WEST DEAN

Decisions and Actions of the Board meeting
held on Thursday 21 May 2026 at 9.30am
at West Dean College

Present	Professor Paul O'Prey (Chair)	PoP
	Dr Ghazwa Alwani-Starr (Trustee)	GAS
	Naomi Davenport (Trustee)	ND
	Caroline Griffith (Trustee)	CG
	Yen-Yen Teh (Trustee)	YYT
	Martin Ashley (Trustee)	MA
	Mike McCart (Trustee)	MM
	Kevin Edgeley (Trustee)	KE
	Richard Ewbank (Trustee)	RE
	Francis Plowden (Deputy Chair & Trustee)	FP
	Ray Shostak (Trustee)	RS
In Attendance	Professor Anna Gough-Yates (Chief Executive & Principal)	AGY
	Kath Howard (Director of People)	KH
	Professor Laura Peters (Vice-Principal)	LP
	Ian Graham (Director of Estates & Campus Services)	IG
	Ian Pleace (Director of Finance)	IP
	Diane Goodman (Clerk to the Board & Executive Assistant)	DG
	Liam Hurley (Strategic Consultant) *Item 9 only*	LH
	Nathalie Hinds (Associate Director Short Courses & External Engagement) *Item 10 only*	NH

	Actions & Decisions		**Lead**
1.0		**CHAIR'S WELCOME** The Chair welcomed Mr Ewbank to the first face-to-face meeting held since his appointment. The Chair commended the Estates team on the delivery of the Garden Kitchen refurbishment and praised the exhibition of work by students held at the London campus during London Craft Week.	
2.0		**APOLOGIES FOR ABSENCE** No apologies had been received for the meeting.	
3.0		**TO REVIEW TRUSTEES' INTERESTS** The Trustees confirmed that they had no new interests to declare.	
4.0	Decision	**MINUTES OF THE MEETINGS HELD ON 26 FEBRUARY 2026** The minutes of the meeting were agreed to be a true and accurate representation of the proceedings and were signed as such.	PoP

5.0		**MATTERS ARISING** There were no matters arising.	
6.0	Decision	**CHIEF EXECUTIVE & PRINCIPAL'S REPORT** The Trustees acknowledged the report which had been circulated prior to the meeting. A discussion followed which considered aspects of the report in detail, during which the Executive Leadership Team (ELT) provided additional information for key strategic activities: a. The Director of Estates & Campus Services provided a brief oral update on the recent failure of the legacy IT firewall. Technical support had been provided by the IT provider, and the system had been restored within 36 hours. b. The Board considered the award of a Professorial title to incoming staff. It was agreed that the College would automatically offer the title where it was already held by the appointee.	AGY
7.0		**TO RECEIVE THE FINANCIAL RECOVERY PLAN (FRP)** The Trustees acknowledged the update to the FRP which had been circulated prior to the meeting.	
8.0		**TO RECEIVE THE HEALTH AND SAFETY REPORT** The Trustees acknowledged the Health & Safety Report which had been circulated prior to the meeting. The Director of Estates & Campus Services stated that a review was underway to ensure compliance with Martyn's Law. The Director of Estates & Campus Services left the meeting. Liam Hurley (Strategic Consultant) joined the meeting.	
9.0	Action	**STRATEGY 2031: TO RECEIVE KEY PERFORMANCE INDICATORS (KPIs)** (*Liam Hurley, Strategic Consultant in attendance*) The Trustees acknowledged the paper which had been circulated prior to the meeting. The Strategic Consultant provided a detailed summary for the KPIs which included the rationale for each target, the historic data and baseline, benchmarking, lead indicators and methodology, source and reporting frequency. A detailed discussion took place about each of the KPIs which had been created for internal use. The final tranche of KPIs would be presented at the Board meeting on 2 July 2026, with the previously approved Dashboard provided for context. The full dashboard would be presented at the Board meeting on 8 October 2026. Ray Shostak and Liam Hurley left the meeting. The Trustees took a short break at 11.28. The meeting reconvened at 11.48.	LH
10.0		**PRESENTATION ON SHORT COURSES, STUDENT RECRUITMENT AND EXTERNAL ENGAGEMENT** The Chair welcomed the Associate Director for Short Courses and External Engagement to the meeting. The Associate Director delivered a presentation which outlined the virtuous circle between initial external engagement, progression to student enrolment, and the	

		College's existing 'markers of excellence.' The presentation highlighted how improved audience insight across both campuses would support targeted and effective engagement with multiple stakeholder groups. The Chair thanked the Associate Director for the presentation and stated the Board's support for the direction of travel.	
11.0 11.1 11.2 11.3 11.4	 Decision	**REPORT FROM THE SUB-COMMITTEES** **<u>Finance & Estate Committee: Minutes of the meeting held on 19 March 2026</u>** The Committee Chair provided an oral summary which highlighted that the refurbishment of the Garden Kitchen had been completed on schedule and within budget. **Audit Committee: Minutes of the meeting held on 19 March 2026** The Trustees acknowledged the minutes of the meeting held on 19 March 2026 and the Committee Chair provided a summary of the matters discussed. **To receive the Critical Risk Register for Annual Review.** The Trustees acknowledged the Critical Risk Register which had been circulated prior to the meeting. **Remuneration Committee** The Board approved the Committee's recommendation to appoint Dr Alwani-Starr as a member of the Remuneration Committee.	 PoP
12.0		**ANY OTHER BUSINESS** There was no further business, and the meeting closed at 13.08.	