

# WOKING COLLEGE

Company Number:  
10821223

**MINUTES OF A MEETING OF THE DIRECTORS (“THE TRUSTEES”) OF THE ACADEMY HELD AT WOKING COLLEGE, RYDENS WAY, WOKING GU22 9DL WEDNESDAY 21 MARCH 2018 AT 6:30pm**

<b>PRESENT:</b>	Mr R. Volo -	Chair
	Mr B. Freeman -	Principal
	Mr M. Hearsum	
	Ms G. Mather	
	Mr J. Miles	
	Mr J. Moffat	
	Dr M. Mulheron	
	Mr T. Stokes	
<b>IN ATTENDANCE</b>	Mr N Razaq -	Assistant Principal
	Ms R Stratton -	Assistant Principal
	Mrs. H. Meredith -	Clerk to the Trustees

	<b><u>PART TWO – NON-CONFIDENTIAL ITEMS</u></b>	<b>ACTION</b>
1	<b>APOLOGIES FOR ABSENCE AND QUORUM</b>	
1.1	Apologies were received from Mr Spraggs. Ms Mather sent apologies in anticipation of arriving late. The clerk confirmed that the meeting was quorate.	
	<b>DECLARATION OF INTEREST BY MEMBERS AND SENIOR POSTHOLDERS</b>	
1.2	There were no new declarations of interest.	
2.	<b>DUTIES AND RESPONSIBILITIES OF DIRECTORS AND TRUSTEES</b>	
2.1	<p>The Clerk reminded the Board that decisions need to take into account their duties both as Directors and Trustees as detailed in the minutes of the last meeting (Item 2) as summarised below:</p> <p><b>Responsibilities as charitable trustee</b></p> <ul style="list-style-type: none"> <li>• Duty of Compliance;</li> <li>• Duty of Prudence; and</li> <li>• Duty of Care.</li> </ul> <p><b>Responsibility as directors</b></p> <ul style="list-style-type: none"> <li>• Duty to act within powers;</li> <li>• Duty to promote success of the company;</li> <li>• Duty to exercise independent judgement;</li> <li>• Duty to exercise reasonable care, skill and diligence;</li> <li>• Duty to avoid conflicts of interest;</li> <li>• Duty not to accept benefits from third parties; and</li> <li>• Duty to declare an interest in a proposed transaction or arrangement.</li> </ul> <p>The key responsibilities of the governing body include:</p> <ul style="list-style-type: none"> <li>• ensuring the quality of educational provision;</li> <li>• challenging and monitoring the performance of the academy;</li> <li>• ensuring good financial health and probity;</li> <li>• supporting the SLT in management of staff.</li> </ul> <p>It was <b>resolved</b> to note these responsibilities</p>	

<p><b>3.</b></p> <p>3.1.</p> <p>3.2</p>	<p><b>STUDENT ISSUES</b></p> <p>Mr Dan Swords, Student President was not in attendance at the meeting. The Chair reported that a Report had been received from the Student President in the last week and that the Principal has invited him to a meeting to discuss the report. The Chair and Vice-Chair have read the uncommissioned report and agreed that the College should have time to consider the methodology by which the information in this had been gathered and to respond to issues raised in the report, before this is copied to Trustees two weeks in advance of their next meeting with the responses from the College Senior Leadership Team.</p> <p>Trustees asked whether the report raises any issues of safeguarding. The Chair reported that this expresses views about site security, but these were also raised by the Student President at the Health and Safety Management Committee (See Item 5.2.3).</p>	<p><b>ACTION</b></p> <p>Principal Clerk</p>																																				
<p><b>4.</b></p> <p>4.1.</p> <p>4.2</p>	<p><b>MINUTES OF TRUST BOARD MEETING OF 7 FEBRUARY 2018</b></p> <p><u>Accuracy.</u> The Minutes were amended in manuscript on page 4 (to correct the spelling of Academies) and were accepted as an accurate record and signed by the Chair.</p> <p><u>Matters Arising.</u> The Action log is updated as below.</p>																																					
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<p><b>5.</b></p> <p>5.1</p>	<p><b>TEACHING, LEARNING AND ASSESSMENT</b></p> <p><b>QIP PROGRESS REPORT</b></p> <p>The Assistant Principal presented the College QIP update which had been colour coded Green – achieved, Amber – not yet achieved but ongoing, Red – no progress towards. There were no items coloured red and in response to questions from Trustees the Assistant Principal confirmed that there are no issues currently causing concern to the Leadership Team at their regular reviews of the QIP.</p> <p>The Principal confirmed that progress on English and Maths GCSE will be added to the Key Performance Indicators. <i>Ms Mather joined the meeting at 6:40pm</i></p> <p>It was <b>resolved</b> to note the report.</p>																																					

		<b>ACTION</b>
<p>5.2.1</p> <p>5.2.1.1</p> <p>5.2.1.2</p> <p>5.2.1.3</p>	<p><b>Ofsted 16 to 19 Inspection Data Summary Report (IDSR)</b></p> <p>Trustees received with the meeting papers the full IDSR report with an explanation of the purpose of the report and the key indicators from the 2018 report. The Report provides a review of the key performance indicators used by Ofsted to examine historic outcomes data when preparing for an inspection:</p> <ul style="list-style-type: none"> <li>• Learner Characteristics</li> <li>• Trends for Level 3 progress</li> <li>• Value added by Subject</li> <li>• Attainment</li> <li>• English Progress</li> <li>• Maths Progress</li> <li>• Destinations</li> </ul> <p>The ‘<i>areas to investigate</i>’ replaces the previous strengths and weaknesses section. The report confirmed that there are no areas to investigate for Woking College in terms of any significant differences from national figures based on the latest year of data. The Board noted however that although the College is in a positive position it is also not yet outstanding in terms of outcomes.</p> <p>It was <b>resolved</b> to note the report.</p>	
<p>5.2.2</p> <p>5.2.2.1</p> <p>5.2.2.2</p>	<p><b>Equal Opportunities</b></p> <p>The Assistant Principal presented an update report and Trustees noted the activities, emerging issues and staff training information and action being taken by the Equality and Diversity Group highlighted in the report including the setting up of a belief and spirituality room.</p> <p>It was <b>resolved</b> to note the report.</p>	
<p>5.2.3</p> <p>5.2.3.1</p> <p>5.2.3.2</p> <p>5.2.3.3</p>	<p><b>Health and Safety</b></p> <p>Trustees received with the meeting papers and noted the minutes of the Health and Safety Management Committee Meeting of 1 February 2018.</p> <p>Trustees discussed a question raised at the meeting about security noting that the instances of unauthorised individuals on site were generally friends invited into College by other students. The Principal reported on action being considered by the College including having alarm buttons on desktops, introducing a central reporting number for students to text to report an incident and increasing the regularity of checks on student ID cards. Trustees discussed how security issues are dealt with at other colleges. Trustees felt that the plan to move the Reception desk to the Art Block might make this more visible. The Chair and Vice-Chair reported that no concerns about safety have ever been raised as an issue at any Student Focus Groups held by them. The Principal will report further to the next meeting, Trustees also asked the Principal to check any security requirements in the College insurance policy.</p> <p>It was <b>resolved</b> to note the report.</p>	Principal
<p>5.2.4</p> <p>5.2.4.1</p> <p>5.2.4.2</p>	<p><b>REPORT FROM THEMED LEARNING WALKS FOR TRUSTEES / STUDENT FOCUS GROUPS</b></p> <p>Trustees received a written report of the January Learning Walk by Mr Miles which had been reported on to the last meeting. The Clerk reported that the March learning walk was cancelled due to inclement weather.</p> <p>It was <b>resolved</b> to note the report.</p> <p style="text-align: right;"><i>Ms Stratton, Assistant Principal left the meeting at 7:15pm</i></p>	

6.	PRINCIPAL'S REPORT	ACTION
6.1	The Principal presented his report and invited comments and questions from Trustees. The report included a snapshot of trips, visits and speakers and extra events for students which were commended by Trustees.	
6.2	<p>The report highlighted key performance indicators including that Retention and Attendance are as high as they have ever been :</p> <p style="padding-left: 40px;">Overall attendance: 97.6% (97.5%) Overall retention : 98.1% (96.9%)</p>	
6.3	<p>The Principal reported on a number of departures of senior staff including</p> <ul style="list-style-type: none"> <li>• Colin Barnard, Director of Learning and Teaching, who has been promoted to Assistant Principal at Richard Huish College in Taunton.</li> <li>• Rebeca Stratton, Assistant. Principal (Quality and Curriculum) who has been promoted to Deputy Principal at Itchen College and will leave at the end of May.</li> <li>• The retirements of the Finance Director and LRC Manager.</li> </ul>	
6.4	As a result of these changes the Principal reported on a re-structure to combine Learning Support and the LRC and reconstitute those as a 'Support for Learning' Department which has the role of supporting all out of classroom curriculum and extracurricular learning. The aim is to boost learning outside of the classroom and boost the quality and breadth of student CVs. The report detailed the new Senior Leadership Team structure and proposals for appointments to the new positions.	
6.5	It was <b>resolved</b> to note the report.	
6.2	<p><b>STRATEGIC PLANNING</b></p> <p>Trustees had last year asked to hold meeting(s) each year to review the College Strategic Plan and consider possible scenarios and assumptions in the light of external economic and policy changes. The Trustees agreed to meet for this review on the evening of Wednesday 23 May with the whole board to be invited.</p>	Trustees / Clerk
7.	<p><b>FINANCE</b></p>	
7.1.1	<p>Mr Moffat moved the adoption of the minutes of the Finance and Policy Committee meeting of 28 February 2017. The following recommendations were discussed and <b>agreed</b>:</p> <ul style="list-style-type: none"> <li>• <b>January 2018 Management Accounts</b> – the February management accounts were also being copied to the Board. There had been no significant variations since the Committee had last met;</li> <li>• <b>Review of Reserves-</b> the committee asked for further work to be done by the college on developing the Reserves Policy in conjunction with development of the College's plans for future capital expenditure;</li> <li>• <b>Budget Assumptions for budget 2018/19</b> In 2019-20 the College will be introducing a new pay scale with additional costs attached to this;</li> <li>• <b>Governance and Financial Management Validation Visit from an auditor from ESFA.</b> The formal recommendations from this visit are still awaited;</li> <li>• <b>Policies</b> – further work to be done on agreeing the rolling programme of policies to be reviewed by the Board.</li> </ul>	Principal
7.1.2	The Minutes and these recommendations were adopted.	Chair / Clerk

7.2	<b>MANAGEMENT ACCOUNTS</b>	<b>ACTION</b>
7.2.1	The management accounts to February 2018 were circulated to all Trustees with the meeting papers. The February Management Accounts were unanimously <b>approved</b> .	
8.	<b>GENERAL DATA PROTECTION REGULATIONS</b>	
8.3.1	The Assistant Principal reported that he and two College Staff attended the SFCA GDPR training session and that the College is carrying out a data mapping audit of all data held by the College and the reasons for holding this which will be used to develop a GDPR Action Plan. From this the College will develop staff training and any changes needed to College systems and structures. The Assistant Principal will be the Data Protection Officer initially.	
8.3.2	In response to questions from Trustees the Assistant Principal confirmed that the College is identifying third party organisations holding data and is working on developing data sharing protocols.	
8.3.3	It was <b>resolved</b> to note this update.	
9.	<b>DISASTER MANAGEMENT PLAN UPDATE OCTOBER 2017</b>	
9.1	At the February 2018 meeting Trustees had suggested testing the plan, which the Principal agreed to consider. The Chair of Finance had offered to assist the Principal with reviewing the plan. It was agreed that the College and the Chair of Finance will do some further work on this and that a final revised version will be presented for approval at the July meeting.	Principal / JMoffat
10.	<b>CONSTITUTION MATTERS</b>	
	The Board received a paper from the Clerk on constitutional issues. Prior to conversion to an Academy these points would have been considered by the Search Committee, but these now come directly to the full Board and it was agreed to set up a working party of the Board to review some points which needed further consideration.	Clerk
10.1	<p><b>TRUSTEE / DIRECTOR VACANCIES</b></p> <p>The Board noted two current vacancies following the resignation of Ms Bentley-Pattison as a Trustee / Director.</p> <p><b>PROGRESS ON RECRUITMENT OF REPLACEMENT TRUSTEES</b></p> <p>At the last meeting the Clerk was tasked to start action to recruit a replacement for the current vacancy taking into account gender and ethnic diversity and trying to find someone with safeguarding experience. The Clerk reported on action taken to date to advertise the vacancy on three websites and by direct approach to previous interested candidates:</p> <ul style="list-style-type: none"> <li>• Inspiring Governance</li> <li>• Woking Borough Council's Contact Centre</li> <li>• Governors for schools (formerly SGOSS)</li> </ul> <p>In addition, the Clerk had contacted several individuals who previously expressed interest in the vacancy. The Clerk reported that 6 individuals have expressed interest in the vacancy but that one was not currently able to go forward to interview due to possible re-location.</p>	

	<p>It was <b>resolved</b>:</p> <ul style="list-style-type: none"> <li>• That Trustees should complete the Skills Audit checklist and return this to the Clerk by 30 March 2018;</li> <li>• The Clerk will review the responses to work out the skills profile to recruit to, with the assistance of Mr. Miles;</li> <li>• The Clerk to invite potential Trustees to supply CVs and to invite them to an interview with the interview panel after Easter to include the Chairs of the Audit and Finance Committees (other Trustees who offered to join the panel: Mr. Hearsom, Mr. Stokes and Mr. Miles)</li> </ul>	<p><b>ACTION</b></p> <p>All Trustees</p> <p>Clerk / J Miles</p> <p>Clerk</p>
<p>10.2</p> <p>10.2.1</p> <p>10.2.2</p> <p>10.2.3</p> <p>10.2.4</p>	<p><b>CONSTITUTIONAL CHANGE</b></p> <p>At the Governance and Financial Management Validation Visit in January the ESFA auditor indicated that the strong preference of the ESFA is that Academies should not appoint staff, other than the Principal, as a Trustee Director pointing out that The Academies Financial Handbook 2017-18 published July 2017 at page 7 states:</p> <p><i>“Whilst the model articles give the members the decision on whether to appoint the trust’s senior executive leader as a trustee, the Department’s strong preference is for no other employees to serve as trustees in order to retain clear lines of accountability through the senior leader.”</i></p> <p>The auditor’s feedback (not yet confirmed as a formal recommendation) was that the trust should re-consider whether to have a Staff Trustee. Trustees discussed that the resignation of the Staff Trustee provides the opportunity for the board to re-consider the composition of the Board. In making their decision Trustees paid regard to the fact that members of staff can attend Trustee meetings as an observer.</p> <p>It was <b>resolved</b> (in anticipation of the recommendation expected from the ESFA) to discontinue with having a Staff Trustee position on the board and use the vacancy arising instead to appoint a skills-based governor.</p> <p>Trustees also agreed that to hear the staff voice they could hold staff focus groups twice a year.</p>	<p><b>Trustees/ Assistant Principal</b></p>
<p>10.3</p> <p>10.3.1</p> <p>10.3.2</p> <p>10.3.3</p>	<p><b>APPOINTMENT OF A WORKING GROUP TO LOOK AT SUCCESSION PLANNING AND CONSTITUTIONAL POINTS</b></p> <p>At the Governance and Financial Management Validation Visit in January the ESFA auditor’s feedback (not yet confirmed as a formal recommendation) was that having the role of member, trustee and chair vested in one individual may have the appearance of the exerting of undue influence on the governance of the trust. Further, as the Vice Chair of the Board is also a member, the auditor felt that this further compromises the objectivity required between the members and the trust Board and presents the appearance of undue influence and control of the board.</p> <p>Trustees discussed that there had been valid reasons for deciding this to appoint the Chair and Vice-chair as Members.</p> <p>It was <b>resolved</b> to take no action in relation to the composition of the Board of Members until the formal recommendation on this point is received from the ESFA.</p>	

10.3.4	<p>Mr Volo had indicated his intention to step down as Chair of the Academy Trust Board at the end of this academic year. This requires succession planning for the future Chair and Vice-Chair roles on the Trust Board and Members.</p> <p>It was <b>resolved</b> to set up a Working Party to consider and make recommendations in relation to:</p> <ul style="list-style-type: none"> <li>• succession planning for Chair and Vice-Chair</li> <li>• reviewing the draft Standing Orders for Trustees to agree the provisions to include in these about reappointment and maximum number of terms of office;</li> <li>• to review the skills profile of Trustees whose term of office ends in 2019 to consider when interviewing prospective Trustees.</li> </ul>	<p><b>ACTION</b></p> <p>Clerk / Working Party</p>
<p>10.4</p> <p>10.4.1</p> <p>10.4.2</p> <p>10.4.3</p> <p>10.4.4</p>	<p><b>GOVERNANCE REVIEW - to agree the process for undertaking the first year Review of Governance</b></p> <p>The Clerk reported that all new academy trusts must carry out a review in their first year of the impact and effectiveness of the board of trustees by a review of governance. Trustees noted that the FMGS audit had, in effect, been an external review of governance.</p> <p>It was <b>resolved</b> that the review of governance should be carried out as a self-evaluation exercise with input from Trustees. It was agreed that all Trustees will complete a Governance self-evaluation checklist based on the National Governors' Association (NGA)'s framework of 20 questions for governing bodies together with the previous questionnaire used by the Corporation (prior to conversion to an Academy) for the suggested 360° review of the chair's performance. The Checklist is to be returned to the Clerk by 30 March and the responses will be used to evaluate any changes to governance practice which may need to be introduced.</p> <p>It was also agreed that the Audit Committee will also review whether to ask the external auditors to carry out any additional audit work this year on governance.</p> <p>It was <b>resolved</b> to note the report.</p>	<p>All Trustees</p> <p>Audit Committee</p>
10.5	<p><b>TRUSTEES' STANDING ORDERS</b></p> <p>The Clerk had presented draft Standing Orders to the last meeting. The plan was to set up a working party of governors to consider the provisions about succession planning and the final version of the standing orders was deferred pending the setting up of that working group.</p>	Clerk
10.6	<p><b>TRUSTEES' ANNUAL SKILLS AUDIT</b></p> <p>Trustees were reminded to complete and return the annual Skills Audit form to the Clerk by 30 March in order that the results can be used to help inform the appointment of Trustees.</p>	All Trustees
11.	<p><b>DATE OF NEXT MEETING</b></p> <p>The next meeting of the Corporation will be held on <b>Wednesday 4 July 2018 at College at 6:30 pm.</b></p>	
	<p>The meeting closed at 8:15pm.</p> <p>Signed:.....Date.....</p>	

### Matters arising Action Log from meeting 21 March 2018

	<b>ACTION REQUIRED</b>	<b>BY WHEN</b>	<b>BY WHOM</b>	<b>STATUS</b>
1	The report from the Student President to be emailed to Trustees 2 weeks before the next meeting with management responses.	21 June 2018	<b>Clerk/ Principal</b>	
2	The Principal will report further to the next meeting and check any requirements in the College insurance policy in relation to any changes to be made to college site security.	July 2018	<b>Principal</b>	
3	The Trustees agreed to meet for a Strategic Plan review on the evening of Wednesday 23 May 2018	23 May 2018	<b>Clerk / Trustees/ Principal</b>	
4	Further work to be done by the college on developing the Reserves Policy in conjunction with plans for future capital expenditure	Early June 2018	<b>Principal</b>	
5	Further work to be done on agreeing the rolling programme of policies to be reviewed by the Board.	July 2018	<b>Chair / Clerk</b>	
6	The Principal and the Char of Finance will do some further work on the Disaster Management Plan and bring a final revised version for approval at the July meeting.	July 2018	<b>Principal / J Moffat</b>	
7	Trustees should complete the Skills Audit checklist and return this to the Clerk by 30 March 2018;	30 March	<b>Trustees</b>	
8	Clerk to review the responses to the skills audit to work out the skills profile to recruit to, with the assistance of Mr. Miles;	April 2018	<b>Clerk / J Miles</b>	
9	The Clerk to invite potential Trustees to supply CVs and to invite them to an interview with the interview panel after Easter	30 March	<b>Clerk</b>	
10	Trustees also agreed that to hear the staff voice they could hold staff focus groups twice a year.		<b>Trustees/ Principal</b>	
11	to set up a Working Party to consider and make recommendations in relation to: <ul style="list-style-type: none"> <li>• succession planning for Chair and Vice-Chair</li> <li>• reviewing the draft Standing Orders provisions about reappointment and terms of office of Trustees;</li> <li>• to review the skills profile of Trustees whose term of office ends in 2019.</li> </ul>		<b>Clerk</b>	
12	It was agreed that all Trustees will complete a Governance self-evaluation checklist by 30 March 2018	30 March	<b>Trustees</b>	
13	Audit Committee to review whether to ask the external auditors to carry out any additional audit work this year on governance	June 2018	<b>Audit Committee</b>	
14	final version of the standing orders was deferred pending the setting up of that working group.	July 2018	<b>Clerk</b>	