

**Decisions and Actions of the Board meeting
held on Thursday 2 October 2025 at 2pm at
West Dean College**

Present	Professor Paul O'Prey (Chair)	PoP	Po
	Dr Ghazwa Alwani-Starr (Trustee)	GAS	G/
	Naomi Davenport (Trustee) <i>via MS Teams</i>	ND	NI
	Caroline Griffith (Trustee)	CG	CC
	Yen-Yen Teh (Trustee)	YYT	YY
	Martin Ashley (Trustee)	MA	M/
	Kevin Edgeley (Trustee)	KE	KE
	Mike McCart (Trustee) <i>via MS Teams</i>	MM	MI
	Francis Plowden (Deputy Chair & Trustee)	FP	RS
	Ray Shostak (Trustee)	RS	
	Professor Anna Gough-Yates (Chief Executive & Principal)	AGY	AC
	Professor Laura Peters	LP	MI
	Ian Graham (Director of Estates)	IG	IG
In Attendance	Ian Pleace (Director of Finance)	IP	
	Diane Goodman (Clerk to the Board & Executive Assistant)	DG	

	Actions & Decisions		Lead
1.0		APOLOGIES FOR ABSENCE. No apologies had been received for the meeting.	
2.0		TO REVIEW TRUSTEES' INTERESTS The Trustees confirmed that they had no new interests to declare.	
3.0	Decision	MINUTES OF THE MEETING HELD ON 26 JUNE 2025 The minutes of the meeting were agreed to be a true and accurate representation of the proceedings and were signed as such.	PoP
4.0		MATTERS ARISING Freedom of Speech Code of Practice The Trustees acknowledged the updated Freedom of Speech Code of Practice which had been circulated prior to the meeting.	
5.0		CHIEF EXECUTIVE & PRINCIPAL'S REPORT The Trustees commended the Chief Executive & Principal's report which had been circulated prior to the meeting. The Chief Executive & Principal provided a verbal summary of the recent activities outlined in the report.	
6.0	Decision	FINANCIAL RECOVERY PLAN (FRP) The Trustees acknowledged the Financial Recovery Plan which had been circulated prior to the meeting. The Director of Finance stated that the FRP would remain a dynamic document throughout its lifetime and that it represented a 'direction of travel rather than a firm plan of action.' Following a detailed discussion, the Trustees endorsed the proposed direction of travel in the FRP which they acknowledged was a dynamic document.	PoP

7.0		TO RECEIVE THE HEALTH AND SAFETY REPORT The Trustees acknowledged the Health and Safety Report which had been circulated prior to the meeting. The Director of Estates & Campus Services provided a verbal update of activities and stated that EJJ continued to be compliant with all H&S regulations.	
8.0		REPORTS FROM SUB-COMMITTEES.	
8.1	Decision	Finance & Estate Committee (F&EC) held on 18 September 2025 The Chair provided a verbal summary of the meeting, and the Board approved the following recommendations from the Committee: <ol style="list-style-type: none"> The Terms of Reference which had been updated to enable the Committee to co-opt external members as appropriate. 	PoP
	Decision	<ol style="list-style-type: none"> That HE fees were an operational matter that in future would be delegated to the Executive Leadership Team to set as part of the budget process. A report would be provided for information to the Finance & Estate Committee and Education Committee prior to implementation and it was agreed that the ELT would seek guidance from the Finance & Estate Committee in exceptional circumstances, if the HE strategy changed or if the proposal was increased or reduced fees by a sum greater than CPI+2%. 	AGY
8.2	Decision	Audit Committee meeting 18 September 2025 The Committee Chair provided a verbal summary of the meeting, and the Trustees approved the updated Terms of Reference.	FP
9.0		ANY OTHER BUSINESS There was no further business, and the meeting closed at 4.07pm.	