

## Resources, Culture & Impact Committee MINUTES

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|---|--|------|-------------|
| Date  | 19 <sup>th</sup> June 2025                 | Time | 14:00-17:00 |
| Venue   | Room EC205 – ECAT House, Eastbourne Campus |      |             |
| Chair   | Andy Davy                                  |      |             |
| <p><b>Membership</b> – Andy Davy (Committee Chair), Becky Cooke (Committee Vice Chair), Rebecca Conroy (CEO &amp; Principal), Graham Cook, Izzy Cremin, Ashley Heminway, Ian Mehrtens</p> <p><b>In Attendance</b> – Hannah Caldwell (Chief Operating Officer), Sam Brasier (Executive Director of Finance), Simon Rose (Director of People), Nick Backstrom (Deputy Principal), Marcus Abel (UCU Rep – Eastbourne), Amanda Beckett (UCU Rep – Hastings), Belle Howard (Director of Governance – <i>minutes</i>)</p> |  |      |             |
| <p><b>Quorum:</b> The meeting was quorate throughout.</p>   |  |      |             |
| <p><b>Apologies:</b> Ashley Heminway</p>  |  |      |             |

| #                  | Item  | Action |
|--------------------|---|--------|
| <b>Pre-Meeting</b> |   |        |
| 1)                 | <p><b>DEEP DIVE DISCUSSION</b> <span style="float: right;"><b>14:01</b></span></p> <p><b>1.1 Supreme Court Ruling re ‘Sex’</b></p> <ul style="list-style-type: none"> <li>The Resources, Culture &amp; Impact (RC&amp;I) Committee Chair explained that the purpose of the discussion was to explore the implications for staff, students and the broader College resulting from the recent Supreme Court judgement.</li> <li>The Director of People presented a detailed briefing on the implications arising from the recent Supreme Court ruling, which redefined ‘sex’ under the Equality Act 2010 as ‘<i>biological sex</i>’. The presentation included an outline of the legal context, immediate actions taken by the College, and longer-term considerations, in terms of: <ul style="list-style-type: none"> <li><b>Internal Policy Reviews</b> – no changes had been identified at this stage.</li> <li><b>Facilities Audit</b> – this had been undertaken by the Assistant Principal – Student Experience, and no significant issues or actions had arisen to date.</li> <li><b>Staff Briefings &amp; Training</b> – ongoing. Robust support was in place, via line managers, the Employee Assistance Programme and through access to Trade Unions.</li> <li><b>Quiet Vigilance &amp; Support for Staff/Students</b> – no specific concerns or complaints had been raised. Three individuals had previously notified the College that they identified as transgender.</li> <li><b>Equality &amp; Human Rights Commission (EHRC) Consultation</b> and related legal complexities. The consultation was due to close on 30<sup>th</sup> June 2025.</li> </ul> </li> </ul> <p><b>Becky Cooke joined the meeting at 14:15.</b></p> |        |

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|                       | <ul style="list-style-type: none"> <li>• Governor discussion focussed upon the following areas: <ul style="list-style-type: none"> <li>○ Concerns were raised regarding the potential for confusion and harm, particularly for transgender students and staff.</li> <li>○ Governors reflected on the need for robust safeguarding support, a wellbeing centric approach and the need for sensitive communication.</li> <li>○ It was also clarified that there were not currently any single sex learning provisions at the College at this time.</li> <li>○ Potential implications related to the College's approach for Diversity, Equity &amp; Inclusion survey data collection moving forward were explored.</li> <li>○ Governors reflected on the need to maintain a safe and inclusive environment, whilst cautioning against overemphasising the issue in ways that could potentially stigmatise students or staff.</li> <li>○ The right to privacy was explored, with complexities arising for individuals who were yet to determine their gender identity or where this was fluid. The College would continue to adopt a supportive and sensitive approach moving forward.</li> <li>○ Governors supported the College's measured and inclusive approach, whilst endorsing plans for ongoing monitoring and staff/student support.</li> <li>○ <b>Governors praised the clarity of the update from the Director of People.</b></li> </ul> </li> </ul> <p><b>Marcus Abel and Amanda Beckett joined the meeting at 14:27. Rebecca Conroy and Hannah Caldwell also temporarily left the meeting at that time.</b></p> |  |
| 2)                    | <p><b>INFORMAL DISCUSSION – UCU TRADE UNION REPRESENTATIVES</b> <span style="float: right;"><b>14:27</b></span></p> <p><b>A confidential discussion occurred.</b></p> <p><b>Marcus Abel and Amanda Beckett left the meeting at 14:53. Rebecca Conroy and Hannah Caldwell also rejoined the meeting at that time.</b></p> <p><b>A confidential discussion occurred.</b></p> <p><b>Sam Brasier joined the meeting at 15:05.</b></p>  |  |
| <b>Standing Items</b> |  |  |
| 3)                    | <p><b>WELCOME, APOLOGIES &amp; DECLARATIONS OF INTEREST</b> <span style="float: right;"><b>15:05</b></span></p> <p>3.1 The RC&amp;I Committee Chair opened the meeting at 15:05 with a warm welcome to colleagues.</p> <p>3.2 Apologies were received and accepted from Ashley Heminway, who had recently stepped down from their Staff Governor role on the Board.</p> <p>3.3 There were no new declarations of interest received.</p>  |  |
| 4)                    | <p><b>MINUTES OF THE LAST MEETING &amp; MATTERS ARISING</b> <span style="float: right;"><b>15:06</b></span></p> <p><b>4.1 Approval</b></p> <ul style="list-style-type: none"> <li>• Governors considered the minutes of the last meeting on 6<sup>th</sup> March 2025.</li> <li>• <b>Governors agreed that the minutes were a true and accurate record of the meeting.</b></li> </ul>  |  |

|       | <p><b>4.2 Matters Arising</b></p> <ul style="list-style-type: none"><li>Governors considered the actions arising from the previous meeting and noted that all had been completed, with the following exception:</li></ul> <table><tr><th>Item</th><th>Owner</th><th>Action</th><th>Due Date</th></tr><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><b>In Progress</b> – benchmarking data had been published by the DfE and an analysis was currently underway. A further update would be shared at the next meeting.</td></tr></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. | <b>In Progress</b> – benchmarking data had been published by the DfE and an analysis was currently underway. A further update would be shared at the next meeting. |  |
|-------|---|---|--|--------|----------|-------|----|---|--|--|
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| 5)    | <p><b>FINANCE UPDATE</b></p> <p><b>5.1 May 2025 Management Accounts</b></p> <ul style="list-style-type: none"><li>The Executive Director of Finance presented an update on the Management Accounts, highlighting the following:<ul style="list-style-type: none"><li>There had been an increase in forecast income following receipt of the College’s National Insurance (NI) funding allocation (April 2025 to March 2026).</li><li>A broadly stable income and expenditure position was reported. Pay costs were budget, impacted by NI cost increases, Post-16 grant usage and agency staffing.</li><li>Positive movement in key performance indicators (KPIs), with no red indicators.</li><li>Forecasted year-end surplus of £2.1m projected, with an improved financial health grade position anticipated.</li><li>Cashflow position under control, though operational cash remained tight but improved due to DfE funding and capital receipts.</li><li>Despite ongoing financial pressures, it was expected that debt obligations would continue to be met, and associated risks would be effectively managed through to the end of the year.</li></ul></li><li>Governor discussion focussed upon the following areas:<ul style="list-style-type: none"><li>The impact of the NI funding allocation and agency costs to the College’s financial position. It was noted that the College would not be budgeting for agency costs moving forward, though it would be important to carefully monitor vacancy drift.</li><li>Focus on improving the College’s financial health grade trajectory towards ‘Good’.</li><li>Governors noted improvements in forecasting throughout 2024-25, driven predominantly by a more stable Full Time Equivalent (FTE) position.</li><li><b>Governors praised the turnaround in the College’s financial performance, driven by robust monitoring and the embedding of a culture of rigorous financial discipline.</b></li></ul></li></ul> | <b>15:10</b>  |  |        |          |       |    |   |  |  |
| 6)    | <p><b>DRAFT BUDGET – 2025-26</b></p> <p><b>6.1 Proposed Budget, Including Risks &amp; Assumptions</b></p> <ul style="list-style-type: none"><li>The Executive Director of Finance presented a detailed update on the proposed Budget for 2025-26, which had been set based upon the following:<ul style="list-style-type: none"><li><b>Income Growth</b> – budgeted income was higher than the 2024-25 forecast, driven by a £4m increase in 16-19 funding due to higher student numbers and rates. However, the College’s allocation of the additional £160m of national investment for 16-19 programmes had yet to be included, though this was tentatively estimated at £1m.</li></ul></li></ul>   | <b>15:23</b>  |  |        |          |       |    |   |  |  |

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|  | <ul style="list-style-type: none"> <li>○ <b>Pay Budget</b> – total pay had been budgeted at £38.84m, which included a 3% pay award, increased NI costs and 5 new admin posts. No provision had been made for agency costs or staff restructuring.</li> <li>○ <b>Non-Pay Costs</b> – this was largely stable compared to 2024-25, with reductions in utilities and subcontracting offset by higher exam and administration costs. A £50K provision had been included for a PC hardware refresh.</li> <li>○ <b>Risks</b> – these includes student recruitment shortfalls, reliance on unconfirmed funding, a high pay-to-income ratio (67.6%), and lack of contingency for negative variances.</li> <li>○ <b>Financial Health Grade</b> – the Budget did not reflect a direct return to a strong financial health or sustainable cash levels, with ongoing pressures on recruitment, pay stability, and estate maintenance.</li> </ul> <ul style="list-style-type: none"> <li>● Governor discussion focussed upon the following areas: <ul style="list-style-type: none"> <li>○ Governors queried confidence levels in the estimated funding allocations for the year ahead and were reassured regarding the associated income assumptions and robust business and curriculum planning processes that had informed the budget setting process.</li> <li>○ Moving forward, key priorities would include stabilising the College’s operational cash position and ongoing efforts to clear existing debt.</li> <li>○ Inflationary pressures were anticipated from suppliers, who were expected to pass on increased NI employee contribution costs to their customers. That said, this would be partially offset by falling utility costs in the year ahead.</li> <li>○ Governors noted that there had been high levels of growth in student recruitment for 2024-25 and considered the risk of oversubscription in 2025-26. It was clarified that a limited number of additional provision groups would be put in place in response to high demand, to enable effective cost management moving forward.</li> <li>○ Governors were advised that overall income would again be subject to clawback in the event of under delivery of the T Level provision.</li> <li>○ Governors noted that there had been a fall in Higher Education student numbers, though it was clarified that the prior year’s forecast had been overly ambitious. Moving forward, a more realistic projection had been reflected into the budget.</li> <li>○ A query was raised regarding the viability of the College’s International provision, given the associated risks in delivery. It was noted that international students formed a key part of the College’s A Level programme delivery, whilst also making an important contribution to the College’s culture of diversity and inclusion.</li> <li>○ Governors queried whether agency spending needed to be more specifically detailed within the Budget, thereby providing a further mechanism for the effective monitoring and tracking of agency spend.</li> <li>○ Governors reflected that an increase to the National Living Wage would likely feature in the Government’s Autumn Budget and queried whether this should be included in the College’s Budget for 2025-26. Governors noted that this would be addressed once the College’s allocation of the forthcoming £160m national investment in 16-19 provisions had been confirmed.</li> <li>○ Governors reflected on the projected utility costs for the year ahead in relation to the ongoing benefits arising from the earlier ground source heat pump installation.</li> </ul> </li> <li>● <b>Action 6.1.1</b> – At the next meeting, provide an update on the College’s International Provision, both in terms of value add and return on investment.</li> </ul> | <p>HC/NB</p> |
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|    | <ul style="list-style-type: none"> <li><b>Action 6.1.2</b> – Incorporate additional commentary into the ‘Budget – 2025-26’ presentation materials, in relation to the handling of agency costs.</li> </ul> <p><b>6.2 Pay Award</b></p> <ul style="list-style-type: none"> <li>The Chief Operating Officer clarified that the proposed 3% pay award would apply to all staff members, with the exception of the Senior Leadership Team and Senior Post Holders. <ul style="list-style-type: none"> <li><b>Action 6.2.1</b> – Formally detail the proposed 3% staff pay award recommendation for Board approval as part of the associated meeting papers.</li> </ul> </li> <li><b>RESOLUTION</b> – The RC&amp;I Committee agreed to recommend the ‘Budget – 2025-26’ (which includes a 3% staff pay award) to the Board for approval, subject to the agreed amendment.</li> </ul>  | <p>SB</p> <p>HC</p> |
| 7) | <p><b>FIVE YEAR FINANCIAL PLAN</b></p> <p>15:54</p> <p>7.1 The Chief Operating Officer directed participants to the associated paper and shared the following update:</p> <ul style="list-style-type: none"> <li><b>Funding</b> – the plan assumed continued reliance on 16-19 education funding (equating to 65% of income), with modest growth in T Levels, Apprenticeships and Adult Skills. Further funding methodology changes were anticipated following local government devolution for the Sussex region.</li> <li><b>Estates Strategy</b> – Eastbourne and Lewes campus upgrades to be funded by land sales, government grants, and local authority support, alongside digital infrastructure improvements.</li> <li><b>Financial Outlook</b> – projected operating surpluses, improved financial health, and stable reserves, with key ratios staying within targets.</li> <li><b>Risk Management</b> – focused on student recruitment, inflation, capital project delivery, and external policy shifts, with mitigation through monitoring and stakeholder engagement.</li> <li><b>Forecast Assumptions</b> – based on modest growth, stable Adults Skills Fund (ASF) delivery, 3% annual pay increases, and inflation stabilising at 2% post-2025-26.</li> </ul> <p>7.2 Governors reflected that the plan represented a prudent and stable outlook for the College.</p> <ul style="list-style-type: none"> <li><b>RESOLUTION</b> – The RC&amp;I Committee agreed to recommend the ‘Five Year Financial Plan’ to the Board for approval.</li> </ul> |                     |
| 8) | <p><b>COLLEGE FINANCIAL FORECAST RETURN (CFFR) SUBMISSION UPDATE</b></p> <p>15:57</p> <p>8.1 The Executive Director of Finance directed participants to the related paper, which detailed the approach for the CFFR submission for 2025. This referenced the reconciliation of current forecasts and budgets, governance approval requirements, and noted that no material changes were expected before the final submission deadline of 31<sup>st</sup> July 2025.</p> <p><b>8.2 Governors noted that a further related paper would subsequently be submitted to the Board, detailing the forecast financial health grade and the summary outputs of the CFFR for Board approval, ahead of being signed by the Accounting Officer (CEO &amp; Principal).</b></p> <ul style="list-style-type: none"> <li><b>Action 8.1.1</b> – Draft and submit a paper to the Board for approval, detailing the forecast financial health grade and the summary outputs of the College Financial Forecast Return.</li> </ul>  | <p>SB</p>           |

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| 9)  | <p><b>ENVIRONMENTAL &amp; SUSTAINABILITY OVERSIGHT</b> <span style="float: right;"><b>15:58</b></span></p> <p><b>9.1 Committee Monitoring Approach</b></p> <ul style="list-style-type: none"> <li>Governors reflected on the need to further strengthen monitoring and oversight of environmental and sustainability matters at the College.</li> <li>The CEO &amp; Principal proposed that moving forward, the RC&amp;I Committee would receive an annual report, with regular verbal updates throughout the year as required.</li> <li>The Chief Operating Officer also advised that recruitment was currently underway to appoint a Director of Estates &amp; Sustainability.</li> </ul>   |  |
| 10) | <p><b>PEOPLE SERVICES REPORT &amp; DASHBOARD</b> <span style="float: right;"><b>16:01</b></span></p> <p>10.1 The Director of People signposted participants to the associated paper and shared the following update:</p> <ul style="list-style-type: none"> <li><b>Staffing &amp; Wellbeing</b> – staff turnover and sickness levels remained within target, with mental health and respiratory issues being the main causes of absence. Wellbeing initiatives and policy updates were ongoing.</li> <li><b>Training &amp; Development</b> – strong progress in safeguarding compliance, CPD planning, and formal qualifications, with new grooming and safer recruitment training shortly to be rolled out. It was clarified that the Safeguarding &amp; Prevent KPI metric should be <b>amber</b> rated.</li> <li><b>Recruitment &amp; Diversity</b> – recruitment quality had improved, supported by a new Talent Acquisition Partner, and Diversity, Equity &amp; Inclusion (DEI) focused strategies, though disparities in hiring outcomes for underrepresented groups were being monitored.</li> <li><b>Reward &amp; Industrial Relations</b> – agreement was reached in relation to the 2024-25 pay award and consequently industrial action was averted. Pay reform discussions were underway and new staff benefits were being introduced.</li> <li><b>Culture &amp; Compliance</b> – the People &amp; Culture Master Plan continued to guide strategic priorities, with full safeguarding assurance achieved and all policies under review to align with evolving legislation and College goals.</li> </ul> <p>10.2 Governor discussion focused upon the following areas:</p> <ul style="list-style-type: none"> <li>It was clarified that all sessional staff were required to undertake the College’s essential (mandatory) training programme.</li> <li>Governors considered mechanisms for triangulating the quality and impact of teaching staff recruitment, by leveraging student feedback.</li> <li>Governors noted plans to fully anonymise candidate application processes moving forwards to improve recruitment outcomes for certain ethnic groups. Opportunities to conduct a deeper analysis of the issues associated with under-representation was explored, leveraging benchmarking data and other resources from the Black Leadership Group as a starting point.</li> <li>Governors gained assurance that the Apprenticeship Levy was being accessed by both teaching and support staff to support their ongoing learning and development.</li> <li>Governors suggested that the ‘Pay Working Group’ be renamed as the ‘Reward Working Group’ to better ensure a broader view of the College’s pay and benefits provision.</li> <li>Governors also proposed that talent acquisition related social media channels should use a broader stock of images to maximise impact and engagement levels.</li> <li>Governors noted that recruitment would commence for the current Staff Governor vacancy at the Hastings campus in the Autumn term.</li> </ul> |  |

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| 11) | <b>CAPITAL DEVELOPMENT PROGRAMME UPDATE</b> <p><b>11.1 Financial &amp; People Impacts</b></p> <ul style="list-style-type: none"> <li>The Chief Operating Officer shared the following update: <ul style="list-style-type: none"> <li><b>Financial</b> – spending had been comparatively limited to date as the project progressed through Planning &amp; Design phases. The current priority was to confirm land sale options and thereby generate capital receipts to fund the project.</li> <li><b>People</b> – limited activity to date, with just a small proportion of staff currently impacted as they were based in a building that had been identified for disposal.</li> </ul> </li> </ul>   | 16:23 |              |
| 12) | <b>TARGET SETTING</b> <p><b>12.1 RC&amp;I Committee Key Performance Indicators (KPIs)</b></p> <ul style="list-style-type: none"> <li>The Chief Operating Officer directed participants to the associated paper and outlined six proposed KPIs for Board level reporting in 2025-26, which covered both Finance and People related priorities. Additional performance indicators for RC&amp;I Committee level monitoring and oversight were also proposed.</li> <li>Governor discussion focussed upon the following areas: <ul style="list-style-type: none"> <li>Governors requested that there should be a maximum of four KPIs for Board level oversight – two related to Finance and two related to People.</li> <li>Governors debated the suitability of the ‘<i>Financial Health Grade</i>’ as a KPI metric for Board level monitoring and suggested that ‘<i>Adjusted Operating Surplus/Deficit (as a % of Income)</i>’ and ‘<i>Operational Cash</i>’ may be more appropriate.</li> <li>Governors also queried the frequency that the ‘<i>% of Staff who feel PROUD to work at the College</i>’ would be measured. It was clarified that more than one staff pulse survey would be undertaken during the next academic year.</li> </ul> </li> <li><b>RESOLUTION – The RC&amp;I Committee agreed to approve the RC&amp;I Performance Indicators specific to committee level reporting.</b></li> <li>The RC&amp;I Committee requested that further consideration be given to the proposed RC&amp;I Key Performance Indicators for Board reporting, with a view for a recommendation for Board approval to be handled electronically, subsequent to the meeting. <ul style="list-style-type: none"> <li><b>Action 12.1.2 – Review and amend the proposed RC&amp;I KPIs, with a view to submit a final draft to the Director of Governance to request an RC&amp;I Committee recommendation for Board approval.</b></li> </ul> </li> </ul> | 16:24 | HC/SB/<br>SR |
| 13) | <b>GOVERNANCE MATTERS</b> <p><b>13.1 Draft RC&amp;I Committee Terms of Reference</b></p> <ul style="list-style-type: none"> <li>The Director of Governance outlined the recent updates to the RC&amp;I Committee Terms of Reference for 2025-26, noting the Board’s desire to extend committee level delegations and reduced frequencies of policy reviews.</li> </ul>  | 16:37 |              |







| Annual Reports |   |       |
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| 14)            | <b>SUBCONTRACTING &amp; PARTNERSHIP ARRANGEMENTS – 2025-26</b><br><br>14.1 The Chief Operating Officer directed participants to the related paper, which had also been reviewed by the Curriculum, Skills & Quality Committee and shared the following update: <ul style="list-style-type: none"> <li>• <b>Subcontracting Spend Threshold</b> – the College planned to allocate approximately 15% of its Apprenticeship provision and 5% of its Adult Skills Fund (ASF) to subcontracting in 2025-26, both well within the DfE’s 25% funding threshold, ensuring compliance and financial prudence.</li> <li>• <b>Partnership Income Growth</b> – the strategic Higher Education partnership with SIRM was projected to generate £2.978 million in 2025-26, reflecting a £294K increase over the prior year’s forecast, contributing significantly to the College’s income stream.</li> <li>• <b>RESOLUTION – The RC&amp;I Committee agreed to recommend Board approval of the ‘Subcontracting &amp; Partnership Arrangements – 2025-26’.</b></li> </ul>  | 16:42 |
| Policy Review  |   |       |
| 15)            | <b>POLICIES &amp; KEY DOCUMENTS</b><br><br><b>15.1 Cash &amp; Treasury Management Policy</b> <ul style="list-style-type: none"> <li>• Governors noted that this policy was due to be jointly reviewed with the Audit, Risk &amp; Compliance Committee.</li> <li>• The Chief Operating Officer directed participants to the Policy Change Summary sheet, which outlined the key changes that had been made to the policy.</li> <li>• <b>RESOLUTION – The RC&amp;I Committee agreed to recommend the ‘Cash &amp; Treasury Management Policy’ to the Board for approval.</b></li> </ul> <b>15.2 Disposal of College Property</b> <ul style="list-style-type: none"> <li>• The Executive Director of Finance directed participants to the Policy Change Summary sheet, which outlined the key changes that had been made to the policy.</li> <li>• <b>RESOLUTION – The RC&amp;I Committee agreed to approve the ‘Disposal of College Property Policy’.</b></li> </ul> <b>15.3 Risk Management Policy &amp; Framework</b> <ul style="list-style-type: none"> <li>• Governors noted that this policy was due to be jointly reviewed with the Audit, Risk &amp; Compliance Committee.</li> <li>• The Chief Operating Officer directed participants to the Policy Change Summary sheet, which outlined the key changes that had been made to the policy.</li> <li>• <b>RESOLUTION – The RC&amp;I Committee agreed to recommend the ‘Risk Management Policy &amp; Framework’ to the Board for approval.</b></li> </ul> | 16:45 |

|              | <p><b>15.4 Student Support Funds Policy</b></p> <ul style="list-style-type: none"> <li>The Executive Director of Finance directed participants to the Policy Change Summary sheet, which outlined the key changes that had been made to the policy.</li> <li><b>RESOLUTION – The RC&amp;I Committee agreed to approve the ‘Student Support Funds Policy’.</b></li> </ul>  |        |                     |        |    |   |      |    |   |      |    |   |      |    |  |      |    |   |      |  |
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| <b>Close</b> |   |        |                     |        |    |   |      |    |   |      |    |   |      |    |  |      |    |   |      |  |
| 16)          | <p><b>ANY OTHER BUSINESS</b> <span style="float: right;"><b>16:48</b></span></p> <p><b>16.1 Three Year Valuation Report</b></p> <ul style="list-style-type: none"> <li>The Executive Director of Finance signposted participants to the associated paper and shared the following update: <ul style="list-style-type: none"> <li>The College was required to conduct a three-yearly valuation of the Eastbourne site for Barclays as part of its loan agreement, with the final valuation due before the loan matures in 2028.</li> <li>Colliers had been selected to carry out the valuation at a cost of £9,075, as they had offered the most competitive quote and had completed the previous valuation for the College.</li> </ul> </li> <li><b>Governors noted the paper.</b></li> </ul> <p><b>16.2 DfE Financial Health Grade – 2023-24 Confirmation Letter</b></p> <ul style="list-style-type: none"> <li>The Chief Operating Officer confirmed that the College’s requested moderation of its automated Financial Health grade for the 2023-24 reporting period had been successful, and confirmed as ‘Requires Improvement’.</li> <li><b>Governors noted the paper.</b></li> </ul> |        |                     |        |    |   |      |    |   |      |    |   |      |    |  |      |    |   |      |  |
| 17)          | <p><b>DATE OF NEXT MEETING</b> <span style="float: right;"><b>16:52</b></span></p> <p>17.1 Governors noted that the next meeting had been tentatively scheduled for 20<sup>th</sup> November 2025, <b>15:00-17:00, at the Station Plaza Campus, Hastings.</b></p>   |        |                     |        |    |   |      |    |   |      |    |   |      |    |  |      |    |   |      |  |
| 18)          | <p><b>LIVE COMMITTEE SELF-ASSESSMENT</b> <span style="float: right;"><b>16:53</b></span></p> <p>18.1 Three responses were received from Governors, as follows:</p> <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>100%</td></tr> <tr> <td>5.</td><td>Were you satisfied that decisions were arrived at in a proper manner?</td><td>100%</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? | 100% | 5. | Were you satisfied that decisions were arrived at in a proper manner? | 100% |  |
| #            | 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%   |                     |        |    |   |      |    |   |      |    |   |      |    |  |      |    |   |      |  |

|     | #  | ASSESSMENT QUESTION  | RESULT                       |
|-----|--|--|------------------------------|
|     | 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?   | 75% – Yes<br>25% – Partially |
|     | 9.                                       | Any comments or suggestions?   | None                         |
| 19) | <b>CLOSE</b>                             |  | <b>16:54</b>                 |
|     | <b>19.1 The meeting closed at 16:54.</b> |  |                              |

### Action Summary

| Item   | Owner        | Action   | Due Date                       |
|--------|--------------|--|--------------------------------|
| 6.1.1  | HC/NB        | At the next meeting, provide an update on the College's International Provision, both in terms of value add and return on investment.                                      | 20 <sup>th</sup> November 2025 |
| 6.1.2  | SB           | Incorporate additional commentary into the 'Budget – 2025-26' presentation materials, in relation to the handling of agency costs.   | 30 <sup>th</sup> June 2025     |
| 6.2.1  | HC           | Formally detail the proposed 3% staff pay award recommendation for Board approval as part of the associated meeting papers.  | 30 <sup>th</sup> June 2025     |
| 8.1.1  | SB           | Draft and submit a paper to the Board for approval, detailing the forecast financial health grade and the summary outputs of the College Financial Forecast Return.        | 30 <sup>th</sup> June 2025     |
| 12.1.2 | HC/SB/<br>SR | Review and amend the proposed RC&I KPIs, with a view to submit a final draft to the Director of Governance to request an RC&I Committee recommendation for Board approval. | Complete                       |
| 13.1.1 | BH           | Amend the RC&I Committee Terms of Reference to include a new Annual Environmental & Sustainability Report, for committee level monitoring and oversight.                   | Complete                       |
| 13.2.1 | BH           | Amend the RC&I Committee Cycle of Business to include an 'Annual Environmental & Sustainability Report', for committee monitoring and oversight.                           | Complete                       |
| 13.2.2 | BH           | Correct the Draft Budget line of the RC&I Committee Cycle of Business to indicate sole oversight by the RC&I Committee.  | Complete                       |