Decisions and Actions of the Board meeting
held on Thursday 2 July 2026 at 9.30am
at West Dean College

Present	Professor Paul O'Prey (Chair)	PoP
	Dr Ghazwa Alwani-Starr (Trustee)	GAS
	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
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)	DG
	Liam Hurley (Strategic Consultant) *via Teams, Item 9 only*	LH
Apologies	Naomi Davenport (Trustee)	ND

	Actions & Decisions		**Lead**
1.0		**CHAIR'S WELCOME** The Chair commended the Head of Food Services and the Head Chef for the Trustee retirement dinner held the previous evening.	
2.0	Action	**TRUSTEE RESIGNATION** The Board accepted Ray Shostak's written resignation as a Trustee with immediate effect. The Trustees recorded their sincere thanks to Mr Shostak for his contribution to The Edward James Foundation Limited (EJF) and wished him well. The Clerk to the Board would record Mr Shostak's resignation on the regulatory registers.	DG
3.0		**APOLOGIES FOR ABSENCE** Apologies had been received from Naomi Davenport for the meeting.	
4.0		**TRUSTEES' INTERESTS** The Trustees confirmed that they had no new interests to declare.	
5.0	Decision	**MINUTES OF THE MEETINGS HELD ON 21 MAY 2026** The minutes of the meeting were agreed to be a true and accurate representation of the proceedings and were signed as such.	PoP

6.0		**MATTERS ARISING** **Minute item 5.1: Coroner's Office Information Request** The Director of Estates & Campus Services reported that the statement of information had been submitted.	
7.0		**CHIEF EXECUTIVE & PRINCIPAL'S REPORT** The Chief Executive & Principal provided an oral summary of the 'short but active' period since the previous report. A discussion took place which considered aspects of the written report in detail, and the Executive Leadership Team provided additional information for key strategic activities:	
	Action	a. Higher Education recruitment showed evidence of improvement, particularly at the Sussex Campus. Where necessary, additional workshop space and student accommodation would be created within the existing budget before the 25/26 academic year.	IG
	Action	b. Concerns were raised about the impact of heatwaves on business resilience. The Director of Estates & Campus Services would ensure climate change was factored into the current Business Continuity Plan review, and a first aid response to extreme heat would be formalised for the Sussex and London campuses**.**	IG
8.0		**FINANCIAL RECOVERY PLAN (FRP)** The Director of Finance provided an oral summary of the activities that had progressed or been completed since the previous written report was presented on 21 May 2026.	
9.0		**LOOK FORWARD CERTIFICATE** The Trustees acknowledged the paper which provided context and rationale for the annual Look Forward certificate submitted to NatWest. The paper had been provided to the Chair of Trustees and Chair of the Audit Committee to support the signature under delegated authority.	
10.0		**STRATEGY 2031** The Strategic Consultant gave a presentation which summarised progress in developing the Strategic Key Performance Indicators (KPI's) and the development of the Delivery Plans:	
	Action	a. An illustrative version of the KPI dashboard was provided for information. The updated dashboard would be provided biannually to enhance Board oversight, and the first populated Dashboard & Delivery Plan Report would be presented at the Board meeting on 8 October 2026.	AGY
	Action	b. The Visitor & Commercial KPIs and Estates KPIs would be presented for consideration to the Finance & Estate Committee on 10 September 2026.	IP/IG
		c. There has been strong cross-departmental engagement in the development of the six Delivery Plans. This collaborative approach would continue into West Dean's first formal Business Planning round in early autumn, to support consistent data reporting, alignment across departments and regulatory compliance.	
		d. The 2027 extension of the Teaching Excellence Framework (TEF) would bring West Dean within the TEF for the first time. Preparations for this, alongside changes to OfS student outcomes monitoring and other	

		regulatory requirements, were therefore an important priority. Internal data reporting and analysis of student outcomes had already been strengthened to support this work. Professor Laura Peters left the meeting. The Trustees took a short break at 10.50am. The meeting reconvened at 11.05am.	
11.0	Action	**EDUCATION PROJECT** The Director of Finance provided an oral progress update for negotiations with an education partner to deliver a Diploma in Conservation. Contract negotiations were close to completion, at which stage the Director of Finance and Vice-Principal would circulate the final contract to Trustees for approval.	IP/LP
12.0 12.1 12.2		**HEALTH AND SAFETY REPORT** **Health & Safety Report** The Trustees acknowledged the report circulated prior to the meeting. The Director of Estates & Campus Services provided an overview of the fire safety training delivered on a departmental basis, and highlighted the specific training carried out for student sleeping accommodation. **Health & Safety Policy for annual review** The Board received the updated Health & Safety Policy which was presented for annual review and acknowledged the responsibilities and the management framework it contained to deliver safe and compliant operations.	
13.0 13.1 13.2 13.2.a 13.2.b	Decision Decision Decision	**SUB-COMMITTEES AND WORKING GROUPS** **<u>Finance & Estate Committee:</u>** **Designated Advisor Reports (DAR's) for residential properties** In line with The Charities (Disposition of land: Designated Advisors and reports) Regulations 2023, the DARs for the agreed sale of residential properties had been provided for information. The Trustees agreed to delegate authority to sign the sale documents to Caroline Griffith and Francis Plowden. **Governance & Nominations Committee** **Charity Governance Code 2025** The Board accepted the Committee's recommendation to adopt the Charity Governance Code 2025 as the framework of principles it would apply to ensure that EJF met its legal and regulatory responsibilities. **Trustee Code of Conduct** The Board accepted the Committee's recommendation to approve the Trustee Code of Conduct which set out the standards of conduct expected of the Trustees of EJF and its subsidiaries, West Dean Limited and KLC Limited.	CG/FP PoP PoP

13.2.c	Decision	**Trustee Conflict of Interest Policy** The Board accepted the Committee's recommendation to approve the Trustee Conflict of Interest Policy which ensured that Trustees comply with their legal duty to act solely in the best interest of the charity.	PoP
13.2.d	Decision	**Trustee Expenses Policy** The Board accepted the Committee's recommendation to approve the Trustee Expenses Policy.	PoP
13.2.e	Decision	**Serious Incident Reporting Policy** The Board accepted the Committee's recommendation to approve the Trustee Serious Incident Reporting Policy.	PoP
13.2.f	Decision	**Trustee Succession Plan** The Chief Executive & Principal provided an oral summary of the proposed approach to recruitment. Following a brief discussion, the Board accepted the Committee's recommendation to commence an external search for up to four new trustees across four priority profile areas.	AGY
13.3	Decision	**Audit Committee: the updated Safeguarding Policy** After careful consideration the Board approved the updated Safeguarding Policy.	PoP
13.4	Decision	**Remuneration Committee** **To approve the approach to setting staff remuneration 2026/27.** After careful consideration, the Board accepted the Committee's recommendation for the pay award for all eligible staff below ELT level, effective from 1 October 2026.	AGY
14.0		**Presentation on recent visit to Xilitla and Las Pozas in Mexico.** Yen-Yen Teh presented a visual record of their recent visit to Mexico, where they had attended the opening of a Leonora Carrington Exhibition and visited Edward James' former home and Xilitla.	
15.0		**ANY OTHER BUSINESS** The Chair expressed the Board's sincere appreciation to Mr McCart for the significant contribution during his eight years as a trustee. On behalf of the Board, the Chair extended best wishes for a happy retirement. There was no further business and the meeting closed at 13.07.	