

REASEHEATH COLLEGE BOARD

**Minutes of the meeting held on Thursday 8 November 2018 at 9.45am
Room B7 Philip Leverhulme Centre, Reaseheath College**

- Present Karol Bailey (independent) KB
 Colin Baxter (independent) CB
 Malcolm Burns (independent) MB
 Marcus Clinton (principal) MC
 Jane Cowell (associate) JC
 Andrew Fletcher (independent) AF
 Francesca Francis (independent) FF
 Prof Chris Gaskell (independent) CG
 Mike Gorton (associate) MG
 Dr Elizabeth Harrison (independent) EH
 Anne McKay (staff) AM
 Luci Newell (student) LN
 David Pearson (independent, Chair) DP
 Richard Ratcliffe (independent) RR
 Alastair Taylor (independent) AT
 Louise Young (associate) LY
- Attending Peter Green (governor designate) PG
 Peter Greenall (assistant principal, dean of HE) PGreenall
 Matthew Gower (assistant principal) MGower
 Graeme Lavery (chief finance officer and director of resources) GL
 Dave Kynaston (vice principal) DPK
 Paul Spearritt (assistant principal) PS
 Louise Woodman (HR director) LW
 Jackie Schillinger (clerk) JS

PART A – 9.45am

1.	Welcome and apologies for absence
1.1	DP as Chair thanked members for his appointment as Chair of the Board this academic year. He thanked RR as previous Chair of the Board and members expressed their appreciation to RR for his work and contribution as Chair during his term. DP noted that RR and EH would continue to support him and the work of the Board as Vice Chairs.
1.2	Apologies were received and accepted from Prof Tim Wheeler, Charlie Woodcock, Angela Potter, Jon Furber and Megan Marriott. Apologies had not been received from Robert Icke, staff governor, but JS confirmed that he was currently away from college.
1.3	The meeting was declared quorate.

2.	<p>Register of Corporation Members' Interests and Declarations of Interest</p> <p>2.1 Governors reviewed, confirmed (with a couple of minor changes) and approved their interests in the register of Corporation Members Interests. There were no interests declared as giving rise to a conflict of interest in relation to the agenda items for the meeting.</p> <p>2.2 RESOLVED: Governors' declaration of interests on the Register of Corporation Members' Interests are reviewed, confirmed as correct and approved.</p>
3.	<p>Minutes of the meeting held on 12 July 2018</p> <p>3.1 The minutes of the meeting held on 12 July 2018 were approved as a correct record of the meeting and signed by the Chair.</p> <p>3.2 In relation to item 4.1 and 4.2 of the meeting, DPK confirmed the actions had been completed.</p>
4.	<p><i>CB arrives</i></p> <p>Appointment of Student Governors</p> <p>4.1 RESOLVED: In accordance with the Instrument and Articles of Government, the appointment of Lucienne Newell as HE student governor and Megan Marriott as FE student governor for the 2018-19 academic year are approved.</p>
5.	<p>Chair's Report</p> <p>DP presented his update report to the Board for information, received with thanks, including:</p> <ul style="list-style-type: none"> • The privilege of attending the Staff Development Day on 7 September and being able to address all staff as well as putting names to faces at the College Management Team meeting on 4 September with college managers • The very successful and enjoyable Higher Education graduation for Harper Adams validated programmes at Nantwich Church on 28 September, with a good number of other governors also attending • Undertaking learning walks and student focus groups with the Quality team on 23 October and then chairing the external validation panel for the College Self-Assessment Report on 26 October, with the involvement of other governors and external expertise also. DP commented on the strength of the external scrutiny and the good confidence and accountability shown by college teams this year at the external validation • Holding regular meetings with the Principal and Clerk, usually twice per month currently • Attending the AoC Principals' and Chairs' Forum and Hot Topic Update at Eversheds Manchester on 27 September with updates on the role of the Board as employer, the insolvency regime and the senior pay consultation, with the insolvency regime planned for a more in-depth session focussing on financial management at the December Board meeting • Attending (as one of three chairs nationally) the Department for Education 'improving governance' project meeting on 7 November in London, which is tasked with reviewing the code of governance in the sector and puts Reaseheath in a good place to input into this and also to learn from and share good governance practice • The work of the Search and Governance Committee on reviewing the self-assessment of governance and the continued commitment to the Code of Good Governance for English Colleges, noting that Reaseheath operates to a usual maximum of three terms of three years, which is slightly longer than the two terms of four years recommended in the Code. DP noted that this difference is explained in the governance statement in the College annual accounts <p><i>MB arrives</i></p>

and the Committee is confident that regular succession planning and the mix of skills continues to operate well and is a strength of governance at Reaseheath.

6. Principal's Report

6.1 The Principal presented his update report to the Board for information, with a summary of overall performance, and key areas of focus, including:

- 2017-18 performance data puts Reaseheath well ahead of National Rates for 16-18 academic performance, with an improvement of 19+ achievement rates to equal National Rates (NR)
- Apprenticeship performance remains strong and ahead of NR, especially at DART. Reaseheath Training has been impacted to some extent by the new End Point Assessment which is a feature of the new standards and has had a negative impact on timely achievement.
- Maths and English achievement rates are behind NR for 4-9, although they are comparative when looking only at comparative providers, rather than all providers. However the more pertinent measure of progress is a stronger one for Reaseheath, especially in Maths and compares favourably (top quartile) to NR
- Financial out turn in cash terms has improved for 17/18 than that reported at July board but a technical deficit will be reported due to the pension adjustment, although this does improve the balance sheet liabilities equally. With a 0 score for gearing due to debt levels as part of the financial plan, our financial rating will be satisfactory as per the financial strategy to support the capital projects strategy.
- The college is on track for 18/19 outturn at first P2 management accounts. However there is work to do for the exec team in understanding the detail of other income which is behind and first analysis suggests this is largely sat with dairy trials work (essential equipment non-operational) and farm income which is behind due to less cows in milk than the original budget allowed for. However, pay and non- pay have compensated for the other income that is currently behind.
- Student recruitment for 2018-19 is solid and generally a good performance when looking at the national picture. The college is pretty much there or thereabouts for 16-18, HE, adult budget (funded) and adult loans. Reaseheath Training apprenticeships looks solid but there is work to do on analysis of pipeline and actions needed to ensure profiled margins are achieved.
- Early student satisfaction is strong for 18/19 with 96.8 % approval rating for first pulse survey in FE.
- Strategically the main work is ensuring as Cheshire Colleges we capitalise on the LEP Institute of Technology (IOT) revenue and capital funding available and the capital funding sat in the emerging new digital skills partnership, a collective pot of £39 million. It is imperative we understand the needs of our employers for short, intensive training and then use these funds to develop the capacity to deliver it. We are also leading on and have proposed a rural conference understanding how rural connects with the pillars of the emerging local industrial strategy. The new strategic plan for 19-22 is now being developed with a series of meetings and workshops for staff as first steps.
- There are a number of developments being worked on by the executive team including KPI underpinning of the strategic risk areas, performance monitoring and business planning process development and exploring a more joined up way of bringing all our employer facing work together to maximise sales and engagement. Further development of the BE Ready Programme to improve employability skills and a new Passport to encourage compliance and completion of the programme in all areas across college.
- A new meeting structure finds more defined time for operational/wellbeing/development/performance. The development section is aimed at both FE and HE and explores teaching, learning and scholarship as well as curriculum development and ILT.

6.2	<p>Governors received the report with thanks and questions from governors followed:</p> <ul style="list-style-type: none"> • PG asked about the likelihood of success for bringing the Cheshire colleges together with a joined up offer. MG wondered if this meant that there would need to be agreement on sharing the market. MC explained that the project is led by the University of Chester and is about each college providing its own distinctive offer within a joined up offer to employers. He confirmed that he was making good progress with meeting all the colleges and gathering support. JC queried whether this would be a single way in for employers. MC confirmed that it was intended to provide this service with the IOT as the brokerage, but this did not mean that employers could not come directly to the colleges as well and the funding in this case would still be applicable. • DP commented that one of the messages he had taken from the Department for Education meeting the previous day was that first of all governing bodies had to ensure that they had their house in order and they also needed to seek to be much more transformational by looking beyond their own college, in the type of strategic thinking that the LEP IOT represents for example. MC emphasised the strategic planning process taking place will involve external input on exactly this type of strategic approach at the staff conference on 28 January, which governors are invited to attend, and at the governor strategic development event at the end of the following month. • DP asked how and when the work on drilling down into the ‘other income’ emerging shortfall will be progressed. GL confirmed that the executive team are working on this in the next couple of weeks and that a more detailed picture will come to the Finance and General Purposes Committee on 29 November and the next Board meeting on 13 December with P3 management accounts, along with planned actions to address the underperforming areas. • JC highlighted the fact that the funding consultation for the new technical levels is out very shortly and it will be important for Landex and the college to make a good response to it. She noted that the government may revisit the specialist land based weighting as part of this work and it will be important to seek to protect this as far as possible in the consultation response and lobbying that Landex has and can continue to do around this issue. MC agreed and confirmed that his role on the Landex Board provides the opportunity to continue to work with land-based colleagues on this issue. JC noted that there may well be an indication on weighting in the spring once the consultation is complete and it will be important for the executive team to stress test the likely impact on funding income as soon as it is known. • FF highlighted the successful registration (with no conditions imposed) of University Centre Reaseheath with the Office for Students, confirmed recently and noted in the Principal’s report. Members welcomed this confirmation and gave their thanks to the HE team for their work in achieving this outcome.
7.1	<p><i>AF arrives</i></p> <p>7. Safeguarding, Wellbeing and Prevent Update</p> <p>DPK introduced the update session by explaining that the executive team now receive a weekly safeguarding, wellbeing and prevent update report. This new system is intended to ensure that any spikes or trends can be picked up quickly and allow for swift action. He noted that a similar approach is now taken to health and safety as well, as highlighted in the following agenda item. He referred members to the example weekly report that had been provided with the papers for information and assurance on the detailed reporting that is coming through at executive level. From this weekly reporting year to date, he confirmed that it is clear that this year has seen a significant rise in students</p>

presenting with serious mental health conditions and problems, which is in line with the national picture in colleges and universities.

7.2

DPK also provided an update to members, following on from the discussion at the previous board meeting, on the issue of consent and peer sexual assault. He explained the college actions put in place to safeguard students, which include: a substantial induction session including input from the Police on the serious consequences and long term impact on a young person accused of sexual assault: running these induction sessions with each block release student cohort; night campus security resource and a campus supervisor 'office' stationed in Student Village all night every night. DPK confirmed that there is one complaint currently being investigated by Police, which is a drop in incidents of this nature on this time last year. Governors welcomed the assurance on the management of this risk area and DPK confirmed that it would remain an area of close monitoring this year.

7.3

Governors received the reporting and a detailed question and discussion session developed on the challenge of safeguarding students in the context of increasing mental health and wellbeing needs:

- EH was concerned at the very worrying picture emerging and wondered what preventative actions around wellbeing are in place or planned. AM agreed and asked what is and can be done to build and embed resilience within the student and staff body through lessons and other core activities. MGower explained some of the recent activities that had taken place around wellbeing and resilience including the recent Wellfest and the extensive work with external bodies, and he noted that the college has been shortlisted for a Beacon Award in relation to its work on wellbeing.
- PGreenall commented that there is a very promising project that the college is working on with the University of Chester for funding the development of a mental health app, with the expression of interest for funding just submitted. This will be able to provide a self-assessment tool and link to support services for students.
- MG said that he was sadly not shocked by the numbers showing in the reporting due to his experience in his academy role and seeing the increasing level of need in sixth forms. He questioned whether there could be underreporting. DP gave his view that he feels assured that the reporting is significant as it evidences that the college systems are capturing the issues and not underreporting, which would be the real worry. DPK explained that the ProMonitor system is used consistently and comprehensively and is picking up the vast majority of cases. MC noted that the reporting has captured this spike and the impact has been picked up and is seen in the significant increase in wellbeing interactions with the wellbeing team as well as counselling referrals. He highlighted that the wellbeing team manager is coming to an executive team meeting in a couple of weeks for the executive team to gain assurance on the detailed picture and the actions in place and planned to manage the challenge. On considering the number of wellbeing referrals in the year to date reporting, CB asked MG if this was around the numbers he was experiencing in his academy role. MG confirmed this level reflects his wider experience.
- LW commented that she has spoken to the University of Chester HR team with a view to collaborating on supporting staff, who can often find their own wellbeing at risk in dealing with the increasing demands placed on them when supporting students with mental health conditions or difficulties. FF and CG agreed that there is a real concern for the staff and that the college needs to give a priority as well to supporting the staff and welcomed the intention to look at the kind of support that can be provided working with others and external bodies. CG mentioned that for example some institutions have developed mental first aid schemes which can allow staff to know and work within their limitations for their own wellbeing. LW

7.4	<p>agreed that these kind of interventions are very useful and the college is working on mental health first aid and is doing some building resilience development with support from Liverpool University with the wellbeing team at college.</p> <ul style="list-style-type: none"> • CG asked whether the college has in place advance directives from enrolment for over 18 and HE students, as this is common practice at universities. These allow staff to contact parents and guardians where there are mental health issues and concerns for the wellbeing of the student. DPK confirmed that where there is a safeguarding concern parents are contacted and confirmed that he would check the paperwork that is used. • CB asked in relation to the statistics in the year to date report, what is the average length of time that a student will need support. DPK said that he would confirm outside the meeting, but he assured the governors that there is no cut off to support and that it is provided for as long as needed. • RR asked whether the need is seen in first or second year students mostly. DPK confirmed that it is the first years that represent the spike and the second year students do not have the same level of need. RR questioned whether this means that the interventions are successful over the first year and those returning students have developed improved resilience and wellbeing. DPK agreed it would be helpful to report on this journey from first to second year in a little more detail. <p>DP thanked governor and managers for a useful discussion and in conclusion he recommended, and governors supported, the following outcome:</p> <ul style="list-style-type: none"> • To welcome the priority given to safeguarding as an early agenda update item at each meeting, together with the new weekly reports at executive meetings • To receive the reporting and acknowledge the robust systems and actions being taken to minimise the risk to students and staff from mental health conditions or difficulties, whilst never being complacent • To recommend that advance directives for parental contact be used at enrolment for HE and over 18 students • To recognise the work being done by the safeguarding and wellbeing team and thank them for their continued commitment and hard work • To have a deep dive session to look in more detail at mental health and wellbeing with the wellbeing team at a forthcoming board meeting.
8.1	<p>8. Health and Safety Update</p> <p>GL presented the health and safety update, noting the weekly reporting now coming to the executive team and provided for governors for information. He highlighted to governors the RIDDOR accidents so far this year, within the context of the campus based education, which requires a lower threshold for RIDDOR reporting. He explained that so far this year most accidents have been within the Animal Management department, the majority being animal related. This is closely followed by slips, trips and falls across the college. He confirmed that all accidents are investigated by the department where the incident took place and then forwarded to the Health and Safety Manager to review and confirm that appropriate actions have been taken and are concluded. The weekly report has a hyper link to the action log to ensure that items are actioned and effectively closed off. Managers can use this link to</p>

	<p>take them directly to the monitoring schedule. He explained that this is part of the work to change the culture within the college by raising the profile and providing increased support and signposting of health and safety matters.</p> <p>8.2 Governors received the reporting with thanks and questioned managers on a number of areas:</p> <ul style="list-style-type: none"> • FF commented on the significant increase in accidents reported this year compared to this time last year and wondered if the RAG rating on the report should be Amber not Green. • AT asked in particular about the comments in the report around housekeeping on the farm and felt that this was a worry. He also considered that the risk rating of health and safety ought to be reviewed. • EH asked how the work on health and safety culture change was going and how the executive team were supporting this work. • GL confirmed that the executive team are driving culture change this year, and the increased visibility and priority given to health and safety reporting, including a drive on near miss reporting has contributed to the significant increase in reporting, which is seen as positive. LW added that this year’s staff survey results show an increased score in relation to commitment to and visibility of health and safety. MC confirmed his commitment to the work that is driving change and expressed his view that the college is seeing the signs of culture change. • In relation to the farm, GL confirmed that the actions out of the environment agency report are substantially complete and that the agency have confirmed that they are happy with the progress made. MC asked governors what they would like to see to give them assurance on the level of risk in relation to health and safety on the farm. AT suggested that a report to the Finance and General Purposes Committee and Quality and Standards Committee would allow some time for governors to find out more and provide assurance. DP also suggested a reassessment of the RAG rating of the report for the next reporting. <p>8.3 DP welcomed the discussion and thanked managers for their open and transparent approach to sharing this key information to allow for full and frank discussion and actions to provide further assurance to governors.</p>
<p>9.</p> <p>9.1</p> <p>9.2</p>	<p>Student Focus</p> <p>Student governor LN presented her observations on the start of the year from a student and Student Association point of view. She introduced the Student Association members for 2018-19 and provided an update on the work done during freshers to welcome and support new students, as well as social events planned, and this year’s RAG charity Diabetes UK. She then provided an update on the Student Association Projects for this year, with new projects including a drive on CPR training for students and staff on campus and help for the homeless. She provided an update on existing projects including See it Say it and how the projects seek to work alongside the college BeReady programme wherever possible.</p> <p>DP welcomed the report and thanked LN. PG commented on the fantastic work of the Student Association on the projects and asked whether they were getting enough support from the college. LN gave examples where this work is done jointly with departments, such as the Twilight Hour study help for students, which is run with student services. LN commented that the key is to build up the right contacts in the staff body to support and grow this work and this is progressing well and provides the</p>

9.3	<p>support needed to take these projects forward. JC said that she found the report an excellent read and wondered if the work was being captured in terms of employability. MC confirmed that it would be within the BeReady Passport scheme introduced this year, which logs the full range of achievements and work at college and can be presented to employers. KB asked if foundation students are involved in the Student Association work. LN confirmed that they work with the foundation department and a number of students come and work with them and get involved in various voluntary activities. EH asked about the uptake of the See it Say it initiative. LN reported that there is much work done around college including using the QR codes on posters and that this is having a positive effect. She also mentioned that using the QR codes on lanyards at an event really helped the uptake. EH was pleased to see lots of proactive work going on to drive the See it Say it campaign.</p> <p>DP thanked LN for her report, on behalf of members, and asked that they be kept informed of the Student Association meetings calendar to ensure board members could attend some of the meetings.</p>
<p>10.</p> <p>10.1</p> <p>10.2</p>	<p>Strategic Plan Monitoring: Strategic Risk Register and KPIs</p> <p>MC introduced the reviewed college strategic risk register with the addition of the new key performance indicators against each risk to allow more transparent tracking of the risks to the college strategic plan against the strategic objectives. He explained that the college had previously identified eight strategic risks to achievement of its strategic objectives and the aim is now to underpin each one with a series of key performance indicators. He noted that this should allow greater assurance on the key risks, early flagging and actions to be identified. He commented that it is still a work in progress and will be further scrutinised in committee meetings including audit committee this term and will be presented to the Board at its December meeting with the key performance indicators reviewed and further populated. MC then summarised the key risk areas identified at the current time, including ‘other income’, the review of the farm and its strategy, staffing in certain areas, mental health complexity of needs, and data protection in terms of ensuring completion of audit actions to achieve full GDPR compliance. He noted that the recent ESFA audit of funding was very successful and provides a high level of assurance to governors on funding compliance across the college.</p> <p>Governors received the report and welcomed the approach and the work that has gone into risk management. PG and CG queried the risk level on the farm and asked what kind of work is needed. MC explained that a fairly large review is needed and a farm steering committee is being set up, with governors with expertise invited to input into this. MG and AF indicated that they would be very happy to help. JC asked about the impact on the rest of the staffing of having to find ways of attracting and keeping staff in hard to recruit areas. LW confirmed that this is an issue that executive is very aware of and is looking at a number of ways of doing this. DP thanked members for the questions and discussion and confirmed that the report is received, with a further report to come to the December meeting.</p>
11.	<p>FE Study Programme explained – BeReady Passport</p> <p>MC introduced the session on the FE study programme, explaining that it was intended to help governors understand the full extent of the study programme at Reaseheath, the benefits to students and the changes and improvements made and planned this year. He highlighted the new BeReady Passport that enhances the existing BeReady programme and provides a formal log, certification and sign off as ready for employment alongside the main qualification at graduation and can be presented to employers. It is intended to increase the drive and incentive to students to engage in the full study programme, log their progress and be able to articulate their achievements and how they are ready for employment. MGower then took governors through the main elements of the study programme and he highlighted the changes this year to help track progress, such as the BeReady Quiz elements to the programme. AT noted that on his learning walks he had seen evidence of very good visibility and</p>

	<p>engagement with the BeReady programme. MGower agreed that impacts are already being seen, with a recent example being that three issues of county lines have been raised by students, as a result of safeguarding sessions raising awareness of emerging issues. DP welcomed the initiatives and thanked MC and MGower for this session and governors received the reporting with thanks.</p>
12.	<p>College FE and Apprenticeship performance 2017-18 (summary of draft SAR)</p>
12.1	<p>MGower presented a session for governors on college FE and apprenticeship performance, including key headline data; performance tables; benchmarks against other colleges; key strengths and weaknesses; how different groups perform and any achievement gaps; and finally, the college improvement plan for 2018-19. He took governors through the draft college self-assessment report and discussion focused on key college strengths, including outstanding progress and outcomes for 16-18 year olds and very good Maths GCSE progress measures and level 3 outcomes, and key college areas for improvement. In terms of improvement areas, governors discussed 16-18 English outcomes, 4-9 achievement rates in both English and maths, Engineering outcomes for 16-18, level 2 apprenticeships declining performance and HE progression. Governors welcomed the excellent results for Equine, Foundation and Business and noted the 'requires improvement' outcome for Engineering and English.</p>
12.2	<p>Governors received the report and discussion and questions followed:</p> <ul style="list-style-type: none"> • JC asked about the additionality of the short course qualifications and MG asked if all these were externally moderated. MGower explained that these courses are seen as a real strength of the study programmes as they are all robust, vocationally relevant and add value to the core qualification. He said that they are both external and internal qualifications but are all rigorously assessed and whilst there will be some crossover inevitably in some areas, the college can clearly demonstrate that the courses are extending and developing skills and knowledge from the core qualification. • PG asked about the apprenticeship performance decline. The context of end point assessment was discussed and its impact on performance. MGower confirmed that this is an area of focus and that the provisional data in the SAR has yet to be finalised. • EH queried the English and maths progress measures and the negative and small positive were explained in the context of the sector average.
12.3	<p>Governors welcomed the draft report and the overall good solid data. DP requested position statements on the key area in due course and specific development for governors on key areas going forward. He noted that governors would monitor the quality improvement plan this year, with particular focus on English and maths, Engineering and apprenticeships. Governors looked forward to receiving the final draft SAR report for approval in the December meeting.</p>
13.	<p><i>JC leaves meeting</i></p> <p>Governor Impact, Teaching and Learning and Learning Walks</p>
13.1	<p>The following items were received by governors: College Factsheet; Governor Factsheet; and Key Questions for Governors. MC explained that the information is intended to support governors to have the right type of conversations about teaching and learning and to assess the impact of their role as we progress through the 2018-19 academic year and to seek to achieve highly effective leadership and management. MC noted that governors should seek to use the information when they attend the forthcoming board and committee meetings, learning walks and curriculum link visits this term.</p>

13.2	Governors welcomed the material. AT suggested short position statements on each area would be helpful in addition. MGower confirmed that these are being developed. DP recommended that governors need some development sessions on college performance and teaching and learning this year and that an annual development session looking at performance with sector benchmarks should be continued in line with this November meeting that has been added to the calendar to specifically look at college performance and the self-assessment outcome. MG suggested a mock Ofsted could also be considered in the development work with governors. Managers and the Clerk agreed to take these actions forward.
14.	Chair's Report Search and Governance Committee and unconfirmed minutes 11 October 2018
14.1	RESOLVED: The Chair's report was received and the following items approved: <ul style="list-style-type: none"> i. Reaseheath College Board Constitution (including Instrument and Articles of Government) ii. Declaration of Eligibility and Code of Practice iii. Governance Annual Business Cycle iv. Forward Plan of Business 2018-19 v. Governor Conflicts of Interest Policy vi. Arrangements for Obtaining the Views of Students and Staff vii. Policy on Reimbursement of Governor Expenses viii. Procedure for Complaints against the Corporation ix. Policy for Obtaining Independent Legal Advice
15.	Items for approval/ratification
15.1	RESOLVED: The following items were approved: <ul style="list-style-type: none"> i. Health and Safety Policy ii. Student Charter iii. Bank Mandate approval
15.2	CG asked about the approach to the wellbeing side of health and safety and LW confirmed that a separate health and wellbeing strategy is being developed and will be shared with governors.
16.	Items for Information The following item was received for information, with clarification on a point of detail sought from EH and provided in the meeting: College Seal Report
17.	Date of next meeting The date of the next meeting was confirmed as Thursday 13 December 2018 at 9.45am

The meeting closed at 1.40pm. Following lunch governors took part in learning walks in curriculum areas from 2.30pm.

Signed:

Dated: