

Decisions and Actions of the Board meeting
held on Thursday 11 December 2025 at 9.40am at
West Dean College

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

| | Actions & Decisions | Lead |
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| | CHAIR’S WELCOME The Chair thanked the Chef and catering team for the Trustee Dinner that had been held the previous evening. | |
| 1.0 | APOLOGIES FOR ABSENCE. Apologies had been received from Mike McCart for the meeting. | |
| 2.0 | TO REVIEW TRUSTEES’ INTERESTS The Trustees confirmed that they had no new interests to declare. | |
| 3.0 | MINUTES OF THE MEETING HELD ON 2 OCTOBER 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 There were no matters arising. | |
| 5.0 | CHIEF EXECUTIVE & PRINCIPAL’S REPORT The Trustees commended the report which had been circulated prior to the meeting. A detailed discussion took place regarding the aspects of the report which provided additional context for the strategic activities. The Strategic Consultant joined the meeting. | |
| 6.0 | TO RECEIVE STRATEGY 2031 FOR APPROVAL The Trustees commended the Strategy paper which had been circulated prior to the meeting. | |

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| | Decision | <p>The Board approved the strategic narrative and endorsed the design, the proposed reporting framework, KPI's and the draft lead indicators on the dashboard. Responsibility for implementing Strategy 2031 was delegated to the Executive Leadership Team, including communicating the strategy to staff and stakeholders, developing the required strategy delivery plans and finalising the KPI dashboard. The KPI dashboard would be presented for consideration at the Board meeting on 26 February 2026.</p> <p>The Strategic Consultant left the meeting.</p> | AGY |
| 7.0 | Action | <p>TO RECEIVE THE HEALTH AND SAFETY REPORT</p> <p>The Trustees acknowledged the Health & Safety Report which had been circulated prior to the meeting.</p> <p>During discussion the following matters were raised:</p> <p>a. Trustees discussed whether additional contextual information might be helpful to accompany future reports. It was agreed that the Director of Estates & Campus Services would provide an example of the supporting H&S information for the London campus to the Deputy Chair.</p> | IG |
| | Action | <p>b. The Chief Executive & Principal stated that improved physical access would be considered by the Equality, Diversity & Inclusion Working Group which would be reinstated in early 2026, and that the matter remained as a standing item on the Finance & Estates Committee agenda.</p> | IG |
| 8.0 | | REPORT FROM THE SUB-COMMITTEES AND WORKING GROUPS | |
| 8.1 | | <p>Finance & Estates Committee: Minutes of the meeting held on 20 November 2025</p> <p>The Trustees acknowledged the minutes of the meeting held on 20 November 2025 which had been circulated prior to the meeting and the Chair provided a brief verbal summary of the meeting.</p> | |
| 8.2 | Action | <p>To receive a recommendation to approve the 25/26 budget.</p> <p>The Trustees acknowledged the budget circulated prior to the meeting, which had been considered in detail by the Finance & Estates Committee. The Board endorsed the financial approach taken by the Director of Finance and approved the 25/26 Budget.</p> | IP |
| 8.3 | | <p>Education Committee: Minutes of the meeting held on 25 November 2025</p> <p>The Trustees acknowledged the minutes circulated prior to the meeting and the Chair of the Committee provided a brief verbal summary of the discussions held.</p> | |
| 8.3.1 | | <p>For information only – Collection Management Report</p> <p>The Trustees acknowledged the report which had been circulated for information prior to the meeting.</p> | |
| 8.4 | Decision | <p>Governance & Nominations Committee</p> <p>Following an external recruitment process and interviews held on 11 November 2025, the Trustees received the verbal recommendation from the Chair of the Governance & Nomination Committee to appoint Richard Ewbank as a Trustee of The Edward James Foundation Limited. The Board approved his appointment.</p> | PoP |
| 8.5 | Decision | <p>The Edward James Foundation Limited Final Salary Pension Scheme</p> <p>To receive the Going Concern paper for approval</p> | |

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| | Decision | The Trustees acknowledged the paper and memo to the Scheme Trustees, which had been circulated prior to the meeting. It was agreed that the Director of Finance would provide the memo and the relevant extract of the EJF Board minutes to the Scheme Trustees. | IP |
| 9.0 | | ANY OTHER BUSINESS There was no further business, and the meeting closed at 12.54pm. | |