



**DN COLLEGES GROUP
CORPORATION**

Minutes of the Meeting held on Wednesday 4 July 2018

1 **Present**

A. Tüscher (Chair), P Adams, A. Briggs, G. Clarke, I. Falconer, P. Grinell, G. Hinchliffe, N. Jackson, A. Khan, M. Keyworth, M. Lynds, P. Senior, L. Sharp, R. Stubbs, M. Swales, A. Tyrrell, K. Walker

In Attendance

J. Charles, P. Doherty, M. Lochran, J. Barnard (item 4), D. Barnes (item 4)

2 **Apologies**

K. Brentnall, R. Brook, H. Osborne, P. Pascoe

3. **Declaration of Interests**

Members were reminded that they should declare any personal or financial obligation allegiance or loyalty which would in any way affect decisions in relation to the subjects under discussion.

4 **GDPR**

J. Barnard and D. Barnes attended the meeting to give assurance that the Group is currently compliant with GDPR Regulations. In answer to Members' questions, clarification was given regarding the use of personal devices to access College documentation and the steps to be taken to ensure security of information. Members were asked to use the College-issue iPad where possible but if their own devices were to be used, they should ensure they were secure by checking with the IT department that they were encrypted and password protected. The majority of Corporation Board papers were not personal but sometimes contained commercially sensitive information and therefore it was sensible to ensure that any communication is secure at the highest level. College mail addresses are to be used, and any arrangement to forward emails to personal email addresses should be subject to security measures in the same way as Board documentation, i.e. that the device used is password protected. It was agreed that as an added security measure, Board papers containing personal or sensitive information would not be sent out electronically, but tabled in paper form and collected at the end of the meeting.

It was noted that the ICO (Information Commission Officer) would, in the case of a breach, consider to what extent suitable measures are in place and what development was planned with reference to reasonable and appropriate precautions.

It was noted that the new Clerk to the Corporation would receive specific training on GDPR.

Any further questions to be forwarded to the Clerk so that J. Barnard and D. Barnes can respond individually.

J. Barnard and D Barnes left the meeting at this point

5. **Minutes**

The minutes from the meetings held on 23 May 2018, including the Reserved Item, were approved as a true record and signed by the Chair

6 **Matters Arising from Minutes / Action Points**

Date	Item	Outcome	Action
23.5.18	7	<p>M. Lochran reported that the latest national survey of employers showed NLC to have a response of 84% which was just above the national average. The Group survey of employers will be more useful but it was noted that the response rate might be quite small.</p> <p>M. Lochran went on to say that social media is used mainly to engage students and to celebrate success. A recent event at North Lindsey College which was marketed only via social media had over 3,000 visitors which was remarkable. A national league table for social media use showed NLC to be 33rd out of 466 and DC 177th. Some curriculum areas are very active. It was planned to engage marketing expertise at a Group level.</p> <p>It was suggested that students, particularly HE interns, could be usefully employed in this area; this will be further considered.</p> <p>It was agreed that the map showing student destinations throughout the region and world would be extended and updated.</p>	<p>ML</p> <p>ML</p>
	13	<p>Arrangements will be made for a presentation on the Prevent Duty, with local context, to be made to the Corporation board next term. The ongoing Safeguarding training will be referred to the Search and Governance Committee.</p>	<p>Clerk</p> <p>Clerk</p>

Performance Monitoring

M. Lochran presented position statement to provide Members with an update on the performance of the Group in 2017/18

- Retention across the group and at both colleges has improved to 93% compared to 90% in 2016/17
- Achievement rates are predicted to improve from 79% to 83% at Doncaster, 86% to 88% at North Lindsey and 85% across the group which would be 3.5% above the national average
- Attendance continues to be below target with particular issues on English and maths at Doncaster (64%)
- The majority of L3 students at NLC are expected to achieve or exceed their national expected grade (79%). At Doncaster there has been more focus in individual areas but there is no college wide measurement
- The overall apprenticeship achievement rate is predicted to be static or even fall slightly from 77% to 75% (National average 69%) due to legacy learners.
- The timely achievement rate is likely to fall slightly to 65% (National average 60%) although outstanding functional skills at Doncaster make this challenging.
- Applications from new students at NLC is in line with 2016/17 despite a fall in school leavers and a number of activities are in place to ensure that a high percentage of these enrol with the college. There is an emerging issue with progressing students with just less than 200 fewer applications and this is being followed up in areas.
- At DC 16-18 applications are 130 below the previous year with adults being similar. Actions are in place to increase applications and conversions
- Apprenticeships recruitment continues to be challenging with a 52% fall in March nationally compared to the previous year. The group structure has been adjusted to place more resource into recruitment and employer engagement activities.
- Attendance on HE across the group is still below the target level with overall attendance being 85% at UCNL and 82% at UCD
- Retention of students is at target (93%) at UCNL and above target at UCD at 94%
- The responses to the National Student Survey (NSS) were 2% below target at 83% at UCNL and 79% at

	<p>UCD. It was noted that a risk had been identified associated with the NSS regarding a group of construction students from DC who were dissatisfied but who actually should not have been included. It was expected that their responses will have an impact on overall satisfaction.</p> <ul style="list-style-type: none"> • Internal surveys, adopting the NSS approach, indicate an overall satisfaction rate of 89% at UCNL and 84% at UCD. It was suggested that comparative statistics from previous years will be included in future reports. • Applications at UCNL are in line with the previous year and while this is slightly below the previous year at UCD, the number of 'firm' acceptances is up by 15. 	
8	<p><u>Chief Executive's Update</u></p> <p>The CEO provided an update on current developments, particularly in relation to progress on strategic planning and significant events and partnerships.</p> <p>The report included an update on the following:</p> <ol style="list-style-type: none"> 1. Ofsted Pilot Inspection 12-14 June 2018. It was noted that the outcome of the inspection was confidential and that all the areas identified for action had already been identified by the Senior Leadership Teams and were being addressed. The issue for priority was the pace of change. The Chair thanked the Group Executive and Senior Leadership Teams for their hard work during the Ofsted visit and thanked the Members who had met with the inspectors during the Ofsted/Governors meeting. The CEO commented that staff had received the report very positively and were acting on the clear areas for improvement and direction. It was expected that the next Ofsted inspection will be within 2 years. In answer to questions, the CEO confirmed that the areas for action had been included in the Strategic Plan. 2. National Developments; the Strategic Plan is set in the context of national developments which includes sustained funding cuts and austerity with an increasing number of colleges in significant financial difficulty; continued increase in the number of college mergers; post-18 review which has the potential to increase the importance of college based Higher Education; increasing number of providers and competition; Brexit with implications for European funded projects, the introduction of the Apprenticeship Levy, development of 	

	<p>Institutes of Technology; devolved funding for agreed devolution areas (there is no devolution agreements in place in the Humber, Greater Lincolnshire or Sheffield City Region); significant changes in HE with the establishment of the Office for Students which replaced HEFCE and more publicly available data on performance for all types of provision.</p> <p>3. The Strategic Plan was presented for approval, following the previous report to the Corporation Board and involvement of students, staff and external stakeholders in shaping and setting the Core Values, Vision and Mission. Setting the educational character of the DN Colleges Group is a key role for governors taking the opportunity to build on best practice in both colleges and enable a fresh start and new ideas to shape the future. After discussion it was agreed that an additional overt target to engage employers in delivery and provision of higher level apprenticeships would be added.</p> <p>It was noted that the target for staff costs as a percentage of income was 65.5% for 2018/19 with a stretch target of 63.5%. Members were assured that this was realistic given the planned investment in staffing to ensure growth and development. It was established that the stretch targets included in the plan could be reached without an increase in resources. The targets had been adjusted in light of the Pilot Ofsted Inspection to ensure the areas identified for rapid improvement are prioritised.</p> <p>After discussion, the Strategic Plan 2018 to 2021 was approved.</p> <p>4. Group Level Appointments: Group roles have now been agreed and are operational in a number of areas i.e. Group Director, Teaching & Learning Group Senior Leader, English Group Senior Leader, Maths A process is underway to appoint internally to take a lead role across the Group in Safeguarding and Student Welfare. The Senior Leadership responsibility for Teaching and Learning, Quality and Student Support will be taken by Kit Sargent. Maxina Butler-Holmes will take a strategic and quality assurance lead as the Group Executive Director of Higher Education.</p>	
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	<p>Group Head of Operations (Apprenticeships) recruitment is in progress. Group Head of Finance Other appointments currently in process of recruitment include the Group Director for Finance & Funding, Group Marketing Manager and Clerk to the Corporation. An organisational chart will be prepared in due course and circulated to all Members.</p> <p>5. Local Developments Doncaster College: The Post-16 Review, as part of the 'One Doncaster' Report recommendations, has been supported by DN Colleges Group to ensure that Doncaster College, as the major post-16 provider is recognised. It is intended that a formal commitment will be made to a partnership with Doncaster Metropolitan Borough Council, Hall Cross and Hungerhill Schools for the Doncaster UTC.</p> <p>The bid for an Institute of Technology together with all the FE Colleges in the Sheffield City Region and the National College for High Speed Rail had been unsuccessful.</p> <p>There have been no further significant developments on the 'University City' Project since the last meeting. The sale of High Melton is progressing and alongside Heads of Terms for the sale, the Heads of Terms for delivery of educational training and work experience for 360 Degrees Media Ltd is in process.</p> <p>A distinct identify is being created at The Hub for HE provision and as part of the recruitment campaign, Graduate Interns are being employed to work directly with local communities.</p> <p>6. Local Developments North Lindsey. NLC is involved in two bids for an Institute of Technology, submitting separately for Yorkshire and the Humber, and Lincolnshire. Both bids have been successful and included in the announcement of 15 IoTs that will proceed to the next stage. This provides the opportunity to include Doncaster College linking in particular to the 350 Degree Media development at High Melton.</p> <p><i>Confidential item for In-Principle approval minuted separately.</i></p>	
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	<p>7. Armed Forces Employer Recognition Scheme: This is currently being progressed and the initial paperwork and covenant templates for signature have been received. Initially, the Group will receive a Bronze Award and will need to consider further developments to achieve Silver or Gold status.</p> <p>RESOLUTION: to approve the Strategic Plan 2018-2021, including Driving Principles, Core Values, Vision, Mission, Key Drivers and Headline Targets.</p>	
9	<p><u>Financial Report May 2018</u></p> <p>P. Doherty presented the consolidated Management Accounts for the ten months ended 31 May 2018.</p> <p>The consolidated management accounts report a surplus of £58k for the ten month period, a reduction of £306k upon the budgeted surplus for the period, principally as a result of a funding body grants income shortfall in comparison to the profiled budget, net of staff cost savings.</p> <p>The ability to achieve income targets for both Apprenticeships and the Adult Education Budget in particular remains subject to monitoring and review</p> <p>The year-end forecast is close but not equal to budget i.e. a forecast surplus of £414k compared to a budget of £523k.</p> <p>Capital expenditure is broadly in line with budget and is expected to remain so.</p> <p>Financial Health is Good at May 2018 and is forecast to be Outstanding at July 2018. Due to cash flow at the end of May and the ratio to debt servicing, there was partial compliance with bank covenants. This will return to full compliance by the end of July and Members were assured there was no underlying history or cause for concern.</p> <p>It was noted that the year end forecast for liquid resources was a decline; P. Doherty confirmed that this is on plan and that cash reserved would be depleted to some extent.</p> <p>Members commented on the good result: to achieve Outstanding by the end of the year, ahead of target, was a fantastic result and offered the Group Executive, Senior Management and Finance Teams their congratulations.</p>	

10	<p><u>Financial Plan 2018 – 2020</u></p> <p>P. Doherty presented a Financial Plan 2018 – 2020 for approval.</p> <p>The Financial Plan for 2017/18 to 2019/20 was reviewed by the Finance and Resources Committee on 25 June 2018 and recommended to the Corporation for approval. The Financial Plan is consistent with the College’s Strategic Plan and has been prepared in accordance with the Financial Planning Handbook (2018) issued by the ESFA.</p> <p>The Financial Plan projects total income of £49.3m in 2017/18, increasing to £51.6m in 2018/19 and increasing further to £52.9m in 2019/20 The Plan projects operating surpluses of £0.5m in 2017/18, £1.4m in 2018/19 and £1.6m in 2019/20.</p> <p>The Financial Plan continues to focus and commit to investment in estates long term maintenance, IT and teaching equipment with capital expenditure of £1.0m in 2017/18, £2.3m in 2018/19 and £2.3m in 2019/20. The Plan complies with the College’s bank loan covenants (section 9) and translates into ESFA Financial Health grades of Outstanding for each year 2017/18 to 2019/20.</p> <p>After discussion the Corporation Board approved the Financial Plan</p> <p>RESOLUTION: that the Financial Plan for 2018-2020, including the revenue and capital budgets for 2018/19 be approved.</p>	
11	<p><u>Regularity Self-Assessment Questionnaire 2017/18</u></p> <p>The purpose of the report was to inform the Corporation Board of the DN Colleges Group’s draft self-assessment questionnaire for 2017/18. It was noted that this draft document would not ordinarily be presented at this stage to the Corporation but would be considered by the Audit and Risk Committee and Finance and Resources Committee during the autumn term of 2018/19. The early draft had been presented to avail the Members of the advice from the Clerk regarding 2017/18 should it be required, before her resignation in July 2018.</p> <p>It was noted that College Corporations must publish a statement of regularity, propriety and compliance within their annual accounts. The Education and Skills Funding Agency has developed a regularity self assessment questionnaire</p>	

	<p>(RSAQ) to support college corporations in drafting the statement of regularity, propriety and compliance. The RSAQ provides clarity over the framework, including the interpretation of key requirements and the type of evidence that should be considered.</p> <p>Corporations must also appoint a reporting accountant to provide an assurance report on regularity each financial year and this must be the same as the external auditor. DN Colleges Group has appointed RSM for 2017/18. The reporting accountant must undertake the engagement to provide limited assurance, i.e. defined as those concluding whether, based on the procedures performed and evidence obtained, nothing has arisen that suggests that information is materially misstated. For colleges, the reporting accountant provides limited assurance that expenditure disbursed and income received have been applied to purposes intended by Parliament, and financial transactions conform to the authorities which govern them.</p> <p>After the financial year end of 31 July 2018, the RSAQ will be finalised and signed by the CEO as accounting officer and the Chair of Governors. The RSAQ will be provided to RSM to review as part of their engagement and will be made available to the Audit and Risk Committee and the Finance and Resources Committee prior to approval of the annual accounts.</p> <p>Members were asked to direct any questions or comments about the RSAQ draft to P. Doherty or J. Charles outside the meeting.</p>	
12	<p><u>Risk Registers</u></p> <p>P. Doherty presented the risk registers of Doncaster College and North Lindsey College for annual review.</p> <p>It was noted that the Audit and Risk Committee, at its meeting on 19 March 2018, endorsed a proposal to set up a joint risk assurance group to consider what risk management process should be used by the DN Colleges Group as a whole</p> <p>The risk assurance group subsequently recommended that each College should have its own risk register, compiled from the risks identified by each area, and including risks identified at College level. From the College risk registers, a DN Colleges Group risk register would be compiled, including risks identified at a group level. These proposals were endorsed by</p>	

	<p>the Group Executive Team and agreed to be rolled out across the Group, including staff training.</p> <p>A deadline of 31 July 2018 is being worked to for the completion of all risk registers. From these, updated College registers will be compiled and then a DN Colleges Group one.</p> <p>In the interim, the current existing risk registers for each College were enclosed for information. These risk registers had been reviewed by the Audit and Risk Committee on 20 June 2018.</p>	
13	<p><u>Use of College Seal and Whistleblowing Procedure</u></p> <p>Members noted the use of the Seal on documentation to authenticate the following documents in the last 12 months:</p> <p>North Lindsey College Seal:</p> <p>21.7.17 UTC Lease Agreement between NLC and the Humber UTC</p> <p>31.10.17 Mortgage of freehold property – Lloyds Bank Deed of Amendment, Restatement and Narration, Lloyds Bank</p> <p>Doncaster College Seal</p> <p>31.7.17 Share sale agreement between Doncaster College and Doncaster Metropolitan Borough Council re Arthur Street Developments Ltd</p> <p>18.10.17 Deed between Doncaster College and Doncaster Deaf Trust to transfer the lease of Carr Fenton Lodge, DN2 6AY</p> <p>30.10.17 In relation to the merger between Doncaster College and North Lindsey College: a *transfer deed in respect of all assets and liabilities between the Corporation and North Lindsey College * a stock transfer form in respect of the entire issued share capital of DC Teach Ltd * form TR5 in respect of the transfer of the Properties from the Corporation to North Lindsey College</p> <p>8.11.17 *Deed of Amendment, Restatement and Novation Both Doncaster College and DN Colleges Group seals were applied to the novation contract with Neopost Finance Ltd in relation to the franking machine licensed to Doncaster College</p>	

	<p>DN Colleges Group Seal</p> <p>6.11.17 Legal Charge, Santander</p> <p>29.11.17 Lease DNCG and KC Ltd re Global House</p> <p>26.1.18 Santander supplemental letter 15.1.18 regarding their facility.</p> <p>7.3.18 Option Agreement re legal charge, Santander, re Global House and New Beacon House</p> <p>27.6.17 Lease and land at Chappell Drive from DMBC for car park</p> <p><u>Whistleblowing</u></p> <p>A protected disclosure was received in April 2018 and the Whistleblowing Procedure followed. Details were reported to the Audit and Risk Committee. The claim was unsubstantiated although some recommendations were accepted and implemented.</p>	
14	<p><u>Minutes of Meetings</u></p> <p>The minutes of the following committees were received and noted:</p> <p>Search & Governance 4.6.18</p> <p>Curriculum Quality & Performance 18.6.18</p> <p>The Chair of each of the committees had been invited to present a bullet point report to comment or highlight issues which had been discussed at the Committees which were not already on the Corporation Board agenda.</p> <p>P. Grinell Chair of the Curriculum Quality and Performance Committee commented that it had been suggested that the Terms of Reference of all Committees should consider the Risks within the Risk Register which were pertinent to the committee with particular regard to the assurances available that the controls in place to manage those risks are operating as intended. The Clerk confirmed that this had been included in the Terms of Reference for all Committees.</p>	
15	<p><u>Appointment of Members</u></p> <p>P. Senior, M. Swales, N. Jackson and M. Lynds left the meeting at this point.</p> <p>The Search and Governance Committee had determined that the following current members should be recommended for a further appointment of 4 years with effect from 1 August 2018</p>	

	<p>P. Pascoe P. Senior M. Swales M. Lynds</p> <p>It was also suggested that N. Jackson (staff member from Doncaster College) be appointed as a Staff Governor until November 2020 to align with the term of office of the other Staff Governor, L. Sharp.</p> <p>The Search Committee had given consideration to the attendance, chairing and membership of committees, contribution to debate/decision-making, sharing good practice from outside [bringing the outside in], promoting the college, attending training, unique selling point or individual skill/experience/community links, contact with staff, attendance at College functions, and general commitment of each of the Members under consideration for reappointment.</p> <p>It was noted that current Members I. Falconer, D. Hilditch, R. Stubbs and G. Hinchliffe would not be appointed to a further term, at their own request, and K. Walker would no longer be a student and was therefore not eligible to be a student governor. The Chair thanked each of these members for their significant commitment to the Corporation board.</p> <p>Members agreed that P. Pascoe, P. Senior, M. Swales and M. Lynds be appointed for a further term of 4 years each and that N. Jackson's term of office as Staff Member for Doncaster be extended to November 2020.</p> <p>Members noted the Committee Memberships and College Company Directorships for 2018/19</p> <p><i>P. Senior, M. Swales, N. Jackson and M. Lynds rejoined the meeting.</i></p> <p>RESOLUTION : that P. Pascoe, P. Senior. M. Swales an M. Lynds be reappointed as Members of the Corporation for terms of 4 years until 31 July 2022, and that N. Jackson be appointed as Staff Governor for Doncaster College until November 2020.</p>	
16	<p><u>Appointment of Chair and Vice Chair</u></p> <p><i>A. Tüscher left the meeting at this point.</i></p> <p>Several nominations had been received for A. Tüscher to be reappointed to the position of Chairman with effect from 1 August 2018. The Clerk confirmed that Mr. Tüscher had accepted the nomination and had forwarded a supporting</p>	

	<p>statement. There were no further nominations. Members unanimously approved the proposal that Mr. Tüscher be appointed to the position of Chairman.</p> <p>RESOLUTION : that A. Tüscher be appointed to the position of Chairman of the Corporation from 1 August 2018</p> <p><i>A. Tüscher returned to the meeting and resumed the Chair</i></p> <p>Nominations had been received for A. Briggs, G. Clarke and P. Pascoe for the positions of Vice Chair. G. Clarke stated that although he had been willing to accept the nomination, he was unable to commit to the position at this time.</p> <p style="text-align: right;"><i>A. Briggs left the meeting at this point</i></p> <p>It was confirmed that A. Briggs and P. Pascoe had accepted the nominations for the positions of Vice Chair and had each forwarded a supporting statement. There were no further nominations. Members approved the proposals that A. Briggs and P. Pascoe be appointed to the positions of Vice Chair from 1 August 2018.</p> <p style="text-align: right;"><i>A Briggs returned to the meeting</i></p>	
17	<p><u>Calendar of Meetings 2018/19</u></p> <p>A calendar of Corporation and committee meetings, 2018/19 was presented for approval. The Delegation of Functions document was included for information. .</p> <p>Electronic diary invitations will be sent out to members.</p> <p>RESOLUTION: the calendar of meetings for 2018/19 was approved with minor amendments.</p>	
18	<p><u>R. Stubbs</u></p> <p>R. Stubbs said that as he was not taking his Membership of the Corporation Board forward he wanted to take the opportunity of saying that he had thoroughly enjoyed his time as a member of Doncaster College and latterly DN Colleges Group Corporation Board. He noted that forecasts for the sector were challenging but maintained that the problem was not to set targets too high and not meet them, but to set them too low. He had confidence that the DN Colleges Group would be successful and wished all Members and staff well in the future. He thanked the Board for the opportunity of working with them on the Corporation Board.</p>	

19	<p><u>RESERVED ITEM</u> <u>Optime Support Limited Employee Terms and Conditions</u></p> <p>Reserved Item – Debate minuted separately</p> <p><i>The Chair sought a resolution for the Staff and Student Governors to leave. G. Hinchliffe, N. Jackson, and L. Sharp left the meeting at this point.</i></p>	
20	<p><u>RESERVED ITEM</u> <u>Senior Postholders' Salaries</u></p> <p>Reserved Item – Debate minuted separately</p> <p><i>The Chair sought a resolution for the Senior Leadership Team and Clerk to leave. J. Charles, P. Doherty, M. Lochran, and A. Tyrrell left the meeting at this point.</i></p>	
21	<p><u>Date of Next Meeting</u></p> <p>Monday 15 October 2018</p>	

Date	Item	Action Point	Who	When
23.5.18	7	It was suggested that students, particularly HE interns, could be usefully employed in this area; this will be further considered.	ML	Oct 18
		It was agreed that the map showing student destinations throughout the region and world would be extended and updated.	ML	Oct 18
	13	Arrangements will be made for a presentation on the Prevent Duty, with local context, to be made to the Corporation board next term. The ongoing Safeguarding training will be referred to the Search and Governance Committee.	Clerk	18/19
			Clerk	Oct 18