. The Executive Director of Finance provided clear assurance that forecast adjustments reflected genuine movements, which Governors accepted. ○ **Doubtful Debt** – Governors reviewed the £0.7m doubtful debt balance and queried whether all recovery options had been exhausted. The Executive Director of Finance clarified that the majority related to historic debt, that an appropriate provision had already been held and that the write-off would proceed in line with the College Financial Regulations. • Governors noted the management accounts and confirmed that they had received appropriate assurance on financial performance, cashflow management and forecast robustness. ***4.2 CFFR Financial Health Grade Letter (2024-25)*** • The Executive Director of Finance shared the following update: ○ The Department for Education (DfE) had reviewed the College's Financial Forecasting Return (CFFR) for 2025–27 and assessed the College's financial health as *"Requires Improvement"* for both 2024-25 and 2025-26, based on the revised submission made in December 2025. ○ The letter acknowledged improvements to the forecast and confirmed that further mentoring support was in place, with financial dashboard information shared to support ongoing governance oversight. • Governors noted receipt of the letter from the DfE.	 **SB**
5)	**PROCUREMENT UPDATE** **15:42** 5.1 The Chief Operating Officer directed participants to the related paper and shared the following update: • **Context** – the College was currently undertaking major procurement exercises for security services, cleaning services and energy, as the existing contracts were due to expire, with all proposed contracts exceeding the £500k Board approval threshold.	

- **Security Services** – these were being procured via the YPO framework as a three-year contract, combining campus and residential provision, with the contract start planned for May 2026 and Board approval in principle targeted for 23rd March 2026. As output of a compliant tendering process and following a robust evaluation process, Delta Force Group Ltd had been identified as the preferred bidder. The contract value amounted to just under £1.1m over a period of up to 5 years.

- **Cleaning Services** – these were being procured via the CPC framework as a three-year contract covering the full estate, with Board approval in principle targeted for 9th July 2026, and contract commencement from November 2026.

- **Energy Broker** – procurement was at an earlier stage, with data gathering underway to determine a compliant approach. The intention was to secure a three-year brokered contract from October 2027 to provide longer-term budgetary certainty.

5.2 The following discussion then occurred:

- **Comparative Analysis** – Governors sought assurance that in-house delivery models had been actively considered, particularly for large-value contracts such as security services, rather than outsourcing being treated as the default position. The Chief Operating Officer provided assurance that this consideration formed part of the College's standard procurement approach. As such, work had been undertaken to model what an in-house option would look like, with the intention of providing a value-for-money comparison and assurance that continuing to outsource represented the most effective option for the College.

- **Service Delivery** – Governors reflected on the practical and operational challenges associated with in-house provision, including management complexity across multiple sites, and the risks of fragmenting contracts into multiple lots, which could increase operational burden and create procurement compliance risks. The Chief Operating Officer explained that the decision to bundle services into single contracts was deliberate, balancing efficiency, oversight, and regulatory thresholds, rather than being driven by convenience alone.

- **Social Value** – Governors queried the extent to which social value and local impact had influenced evaluation and whether apprenticeships and community engagement had been considered. The Chief Operating Officer confirmed that these factors had formed part of the evaluation and committed to making this more explicit in subsequent Board papers.

    - **<u>Action 5.2.1</u> – Strengthen the commentary on social value and local impact within the Procurement Update paper, ahead of submission to the Board for approval.** **HC**

- Governors scrutinised the robustness of the evaluation process, gaining assurance of value for money across the life of the contract and clarified the governance arrangements for approval.

- Governors noted the following priority updates within the related paper:

    - **The current procurement exercises for security services, cleaning services and energy procurement, and the process being followed.**
    - **The need for Board approval of all contracts due to the estimated value exceeding £500,000.**
    - **That the Board meeting on 23rd March 2026 was being targeted for approval in principle for the security services contract and associated delegation to the Sub-Group for scrutiny and final approval.**
    - **That the Board meeting on 9th July 2026 was being targeted for approval in principle for the cleaning services contract and associated delegation to the Sub-Group for scrutiny and final approval.**

	• **RESOLUTION – The Resources, Culture & Impact Committee agreed to recommend Board approval in principle of the Security Services contract with a headline value of circa £1.1m, and delegated authority to the Sub-Group for scrutiny and final approval.**	
6)	**2026-27 BUSINESS PLANNING UPDATE** **15:49** 6.1 The Executive Director of Finance directed participants to the related paper, which provided an update on the 2026–27 business planning process, including the timetable for budget development, annual review of the Five-Year Financial Plan, and alignment with curriculum planning, with Board approval targeted for 9th July 2026. 6.2 The following discussion then occurred: • Governors examined the alignment between curriculum planning, estates strategy and workforce planning, assumptions around pay, inflation, funding rates and apprenticeship growth, and the risks associated with estates maintenance and compliance costs. • **Key Assumptions** – Governors considered the key assumptions underpinning the forecast, including delivery of the Adult Skills Fund, 16-19 demographics, apprenticeship growth, inflation, and pay rates. The Executive Director of Finance clarified that the underpinning risks and assumptions were cautious for 2026-27, with no expected growth in student recruitment numbers. Increases were dependent on funding rate changes, modest apprenticeship growth and stable fee income, while clarification was still awaited from the DfE on key funding issues. • **Impact of Estates & Curriculum Changes** – Governors queried how changes such as the Green Centre of Excellence and the closure of certain sites would affect the financial plan. The Executive Director of Finance confirmed that these factors, including savings on rent and the integration of new facilities, would be incorporated into the forecast, with the Deputy Principal to lead the self-assessment review process post-budget. • **Employment Legislation Considerations** – Governors raised the potential impact of the Employment Act, specifically regarding first day rights and benefits. The Executive Director of Finance explained that whilst the immediate financial effect was expected to be minimal, any changes would be built into future budgets as necessary. • **Outlook** – Governors sought assurance that lessons from prior years had been embedded, that planning remained conservative given external uncertainty and that the Five-Year Financial Plan would transparently reflect emerging pressures. The Executive Director of Finance confirmed that while assumptions had been refreshed, underlying risks remained consistent and were well understood. • Governors noted the update, endorsing the proposed approach and timetable.	
7)	**PEOPLE SERVICES REPORT** **16:01** 7.1 The Director of People Services referenced the related paper and shared the following update: • **Workforce Stability and Performance** – staff turnover and sickness absence had continued to improve and remained within target, reflecting greater workforce stability and the positive impact of revised attendance management. • **Safeguarding, Compliance & Assurance** – full compliance had been maintained for DBS checks, risk assessments and the Single Central Record, with safeguarding training levels improving and active monitoring in place.	

- **People Metrics & Staff Engagement** – positive trends were evident in staff pride, diversity data declaration and workforce representation, though engagement and completion of non-teaching MyReview check-ins remained areas for continued focus.
- **Pay, Industrial Relations & Workload** – the revised Lecturer Pay Scheme had been successfully implemented with union agreement, alongside ongoing joint work on workload, class sizes and teaching contact time.
- **Recruitment, Retention & Talent Management** – agency usage and costs had reduced significantly, recruitment processes were stronger, and managers had reported increased confidence in addressing performance and conduct issues.
- **People Risk, Casework & Future Readiness** – casework had increased due to stronger policy application and safeguarding awareness, with no active tribunal claims, while significant forthcoming employment law changes were being actively monitored and prepared for.

- Governors noted the report and the following discussion then occurred:

    - **Staff Turnover & Sickness Absence** – Governors considered the positive reduction in sickness absence following policy changes, improved staff turnover stability and safeguarding training compliance challenges for sessional staff.

    - **Safeguarding & Training Compliance** – Governors noted the challenges in maintaining 100% training completion due to staff turnover. Governors also reflected that the increased safeguarding casework likely evidenced a healthier reporting culture, rather than increased risk.

    - **Legislative Changes & Safeguarding Culture** – Governors reflected on recent legislative changes, such as those related to sexual harassment and probation periods, with the Director of People Services confirming that the College continued to monitor their impact. Governors also explored the effectiveness of safeguarding reporting and the relationship with the Local Authority Designated Officer (LADO).

    - **Culture** – Governors considered the cultural impact of revised attendance and conduct policies, the balance between challenge and support for managers, and the impact of new lecturer pay scales on morale and retention.

8) **STAFF SURVEY RESULTS – DECEMBER 2025** **16:01**

8.1 The Director of People Services presented the following update as output of the recent staff survey:

- **Overall Staff Sentiment & Pride** – staff pride in working for the College and confidence in leadership consideration of workload had improved over time, indicating a generally positive direction of travel, while perceptions of support from line managers remained a relative strength.

- **Workload & Working Conditions** – workload remained the most significant concern, particularly for established lecturers, with issues around excessive administrative burden, insufficient planning time, loss of breaks, expectation creep, and the impact of unreliable IT systems.

- **Behaviour, Safety & Campus Environment** – staff reported increased challenges around student behaviour, inconsistent application of behaviour policies, concerns about safety and security presence, and shortcomings in facilities that affected wellbeing and day-to-day working conditions.

	• **Communication, Engagement & Consultation** – survey responses highlighted concerns about decision-making without consultation, unclear feedback loops, changes to policies mid-term, and inconsistency across the College, contributing to reduced confidence in internal communications. • **Pay, Reward & Career Development** – staff had expressed concerns about pay keeping pace with inflation and responsibilities, clarity of progression routes (particularly for non-teaching roles), relevance of CPD, and recognition for long service. 8.2 The following discussion then occurred: • **Response Rate** – Governors noted the overall response rate to the staff survey and agreed it provided a sufficiently robust dataset to draw meaningful conclusions, while recognising the aspiration to improve participation further in future survey cycles. • **Key Indicators** – Governors welcomed the generally positive trends in staff sentiment, with particular recognition that several key indicators were tracking in a positive direction, providing assurance on workforce engagement levels. • **Change Management** – Governors discussed areas of change and uncertainty, including the impact of organisational developments and role transitions, and sought assurance that staff affected by change were being appropriately supported and communicated with. • **Action Plan** – Governors emphasised the importance of translating survey feedback into clear, actionable priorities, and discussed how outcomes would be used to inform action planning and future monitoring, rather than being treated as a standalone exercise. • **Trade Unions** – Governors noted that a new Unison Representative had recently been appointed, ensuring appropriate trade union representation for support staff. ○ **<u>Action 8.2.1</u> – Invite both the UCU and Unison Trade Union Representatives to the pre-meeting discussion, due to precede the next RC&I Committee meeting.**	**BH**
9)	**GOVERNANCE MATTERS** **16:45** ***9.1 Governance Improvement Plan – Progress Update*** • The Director of Governance referenced the related paper and shared the following update: ○ **Strengthened Risk & Financial Oversight** – the Board had refreshed and approved its Risk Appetite for 2025-26, reviewed and approved the Risk Register, and maintained robust oversight of financial planning, supported by an updated Five-Year Financial Plan and unqualified audit opinions for 2024–25. ○ **Ongoing Strategic Monitoring & Assurance** – progress against the Strategic Plan was being monitored throughout 2025–26 at Board and Committee level, with governance assurance reinforced by the improving financial health position and a positive upward Green RAG trajectory. ○ **Areas for Further Development** – arrangements for robust monitoring and oversight of Digital (provision and infrastructure) and Sustainability remained under development and would require further definition. • Governors noted the paper.	

Annual Reports

10)	**ANNUAL HEALTH, SAFETY & WELFARE REPORT** **16:51**	

10.1 Governors noted that this report was due to be jointly considered with the Audit, Risk & Compliance Committee.

10.2 The Chief Operating Officer shared the following update:

- **Strong Health, Safety & Welfare Assurance** – the College had maintained a strong culture of health, safety and welfare throughout 2024–25, with clear governance practice, robust policies, and effective operational arrangements.
- **Mental Health & Wellbeing Focus** – significant emphasis was placed on staff and student wellbeing, with enhanced wellbeing initiatives, alignment to the People & Culture Master Plan, and strengthened support pathways for students experiencing mental health or emotional difficulties.
- **Robust Risk Management & Compliance** – proactive risk assessment, preventative maintenance, contractor controls, and comprehensive audit and inspection programmes had supported ongoing compliance with health and safety legislation across all campuses.
- **Effective Incident Management & Learning** – accidents and incidents were systematically reported, investigated and analysed, with targeted mitigations implemented to reduce recurrence, particularly in higher-risk curriculum areas and environments.
- **Continuous Improvement & Future Focus** – the Health & Safety and Facilities teams remained focused on continuous improvement, including infrastructure resilience, fire safety, environmental controls, training, and maintaining high standards of safety, security and welfare across the estate.

- The following discussion then occurred:

    - **Culture** – Governors considered the culture of health, safety and wellbeing at the College, noting the emphasis placed on preventative measures, staff training, and consistent policy application across the estate. Governors were reassured that health and safety was being treated as a strategic, organisation-wide priority, rather than a purely operational matter.

    - **Oversight** – Governors discussed incident reporting and monitoring arrangements, seeking assurance that trends and emerging risks were being identified and acted upon in a timely manner. Governors acknowledged the ongoing work to strengthen data quality and digitisation, enabling more granular analysis and improved governance visibility over time.

    - **Risks** – Governors also noted the focus on estates-related risks, including asbestos management, fire safety, water hygiene and contractor oversight, and welcomed the strengthened management actions and clearer accountability arrangements reflected in the report. Governors recognised the positive impact of recent leadership changes in reinforcing this focus.

    - **Outlook** – Governors emphasised the importance of continuous improvement, highlighting the need for future reports to continue to demonstrate how learning from incidents, audits and inspections was translated into tangible improvements in practice and risk mitigation. Assurance was sought that health and safety risks remained appropriately reflected within the wider risk management framework.

- **RESOLUTION – The Resources, Culture & Impact Committee agreed to recommend the 'Annual Health, Safety & Welfare Report' to the Board for approval.**

Policy Review

11) **POLICIES & KEY DOCUMENTS** **16:56**

11.1 Health, Safety & Welfare Policy

- Governors noted that this policy was due to be jointly reviewed with the Audit, Risk & Compliance Committee.

- The Chief Operating Officer advised that per the Policy Change Summary sheet, there had been minimal changes to the policy.

- **RESOLUTION – The RC&I Committee agreed to recommend the 'Health, Safety & Welfare Policy' to the Board for approval.**

11.2 Tuition & Fees Policy

- The Executive Director of Finance directed participants to the Policy Change Summary sheet, which indicated that there had been moderate changes to the policy.

- **RESOLUTION – The RC&I Committee agreed to recommend the 'Tuition & Fees Policy' to the Board for approval.**

Close

12) **ANY OTHER BUSINESS** **16:57**

12.1 Subcontracting Arrangements Update

- The Chief Operating Officer shared an in-year update on the College's subcontracting arrangements, specifically related to the Adult Skills Fund (ASF) provision, noting that the 2025-26 arrangements had provided a degree of flexibility in its use. Since then, a new partner had been appointed to support provision delivery for the ASF subcontracting activity.

- Governors were also advised of an upcoming three-yearly Department for Education (DfE) audit of DfE-funded subcontracting, with the scope and nature of the external review recently confirmed. Preparatory work was currently underway, with confidence that the existing controls, documentation and monitoring arrangements would support the audit process. Key outcomes of the audit would be reported to the ARaC Committee, ensuring ongoing transparent oversight of the College's subcontracting activity.

- Governors queried whether following the appointment of the new subcontractor, that the College remained within the DfE's 25% threshold for funded provisions. The Chief Operating Officer confirmed that this was the case.

12.2 Debt Write-off Update

- The Executive Director of Finance updated Governors on forthcoming plans for debt write-offs, confirming that this was being undertaken in accordance with the College's Financial Regulations and the requirements of Managing Public Money.

- Governors noted this update and that Board approval would not be required, given that the write-off amount fell below the required approval threshold.

12.3 New Bank Account

- The Executive Director of Finance outlined a proposal to open a second bank account to improve the segregation and transparency of funds, particularly in relation to capital and restricted monies, thereby strengthening financial control and oversight.

- Governors accepted the rationale, which would ensure that funds were clearly ring-fenced, more easily monitored, and aligned with good financial governance practice. In line with the College's Financial Regulations, Board approval would need to be sought ahead of a new bank account being opened.

    - **Action 12.3.1 – Draft a paper outlining the proposal to open a new bank account for the College, ahead of seeking Board approval.** **SB**

- **RESOLUTION – The RC&I Committee agreed to recommend Board approval to set up a new bank account for the purposes of ensuring the segregation and transparency of capital vs operational funds.**

12.4 Impact

- The RC&I Committee Chair reflected that the meeting had demonstrated clear and growing impact from robust committee level scrutiny, with Governor support and challenge translating into tangible improvements across finance, people, safety and operations.

- **The Chair thanked the Executive Team and emphasised the importance of maintaining momentum and focusing on measurable impact for staff and students.**

12.5 The RC&I Committee Chair also noted that this was the final meeting for Student Governor, Izzy Cremin, acknowledging her significant contributions to the Committee throughout her tenure.

13) **DATE OF NEXT MEETING** **17:06**

13.1 Governors noted that the next meeting had been scheduled for 18th June 2026**, 15:00-17:00,** which was due to be a virtual meeting. Governors queried the feasibility of moving this to an in-person meeting.

- **Action 13.1.1 – Explore the feasibility of moving the Summer Term RC&I Committee meeting to an in-person meeting, subject to Governor availability.** **BH**

14) **LIVE COMMITTEE SELF-ASSESSMENT** **17:07**

14.1 Three responses were received from Governors, as follows:

#	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?	**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?	**67% – Yes** **33% – Partially**

	# | **ASSESSMENT QUESTION** | **RESULT**		
	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**		
15)	**CLOSE** **15.1 The meeting closed at 17:08.**	**17:08**	

#	ASSESSMENT QUESTION	RESULT
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**

Action Summary

Item	Owner	Action	Due Date
3.1.1	BH	Share an update with the CS&Q Committee, further to the RC&I Committee led discussion on the 'Oversight of Budget Planning for QIP initiatives' inter-committee referral item, leveraging the related tracking log.	13th May 2026
4.1.1	SB	Update the February 2026 management accounts to adjust the forecasting for staffing costs, whilst taking into consideration any assumptions and projections related to subcontracting income.	31st March 2026
5.2.1	HC	Strengthen the commentary on social value and local impact within the Procurement Update paper, ahead of submission to the Board for approval.	**Complete**
8.2.1	BH	Invite both the UCU and Unison Trade Union Representatives to the pre-meeting discussion, due to precede the next RC&I Committee meeting.	30th April 2026
12.3.1	SB	Draft a paper outlining the proposal to open a new bank account for the College, ahead of seeking Board approval.	**Complete**
13.1.1	BH	Explore the feasibility of moving the Summer Term RC&I Committee meeting to an in-person meeting, subject to Governor availability.	18th June 2026