

Resources, Culture & Impact Committee MINUTES

Date	19 th November 2024	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), Rebecca Conroy (CEO & Principal), Lionel Bunting, Graham Cook, Ashley Heminway, Ian Mehrtens

In Attendance – Hannah Caldwell (Chief Operating Officer), Sam Brasier (Executive Director of Finance), Lauren Crawley (Director of People), Nick Backstrom (Executive Director of Curriculum & Skills), Belle Howard (Director of Governance – *minutes*)

Quorum: The meeting was quorate throughout.

Apologies: None.

#	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.</p> <p>1.2 There were no apologies as all participants were in attendance.</p> <p>1.3 There were no new declarations of interest received.</p> <p>1.4 The RC&I Committee Chair shared the following opening remarks:</p> <ul style="list-style-type: none"> The order of the agenda had been structured to enable targeted focus on ‘People & Culture’, with a particular emphasis on assessing the potential impact arising from the College’s current financial position. It would also be important to consider the impact of decision-making on both the staff and student experience, ensuring that this remained at the forefront of thinking throughout discussions. <p>1.5 It was also noted that Governors had submitted a range of questions related to the meeting papers in advance of the meeting. Answers had subsequently been provided by Lead Officers in an associated paper, as detailed in Appendix A.</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 last meeting on 20th June 2024. Governors agreed that the minutes were a true and accurate record of what was discussed. 	

2.2 Matters Arising

- Governors noted that all actions from the previous meeting had been closed, with the following supplementary comments:

Item	Owner	Action	Due Date
1.1.1	RC/HC	Explore the feasibility of establishing a project team to improve the accuracy of the College's establishment list data through enhanced system integration, with a view to share an update on the estimated cost/timeline at the next meeting.	Complete – a project team had been established and a plan agreed. All actions were due to complete by 31 st December 2024. Further costs had been restricted to an additional interim finance resource.
5.1.2	RC/SB	Share a summary update on the College's HE provision, both related to the fee structure and courses on offer at the Lewes campus.	Complete – the College currently delivered Performing Arts, Design and Counselling HE courses in Lewes. Further routes were also being considered.

2.3 Student Support Funds Policy Impact

- The CEO & Principal directed participants to the associated paper and shared the following update:
 - Work was ongoing to continue maximising value for money in the use of student support funds at the College, across all campuses.
 - Careful consideration was given to determine student eligibility, in line with pre-determined thresholds, per existing guidance.
 - The College's broad range of support fund resources were routinely communicated to students, parents and carers, through multiple mechanisms.
 - Support had also been extended to provide all students with a free breakfast, as well as the choice of free soup and a roll at lunchtime.
- Governors thanked the CEO & Principal and noted the paper.**

3) PEOPLE SERVICES REPORT & DASHBOARD 15:06

3.1 The Director of People shared an update on the following areas:

- Key achievements in the period included:
 - 84% of staff had advised that they were PROUD to work at the College, which represented a 14.5% increase since June 2022.
 - Staff turnover and staff sickness levels were currently trending below target.
 - Staff Diversity, Equity & Inclusion (DEI) declarations had seen a marked increase, with the new target for 2024-25 already met.
 - Both Single Central Record and DBS checks remained 100% compliant.
 - Additionally, fewer staff were leaving the College with less than 12 months service.
- There had been solid progress against the new People Master Plan, with a range of initiatives already having a significant impact. These included the launch of a new MyRecognition Programme, a new Wellbeing Support intranet page and the transition of essential training from online to in-person sessions.

- Progress had also been made against the gender pay gap, including a decrease in mean and median pay gaps, as well as positive comparisons against a range of external benchmarking data. Overall, there had been positive trends in the gender distribution of the workforce.
- Moving forward, key focus areas would include:
 - Increasing use of the College's apprenticeship levy.
 - Pay negotiations with the Trade Unions.
 - Sessional to established contract conversions.

3.2 A detailed Governor discussion then occurred, focused upon the following areas:

- **Apprenticeship Levy** – a range of options for growing the provision were considered, which included matching key staffing roles to various management related apprenticeship courses and expanding opportunities for levy transfers with local partner organisations, e.g. local authorities and charities. Potential barriers to achieving this key metric were also explored.
 - **Action 3.2.1 – Discuss possible levy transfer options with local authority organisations within the East Sussex region, for possible management related apprenticeship programmes.**
- **Diversity, Equity & Inclusion (DEI)** – consideration as to whether the way in which DEI data related to sexual orientation could be more clearly presented in the People Services Report & Dashboard. Additionally, discussion focussed on whether mandatory completion of DEI questions in candidate application forms could be enforced to strengthen the College's data.
 - **Action 3.2.2 – Consider whether DEI data related to sexual orientation could be more clearly presented in the People Services Report, i.e. the 'Key DEI Comparisons' table.**
 - **Action 3.2.3 – Assess the feasibility of implementing mandatory disclosures for DEI information during the candidate application process, whilst still ensuring the anonymity of DEI data.**
- **Working Patterns** – the implications of introducing a compressed 4-day work pattern were explored, particularly with regards to delivery of the teaching and learning provision. Consideration was also given to existing practice and lessons learned from across the broader FE sector. A cautious approach was currently being adopted by the College, noting the need to balance broader wellbeing implications, with the potential benefits that may arise from this flexible working model.
- **Workload & Wellbeing** – it was acknowledged that some staff were currently under significant pressure, despite the recent positive staff pulse survey results.
- **Reward & Recognition** – a query was raised as to the process for enabling Governors to nominate and recognise staff for their contributions to the College. Governors were directed to submit any staff recognition nominations to the Director of People Services.
- **Pay Negotiations** – nationally, strike action was currently anticipated for some colleges, following the ballot processes recently undertaken by several trade unions. A 2% pay award had currently been budgeted by the College for non-managers. The implications arising from the recent Government announcement related to increased National Insurance contributions, were also being considered. Negotiations were currently ongoing with the trade unions, particularly in terms of the timing of a potential pay award, with a view to minimise the probability of industrial action being taken.

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	<ul style="list-style-type: none"> • Staff Sickness – there continued to be significantly higher levels of long-term sickness absence at the Hastings & Ore campus, relative to Eastbourne and Lewes. The potential drivers of this variance were explored, though it was noted that Hastings remained an area of deprivation, likely impacting health and wellbeing, particularly as a large proportion of staff lived in the local area. • Governors thanked the Director of People for a comprehensive report and update. 	
4)	<p>DRAFT PEOPLE MASTER PLAN (2024-25 to 2027-28) 15:28</p> <p>4.1 The Director of People shared the following update:</p> <ul style="list-style-type: none"> • The People Master Plan continued to be underpinned by the key strategic intention: <i>“We will become an exceptional employer by investing in our people and creating a culture that inspires a sense of belonging and pride, to ensure our students have the best experience while studying with us”.</i> • 98% of the initiatives included within the scope of the 2022-24 People & Culture Strategy had subsequently been delivered, resulting in a positive shift in the views of staff working at the College, per recent survey data. • The People Master Plan aimed to build upon the previous strategy, and had been structured around five key themes, which were designed to positively impact College culture, maximise staff contributions and enable staff to thrive. <p>4.2 A robust Governor discussion then occurred, which focussed on the following areas:</p> <ul style="list-style-type: none"> • Report Format – the need to more clearly present the themes, ambitions, focus areas, actions and impact within a single table, so that this would be easier to view. • Reward & Performance – emphasis should be upon recognising the valued contributions of staff, rather than solely upon ‘value for money’. • Professional & Leadership Development – the report outlined a quality coaching support provision, supplemented with an extensive staff enrichment programme. Consideration to be given to further extending the range of staff enrichment activities on offer. • Employee Assistance Programme – access to either online or in person counselling support, through self-referral via the EAP provided an invaluable resource for staff. • Unique Selling Point – the need to articulate a clear message to ensure that the College remained an attractive employer to potential applicants. A core element of the People Master Plan was to provide staff with a broad range of professional development and career progression opportunities. • Action 4.2.1 – Update the People Master Plan to include the following amendments: <ul style="list-style-type: none"> ○ A clearer, single table format for the themes, ambitions, focus areas, actions and impacts (Pages 4-8). ○ Reference the ‘<i>People & Culture Strategic Intention</i>’ as an overarching priority, particularly with regards to the College’s unique offer to existing/prospective staff. • RESOLUTION – The Resources, Culture & Impact Committee agreed to recommend Board approval of the ‘People Master Plan’, subject to the agreed amendments. 	LC

5)	<p>RC&I COMMITTEE STRATEGIC PRIORITIES 15:37</p> <p>5.1 Progress Update</p> <ul style="list-style-type: none"> • The Executive Director of Finance shared an update on the following areas: <ul style="list-style-type: none"> ○ Control of Pay Costs – a range of targeted actions had been established to address this priority focus area. These included monthly business partner meetings, enhanced resource cost approval processes, robust forecasting procedures and improvements in business planning processes. In view of the current financial position, ‘Forecasting’ had been RAG rated as amber, along with ‘Monthly Metrics’ and ‘Updated 5 Year Plan’. ‘Cashflow’ currently had a red RAG rating. ○ Utilisation of Pay Budget – targeted actions included benchmarking, use of the apprenticeship levy, a review of terms and conditions and maximizing staff contributions through the effective performance management of staff. • Governor discussion focused upon the following areas: <ul style="list-style-type: none"> ○ Sessional to Established Contract Conversion: <ul style="list-style-type: none"> ▪ Whilst it was noted that a 9.72FTE conversion rate had been achieved to date, it was not clear of the total number of sessional roles that this equated to. ▪ Now that the levels of student enrolment for 2024-25 were clearer, a further review of the budget packs would enable a more effective quantification of sessional requirements and potential conversion levels moving forward. ▪ Consideration was also given to the feasibility of introducing pre-agreed hours for provision delivery, as an alternative mitigation to delayed hours claims from sessional staff. ○ Cashflow – work was ongoing to ensure close management of the College’s creditor position. Governors noted that recent student recruitment growth would not immediately improve the College’s cashflow position, due to a lagged funding model. 	
6)	<p>FINANCE UPDATE 15:49</p> <p>6.1 Management Accounts – October 2024 (Period 3)</p> <ul style="list-style-type: none"> • The Executive Director of Finance presented the following summary update: <ul style="list-style-type: none"> ○ There were risks associated with income delivery in Apprenticeships and Higher Education (HE), which may potentially be mitigated through 16-18 in-year growth. ○ Pay costs remained at risk. The establishment had a number of vacancies, some of which were being covered through variable pay costs, including agency fees. Work was ongoing to accurately forecast variable pay spend for the year. ○ The pay forecast variance was linked to the recent National Insurance increase, which may potentially be covered by increased funding, though yet to be confirmed. ○ Non-pay costs remained relatively stable, though there was pressure on exam costs arising from a larger student cohort. ○ The current forecast surplus was £1.5m, which equated to £0.2m below budget. ○ Forecast income was currently on budget. Forecast pay expenditure was £0.25m over budget. Forecast non-pay expenditure was in line with budget. 	

	<ul style="list-style-type: none"> ○ The cash position at the end of October was £2.32m and the College would continue to be challenged on low operational cash throughout 2024-25. ● A robust Governor discussion occurred, focussed on the following areas: <ul style="list-style-type: none"> ○ Staffing Costs – the feasibility of reducing overall staffing costs in the near term remained relatively low. As such, it was unlikely that a below budget position would be achieved. ○ Forecasting – efforts were ongoing to identify additional savings, which had resulted in the withdrawal of funds from some budget lines. ○ Higher Education Provision – a priority focus would be to drive increased delivery and growth, supported through a targeted local marketing campaign. This would focus on promoting the College’s flexible HE provision. Longer term, the College would continue to extend its offer with its validating partner, the University of East Anglia. In the interim, work was underway to continue to identify additional cost saving opportunities. ○ Pay – the most significant pressure on pay budgets were linked to student facing areas. High levels of Level 1 and Level 2 student recruitment had resulted in a mismatch in the staff available to deliver the provision, particularly for English and Maths. ○ Financial Health – a ‘Requires Improvement’ position was currently being forecast. However, this grade was heavily dependent on the College’s ability to maintain its ‘Adjusted Current Ratio’ and ‘EBITDA as a % of Adjusted Income’ metrics, which would also directly impact the ‘Covenants Met/Breached’ target. ● Governors noted the current cashflow position. 	
7)	2024-25 ENROLMENT UPDATE <p>7.1 16-19 Enrolment</p> <ul style="list-style-type: none"> ● Governors noted the associated paper and the following discussion then occurred: <ul style="list-style-type: none"> ○ T Levels – whilst the College was currently under-performing against its funding allocation, there had been moderate growth in this area, which was in line with the broader FE sector picture. Moving forward, key focus areas would include enhancements to existing equipment and the overall learning provision. Similarly, it would also be important to ensure clarity of offer, as well as to establish strong links with universities to develop further trust in the T Level qualification. ○ 16-18 Recruitment Growth – an in-year funding allocation was anticipated, which would be based upon the College’s Month 4 position and likely leverage a similar methodology to the approach applied in the prior year, subject to affordability. ○ Partnerships with Schools – the College continued to engage with local schools and routinely gathered feedback on the College’s provision. T Levels were also regularly promoted during schools events. Moving forward, it would be important to review destinations data to assess the level of acceptance of T Levels by various universities. 	16:06

8)	COLLEGE YEAR END AUDITED ACCOUNTS – 2024-25 16:16	
	8.1 Accounting Estimates & Areas of Judgement	
	<ul style="list-style-type: none"> The Executive Director of Finance advised that no changes to the basis for estimation had been agreed for the 2023-24 accounts, and therefore the basis continued as per the 2022-23 year-end accounts. RESOLUTION – The Resources, Culture & Impact Committee agreed to approve the ‘Accounting Estimates & Areas of Judgement’. 	
	8.2 ESCG Draft Financial Statements	
	<ul style="list-style-type: none"> The Executive Director of Finance shared the following update: <ul style="list-style-type: none"> Several placeholder notes had been included in the draft financial statements, which were subject to further alignment and clarification with the External Auditors. Going Concern Statement – the wording in this section aimed to describe the College’s current position, whilst meeting the requirements of External Audit and the associated Findings Report. However, a waiver letter related to the bank covenant breach had subsequently been obtained from the ESFA. It was also hoped that a similar waiver letter may be obtained from Barclays Bank. As such, the ‘Going Concern Statement’ would subsequently be amended to reflect this new position. As a result of the covenant breaches with the ESFA and Barclays, the College’s debt had been reclassified to short term debt, as at 31st July 2024. The following Governor led discussion then occurred: <ul style="list-style-type: none"> It was clarified that whilst moderate changes to the wording in the draft Financial Statements were still anticipated, the financial information was not expected to change. Subject to the remaining waiver letter from Barclays Bank being secured, Governors expressed confidence in the College’s ‘going concern’ position. A query was raised following an increase in international student fees for 2023-24, yet it was noted that there had not been a corresponding increase in catering and residential costs for the College. However, it was clarified that these costs were not directly linked, as many international students typically resided with host families throughout the duration of their studies. RESOLUTION – The Resources, Culture & Impact Committee agreed to recommend Board approval of the ‘Draft Financial Statements for 2023-24’, subject to required amendments. 	
	8.3 Draft Financial Health Grade	
	<ul style="list-style-type: none"> The Executive Director of Finance shared the following update: <ul style="list-style-type: none"> A financial health grade score of 120 would usually result in an ‘Inadequate’ rating. This score had arisen from a higher level of creditors due within one year, than there were current assets. 	

	<ul style="list-style-type: none"> ○ However, a self-assessment exercise was currently underway. This was with a view to amend the rating to 'Requires Improvement', through reclassifying the College's debt from creditors due within one year to a 'long term' creditors position. Receipt of both bank covenant waiver letters would also serve to further strengthen this position. • The following Governor led discussion then occurred: <ul style="list-style-type: none"> ○ It was clarified that the College currently had debts secured on both the Eastbourne campus (Barclays) and the Hastings campus (ESFA). ○ A recent revaluation process at the Eastbourne campus had provided assurance that a partial land sale was not expected to detrimentally impact the current charge on this site. • Governors noted the associated paper. 	
9)	<p>STUDENT UNION ACCOUNTS – 2023-24 16:27</p> <p>9.1 The Executive Director of Finance clarified that despite zero spend or expenditure against the Student Union budget in 2023-24, these accounts would continue to need to be produced annually.</p> <p>9.2 Governor discussion focussed on the following areas:</p> <ul style="list-style-type: none"> • Moving forward, the Student Councils at each campus would be invited to propose specific student experience focussed initiatives, with a view to utilise a portion of this budget in 2024-25. • However, it was also clarified that alternative sources of funding had previously been utilised to support similar activity in prior years. • Governors noted that any unspent funds would be carried over to the next year. • RESOLUTION – The Resources, Culture & Impact Committee agreed to recommend the 'Student Union Accounts' to the Board for approval. 	
10)	<p>INTER-COMMITTEE REFERRAL 16:30</p> <p><i>10.1 Governor Questions Arising from the 'Variable Pay Costs: Control Framework, Reporting & Forecasting' Internal Audit Report</i></p> <ul style="list-style-type: none"> • Governors noted the paper detailing specific questions raised by an Audit, Risk & Compliance (ARaC) Committee member, and the associated answers provided by the Executive Team. <ul style="list-style-type: none"> ○ Action 10.1.1 – Share a copy of the Inter-Committee Referral Q&A paper with all members of the ARaC Committee. 	BH
11)	<p>PROTOCOL FOR ANNUAL MEETING WITH TRADE UNION REPRESENTATIVES – 2024-25 16:32</p> <p>11.1 The Director of People advised that there had not been significant changes to the protocol from the prior year. The key next step would be to schedule a pre-meeting discussion with the trade union representatives, which Governors suggested should be held in the summer term, 2025.</p> <ul style="list-style-type: none"> • Action 11.1.1 – Invite the Trade Union Representatives to attend a pre-meeting discussion ahead of the RC&I Committee meeting on 21st May 2025. 	BH

Annual Reports		
12)	<p style="text-align: right;">16:33</p> <p>ANNUAL DIVERSITY, EQUITY, INCLUSION & BELONGING REPORT AND ACTION PLAN UPDATE</p> <p>12.1 Governors noted that this report would be jointly considered with the Curriculum, Skills & Quality Committee.</p> <p>12.2 The following discussion then occurred:</p> <ul style="list-style-type: none"> Specific discussion related to student DEIB data was due to take place at the forthcoming Curriculum, Skills & Quality (CS&Q) Committee meeting. Governors identified that a correction was needed to the achievement data detailed in 'Table 2: Achievement Rate by Age & Level' (Page 10), which did not currently match the commentary detailed below the table. <ul style="list-style-type: none"> Action 12.2.1 – Correct the 'Achievement Rate by Age & Level' and/or associated commentary on Page 10 of the 'Annual DEIB Report & Action Plan Update'. Governors considered the 'Achievement Rate by Ethnicity' data and noted that there may be significant variances by course and campus location. It was noted that this data was somewhat complex, though a further breakdown for larger cohorts could be helpful for additional review and discussion, led by the CS&Q Committee. RESOLUTION – The Resources, Culture & Impact Committee agreed to recommend the 'Annual Diversity, Equity, Inclusion & Belonging Report & Action Plan Update' to the Board for approval, subject to the agreed amendment. 	NB
13)	<p style="text-align: right;">16:36</p> <p>ANNUAL GENDER PAY GAP REPORT</p> <p>13.1 Governors noted that a related discussion on the gender pay gap had been held earlier in the meeting.</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. 	
14)	<p style="text-align: right;">16:37</p> <p>ANNUAL HEALTH & SAFETY AND WELFARE REPORT</p> <p>14.1 Governors noted that the Annual Health & Safety and Welfare Report was jointly reviewed with the Audit, Risk & Compliance Committee.</p> <p>14.2 The Chief Operating Officer shared the following update:</p> <ul style="list-style-type: none"> There had been one RIDDOR reportable incident in 2023-24. The College continued to meet its obligations for its first aider provision, though it was noted that the number of first aiders based at Lewes was less than at other campuses. Accident and incident data had been specifically separated in the report for 2023-24. There continued to be a high volume of students with complex medical needs based at Station Plaza, Hastings, which had resulted in a higher proportion of ambulance call outs. <p>14.3 Governor discussion focused on the following areas:</p> <ul style="list-style-type: none"> The need to ensure that first aiders were easily identifiable by staff. Similarly, the feasibility of providing handheld radios for all first aiders were also currently being explored. 	

	<ul style="list-style-type: none"> The need to ensure that the defibrillators located at each site were clearly visible and accessible. Moving forward, it may be helpful to report the number of first aiders per number of students at each campus. The RC&I Committee agreed to recommend the 'Annual Health, Safety & Welfare Report' to the Board for approval. 	
15)	ANNUAL SENIOR POST HOLDER & GOVERNOR EXPENSES REPORT 16:42 15.1 The Executive Director of Finance explained that following an increase of in person meetings, there had been a corresponding increase in associated expenses, compared to the prior year. <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		
16)	POLICIES & KEY DOCUMENTS 16:44 16.1 Arrangements for Obtaining the Views of Staff & Students <ul style="list-style-type: none"> Governors noted that this policy was due to be jointly reviewed with the Curriculum, Skills & Quality Committee. The Director of Governance outlined the key changes to the policy. RESOLUTION – The RC&I Committee agreed to recommend the 'Arrangements for Obtaining the Views of Staff & Students' to the Board for approval. 16.2 College 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 outlined the key changes to the policy. RESOLUTION – The RC&I Committee agreed to recommend the College Financial Regulations to the Board for approval. 	
Close		
17)	ANY OTHER BUSINESS 16:46 17.1 The Resources, Culture & Impact Committee Chair reflected on Governor discussion throughout the meeting and noted the direct impact of decision-making on the staff and student experience. 17.2 Governors also reflected that despite the challenges arising from the current financial position, student needs, wellbeing and their enrichment continued to remain a top priority for the College. This had been reflected in the feedback being received from students and the overall reputation of the College. Moving forward, ongoing investment in staff development and enrichment would also continue to remain a priority. 17.3 The Director of Governance expressed particular thanks to the Lead Officers for producing a comprehensive set of meeting papers, which had enabled robust Governor discussion, scrutiny and support throughout the meeting. Governors agreed.	

18)	DATE OF NEXT MEETING 18.1 Governors noted that the next meeting had been scheduled for 6 th March 2025, 15:00-17:00, which would a virtual meeting.	16:52																															
19)	LIVE COMMITTEE SELF-ASSESSMENT 19.1 Seven survey responses were received from Governors as follows: <table><tr><th>#</th><th>ASSESSMENT QUESTION</th><th>RESULT</th></tr><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><tr><td>6.</td><td>Was the student experience at the heart of decision making?</td><td>86%</td></tr><tr><td>7.</td><td>Did the Chair facilitate the meeting effectively, enabling adequate focus on strategic priorities and creating an environment where a range of perspectives were considered?</td><td>100%</td></tr><tr><td>8.</td><td>Were opportunities created to invite input from Student and Staff Governors?</td><td>86%</td></tr><tr><td>9.</td><td>Any comments or suggestions?</td><td>None</td></tr></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%	6.	Was the student experience at the heart of decision making?	86%	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?	86%	9.	Any comments or suggestions?	None	16:53	
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9.	Any comments or suggestions?	None																															
20)	CLOSE 20.1 The meeting closed at 16:54.	16:54																															

Action Summary

Item	Owner	Action	Due Date
3.2.1	LC/BC	Explore possible levy transfer options with local authority organisations within the East Sussex region, for possible management related apprenticeship programmes.	6 th March 2024
3.2.2	LC	Consider whether DEI data related to sexual orientation could be more clearly presented in the People Services Report, i.e. the 'Key DEI Comparisons' table.	6 th March 2024
3.2.3	LC	Assess the feasibility of implementing mandatory disclosures for DEI information during the candidate application process, whilst still ensuring the anonymity of DEI data.	6 th March 2024
4.2.1	LC	Update the People Master Plan to include the following amendments: <ul style="list-style-type: none"> A clearer, single table format for the themes, ambitions, focus areas, actions and impacts (Pages 4-8). Reference the 'People & Culture Strategic Intention' as an overarching priority, particularly with regards to the College's unique offer to existing/prospective staff. 	5 th December 2024
10.1.1	BH	Share a copy of the Inter-Committee Referral Q&A paper with all members of the ARaC Committee.	29 th November 2024
11.1.1	BH	Invite the Trade Union Representatives to attend a pre-meeting discussion ahead of the RC&I Committee meeting on 21 st May 2025.	1 st February 2024
12.2.1	NB	Correct the 'Achievement Rate by Age & Level' and/or associated commentary on Page 10 of the 'Annual DEIB Report & Action Plan Update'.	5 th December 2024