

Meeting of the Academy Transformation Trust Board

11 October 2022

12:30pm to 15:00pm

Venue: Harvest Fields

Board members	Initial	Position
Pat Beanland	PB	Chair
Tom Clark	TC	Vice-Chair
Tania Craig	TCr	Trustee
Diane Elleman	DE	Trustee
Mark Gill	MG	Trustee
Alistair Milne	AM	Trustee
Louise Jones	LJ	Trustee
Attendees	Initials	Position
Austin O'Malley (item 002.1 only)	AO	Acting Head of Finance (AHoF)
Ed Thomas (item 002.1 only)	ET	Director of Operations (DoO)
Derek Trimmer (item 003.1 only)	DT	National Education Director (NED)
Amber Fitch	Clerk	Governance Officer

Minutes

ITEM	Detail
001	Routine business
001.1	<i>Apologies for Absence</i> Apologies were received and consented for Elaine Bonar & Carl Edwards. The meeting was quorate.
001.2	<i>Annual Declarations of interest and declarations for this meeting</i> a) The Clerk confirmed that all Trustees had completed and returned their annual declaration form. Information had been updated on the Trust website. b) There were no declarations of interest for this meeting.
001.3	<i>Election of a Chair & Vice-Chair</i> a) Following a call for nominations for Chair for the 2022/23 academic year, Patricia Beanland was nominated. b) Following a call for nominations for Vice-Chair for the 2022/23 academic year, Tom Clark was nominated.
001.4	Resolution Trustees unanimously agreed the below appointments – a) Patricia Beanland as Chair for the 2022/23 academic year b) Tom Clark as Vice-Chair for the 2022/23 academic year
001.5	<i>Confirmation of sub-committee memberships</i>

	Trustees were asked to review and appoint to various committees for the 2022/23 academic year.								
001.6	<p>Resolution</p> <p>Trustees unanimously agreed the below committee memberships –</p> <ul style="list-style-type: none"> a) Audit & Risk Committee (ARC) – Mark Gill, Alistair Milne & Diane Elleman b) Finance & Resources Committee (FRC) – Louise Jones, Alistair Milne, Carl Edwards & Tom Clark c) Standards & Outcomes Committee (SOC)– Patricia Beanland, Tom Clark, Elaine Bonar & Tania Craig d) Remunerations Committee – Committee Chairs e) Remunerations Committee (Appeals) – Tom Clark (Vice-Chair) and any other Trustees, based on availability <p><i>Action</i></p> <table border="1"> <thead> <tr> <th>Action</th> <th>Description of task</th> <th>Who</th> <th>When</th> </tr> </thead> <tbody> <tr> <td>AO1</td> <td>To update the committee memberships on the website</td> <td>Clerk</td> <td>After meeting</td> </tr> </tbody> </table>	Action	Description of task	Who	When	AO1	To update the committee memberships on the website	Clerk	After meeting
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001.7	<p>Challenge and clarification</p> <p>1. A Trustee referred to the Governance Scheme of Delegation which outlined the Audit & Risk Committee Terms of Reference and the skills / experience required of the Committee Chair. They questioned if the position of Chair of this committee should be revisited at the next meeting to ensure they had the relevant skills. It was noted that this would be on the next agenda and that a discussion would be had with a suggested Trustee to establish if they could join the committee.</p> <p><i>Action</i></p> <table border="1"> <thead> <tr> <th>Action</th> <th>Description of task</th> <th>Who</th> <th>When</th> </tr> </thead> <tbody> <tr> <td>AO2</td> <td>To liaise with CE to see if he was willing to join ARC</td> <td>PB</td> <td>After meeting</td> </tr> </tbody> </table>	Action	Description of task	Who	When	AO2	To liaise with CE to see if he was willing to join ARC	PB	After meeting
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001.8	<p>To review & agree the sub-committee Terms of Reference (TOR)</p> <p>The TOR for the below committees had been shared prior to the meeting.</p> <ul style="list-style-type: none"> a) Audit & Risk Committee (ARC) b) Finance & Resources Committee (FRC) c) Standards & Outcomes Committee (SOC) d) Remunerations Committee 								
001.9	<p>Resolution</p> <p>Trustees unanimously agreed the TOR as circulated.</p>								
001.10	<p>To agree Link Trustee roles 2022/23</p> <p>The Clerk reported that the following academies were due an Ofsted inspection in the 2022/23 academic year –</p> <ul style="list-style-type: none"> a) Beck Row Academy (BEC) b) Bristnall Hall Academy (BHA) c) Great Heath Academy (GRE) d) Icen Academy (ICA) e) Mildenhall College Academy (MCA) f) North Walsall Primary Academy (NWP) g) Phoenix Academy (PHO) 								

- h) Ravens Academy (RAV)
- i) Sun Academy (SUN)
- j) The Hathaway Academy (THA)
- k) Further Education College (ATTFE)

The Chair highlighted that Trustees would focus on supporting those academies due for Ofsted this year due to workloads, as well as highlighting the need to recruit additional Trustees. It was noted that the Trustees were expected to arrange visits to their link academies as soon as possible. The Chair & Vice-Chair offered support to newly appointed Trustees, as necessary.

Action

Action	Description of task	Who	When
AO3	To arrange visits to link academies	All	After meeting

001.11

Resolution

Trustees unanimously agreed the below link Trustee roles for 2022/23 –

- Sutton Community Academy – Tom Clark
- Ravens Academy - Pat Beanland (already established)
- Pool Hayes Academy - Pat Beanland
- Nicholas Hamond Academy - Flying Squad with Alistair Milne as observer
- Star Academy - Tom Clark
- Beck Row Academy – Diane Elleman
- Icen Academy – Diane Elleman
- ATTFE- Elaine Bonar
- Caldmore Primary Academy - Tania Craig
- Phoenix Academy – Tania Craig
- Kingsmoor Academy – Patricia Beanland
- Sun Academy – Tom Clark
- The Queen Elizabeth Academy – Elaine Bonar
- Mildenhall College Academy – Alistair Milne
- Great Heath Academy – Alistair Milne
- Westbourne Academy – Mark Gill
- The Hathaway Academy – Mark Gill
- Bristnall Hall Academy – Louise Jones

The following will be assigned a link Trustee in due course:

- Jubilee Primary Academy
- North Walsall Primary Academy
- Dukeries Academy
- SEND
- Safeguarding

Action

Action	Description of task	Who	When
AO4	To share the updated link Trustee link with the National Education Director for information	Clerk	After meeting
A05	To contact Trustees to establish if they are willing to take on the role of Safeguarding	PB	After meeting

001.12

Minutes of the last meeting on 20th July 2022

The minutes of the last meeting shared before the meeting, were **agreed** as accurate and accepted.

001.13

Matters arising and actions

The following matters were raised from the action log, with all items completed / on the agenda for discussion unless stated otherwise –

- AO2 – The Chair advised that she would contact Austin O’Malley, Acting Head of Finance (AHoF) to gain an update on the pace of training for Principals on the new financial model.
- AO4 – The Chair would chase CE for a response on his link Trustee role.
- AO5 – The Clerk would chase CE on the use of his ATT email account.
- AO6 – The Clerk was asked to remind the CEO to share the Ofsted summary evaluation document.
- A11 – The Chair highlighted that a 2022/23 budget recovery plan had not been drafted by the ATT Finance Team despite this being requested as a condition by Trustees for approving the budget. This would be raised with Austin O’Malley (AHoF) when he joined the meeting.
- A12 - A breakdown of the staff costs outlined on slide 12 of the 2022/23 budget presentation considered by FRC on 06.07.2022 had not been shared. This would be raised with Austin O’Malley (AHoF) when he joined the meeting.
- A15 – The Clerk would check with the CEO if all pages on the Trust website included the new vision and values.
- A17 – The Clerk would check with the CEO if the success criteria in the Trust Improvement Plan had been reviewed / expanded.
- A19 – The Chair reminded Trustees of the need to complete the Level 1 Safeguarding Training shared via email as a matter of urgency or to confirm via email to the Clerk that this had been completed within another role.

Action

Action	Description of task	Who	When
AO6	To contact AO to gain an update on the pace of training for Principals on the new finance model	PB	After meeting
A07	To chase CE for a response on his link Trustee roles	PB	After meeting
A08	To chase CE on the use of his ATT email account	Clerk	After meeting
A09	To remind the CEO to share the Ofsted summary evaluation document	Clerk	After meeting
A10	To check with the CEO if all pages on the Trust website included the new vision and values.	Clerk	After meeting
A11	To check with the CEO if the success criteria in the Trust Improvement Plan had been reviewed / expanded	Clerk	After meeting
A12	To complete the Level 1 Safeguarding training as a matter of urgency or to confirm via email to the Clerk that this had been completed within another role.	All	ASAP

001.14	<p>Challenge and clarification</p> <p>1. A Trustee asked if Board minutes were uploaded to the website. The Clerk confirmed that this was the case for non-confidential sections of the minutes.</p>
002	<p>Strategic Considerations</p>
002.1	<p><i>CEO Report</i></p> <p>Trustees noted the appendices to the CEO report as circulated prior to the meeting. Austin O’Malley, Acting Head of Finance (AHoF) and Ed Thomas, Director of Operations (DoO) joined the meeting to report on these items.</p> <p>AO (AHoF) highlighted the below key points relating to the increase in energy costs -</p> <ul style="list-style-type: none"> • The end of year accounts 2021/22 were still being finalised; there was a projected surplus of +£900k. • The 2022/23 budget forecast a £2m deficit. However, since Trustees had approved the budget in July 2022 the Trust had received confirmation on Government funding to assist with increasing energy costs and NI contributions. In addition, the Trust were projecting a 10% saving in usage. • Since the approval of the budget in July 2022, Operations staff costs had increased from 4.7% to 7.3%. • The new CEO, taking post from 1 November 2022, would review the increased costs in Operations staffing and energy. • The 2022/23 budget recovery plan would be presented at the December 2022 FRC meeting.
002.2	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. A Trustee asked how many Operations staff were in post at the Trust and how the increase from 4.7% to 7.3% had been approved. AO advised that there were 400 non-teaching staff within the Operations Team and that the increase to 7.3% had been made in line with national guidelines. This was based however on worse case scenarios. 2. A Trustee asked how the Trust would achieve a 10% saving in energy usage in 2022/23. ET (DoO) advised that a presentation had been delivered to academies on how to reduce energy costs which would include changing energy boards, only allowing academies to let premises until 6pm, turning all lights off at the end of the day, investing in renewables, reducing the use of air conditioning and exploring auto-stoppers for lighting. 3. A Trustee asked if / how the Trust would track the reduced use in energy throughout the year. ET (DoO) advised that this would be tracked centrally via the monthly management accounts. Regular meter readings would also be obtained and provided to each academy to compare consumption. 4. A Trustee asked if figures could be provided relating to any Capital costs (to reduce energy usage) compared to projected savings. ET agreed to provide these figures following the meeting. 5. A Trustee asked AO (AHoF) if he had been made aware that the 2022/23 budget recovery plan was expected to be presented to Trustees at the meeting today. AO stated that he was not aware of this. 6. A Trustee asked for an update on the ICFP implementation. They were advised that data had been shared with all academies to complete their planning for the 2023/24

academic year: deadline for completion being 28.11.22. INP (forecast tool) was also being used on a trial basis to provide personalised models for the Trust.

7. A Trustee requested that the Board receive a demonstration on ICFP. AO agreed to arrange this via MS Teams following the meeting.
8. A Trustee questioned why energy costs at academies were high during the night. Many staff members worked from home outside of school hours. ET advised that many members of staff continued to work on site late at night. Staff members also regularly left laptops on 'standby' when leaving the premises. The use of cloud-based servers was still being explored in the hope to move to this system as soon as possible. Academy lettings had also ceased where these were not deemed sustainable and / or did not generate income.
9. A Trustee asked when they were required to decide on which energy broker to use going forward. ET reported that historically, the Trust obtained an annual price for energy costs via Ginger. Due to increased costs and concerns raised by Trustees, alternative brokers had been explored and it was evident that purchasing energy on a flexible model going forward would be beneficial in order to make savings. The use of E-Energy was being proposed as they offered a flexible energy model which provided a buy-back clause option (which could result in in-year savings), a risk management workshop and monthly reports on energy usage and pricing. It was recommended that Trustees make a decision on which energy broker to use by the end of the autumn term 2022.
10. A Trustee asked ET if he felt that communication from Ginger had been previously delayed in relation to energy costs. ET felt that Ginger could have been more proactive with their communications. Based on his research, ET felt that E-Energy were more experienced in delivering a flexible energy model and added an increased level of meter readings which would be useful to track usage and savings.
11. A Trustee asked if there were any fees associated to E-Energy. ET advised that this information had been requested and was awaited; this would be shared with Trustees once received.
12. A Trustee asked ET if he believed that the majority of the education sector would move to a flexible energy model. ET believed this to be the case following his research.
13. A Trustee asked ET to explain how E-Energy purchased energy internationally. He explained that E-Energy purchased energy for a variety of sectors resulting in them requiring a high volume of energy sources. This also enabled them to provide the 'buy-back' option should energy costs decrease.
14. A Trustees asked if any other multi-academy trusts (MATs) used E-Energy. ET stated that this was the case, and that contact would be made with these Trusts to obtain feedback on the services.
15. A Trustee asked if the Trust were currently locked into energy rates with Ginger. ET reported that the Trust were no longer tied into any contracts with Ginger.
16. A Trustee asked if members of the FRC were able to make a decision on which energy broker to use going forward. The Chair advised that this was the case and recommended that this be considered at their next meeting.

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002.2	<p><i>Update on local governance</i></p> <p>Trustees noted the report provided by Sam Elms, Head of Governance prior to the meeting. It was reported that the Chair and Vice-Chair would meet with SE w/c 17.10.22 to discuss the future of governance within the Trust. The Chair proposed that the Board hold on approving the below recommendations until after this meeting –</p> <ul style="list-style-type: none"> a) The approval of a small recruitment budget for the governance team in order to recruit cluster chairs and governors in more challenging areas. b) That trustees, chairs and vice-chairs meet twice a year, in January and May 																
002.3	<p>Challenge and clarification</p> <ul style="list-style-type: none"> 1. A Trustee volunteered to provide the Trust with support in governance, including research, impact and recruitment. 2. A Trustee reported that discussions were held at the most recent BEC LGB meeting in relation to them being ready to cluster with GRE. They asked why the clustering had not yet taken place. The Chair advised that she would raise this with SE. <p><i>Action</i></p> <table border="1"> <thead> <tr> <th>Action</th> <th>Description of task</th> <th>Who</th> <th>When</th> </tr> </thead> <tbody> <tr> <td>A16</td> <td>To meet with SE, HoG w/c 17.10.22</td> <td>PB / TC</td> <td>After meeting</td> </tr> <tr> <td>A17</td> <td>To seek clarification from SE as to why the clustering of BEC & GRE had been delayed</td> <td>PB</td> <td>After meeting</td> </tr> </tbody> </table>	Action	Description of task	Who	When	A16	To meet with SE, HoG w/c 17.10.22	PB / TC	After meeting	A17	To seek clarification from SE as to why the clustering of BEC & GRE had been delayed	PB	After meeting				
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002.4	<p>Resolution</p> <p>Trustees unanimously agreed the below proposals within the report produced by SE, Head of Governance.</p> <ul style="list-style-type: none"> a) That trustees continue to support the cluster until a new chair is appointed, two new parent governors are appointed and at least two more community governors recruited. b) That vice-chairs are proposed to the trustees by the chair, who has already been ratified. This means that trustees will not need to speak with all the vice chairs. 																
003	Performance – education																
003.1	<i>Outcomes 2021/22, key developments, academy categorization & annual report on Pupil Premium</i>																

	<p>Due to the SOC meeting being postponed on 10.10.22, Derek Trimmer (NED) was invited to join the meeting to provide a verbal update on this item. The NED provided an update on those academies causing concern as outlined below –</p> <ul style="list-style-type: none"> • <u>ICA</u> – There had been low levels of improvement and there continued to be concerns within the leadership and management. New leaders had joined the academy in September 2022 with support plans in place similar to the models used at BEC which had so far proved successful. Mark Woodhouse was supporting the academy as the Executive Principal. • <u>BEC</u> – There continued to be concerns relating to safeguarding at the academy however processes and results had improved. Good teaching and learning had been observed during recent visits and the Executive Principal, Naomi Brown continued to provide support. • <u>RAV</u> – Slow improvements were being made. Bobbie Caisley, Director of Primary Education continued to provide support and had provided feedback on her recent visit to the academy where improvements in Reading and Phonics had been identified. There were still concerns relating to safeguarding, attendance, persistent absence and communication between Senior Leaders. • <u>DUK</u> – Significant improvements had been made at the academy so far this year.
003.2	<p>Challenge and clarification</p> <ol style="list-style-type: none"> 1. A Trustee asked for clarification that the concerns relating to ICA were for the secondary provision; DT confirmed this was the case. 2. The Chair noted that a letter had been received from the DfE concerning BEC. It appears that the DfE are looking at schools that are not making necessary improvement. However, as BEC was ‘inadequate’ when the Trust took it over and has since moved to ‘requires improvement’, and also recognizing the improvement the Trust are making across other academies, the DfE stated that no further action would be taken. 3. A Trustee asked when RAV were expected to be visited by Ofsted. DT confirmed that an inspection was due at RAV and he believed that they could achieve a strong judgement of RI, or even ‘good’ due to progress being made since the last inspection. 4. A Trustee questioned if the outcome in Maths at JUB had caused any concern. DT advised that the Maths outcome had been identified as an area of concern in relation to the quality of teaching in Year 6; this teacher had since left the academy. Bobbie Caisley, Director of Primary Education had visited the academy on 10.10.22 and had provided positive feedback on improvements in staffing and the quality of teaching. 5. A Trustee asked if outcomes across the Trust had been lower than anticipated in 2021/22. DT confirmed that this was the case but explained that Ofsted would not place significant judgement on results during an inspection post Covid19. Clear mandates and support systems were in place at academies causing concern to increase aspirations and expectations. CSIs continued to take place, where necessary. 6. In response to a question relating to national outcomes in 2021/22, DT reported that data had not yet been released.
004	Performance – finance and operations
004.1	<p><i>2022/23 budget update</i></p> <p>Discussed in item 002.1</p>

004.2	<i>Update on introduction of new financial model</i> Discussed in item 002.1																		
004.3	<i>Verbal update on annual accounts</i> Discussed in item 002.1																		
005	Risk and compliance																		
	No matters to discuss.																		
006	Corporate matters																		
	No matters to discuss.																		
007	Matters for approval																		
007.1	<p><i>Policies</i></p> <p>The policies listed below had been shared with Trustees for approval via GVO prior to the meeting. The Chair highlighted that the Scheme of Delegation had been updated but would be subject to further review once the new CEO was in post.</p> <ul style="list-style-type: none"> a) Safeguarding Policy 2022/23 b) Attendance Policy c) Behaviour Policy d) Exclusions Policy e) Anti-Child-on-Child Abuse f) EYFS Policy g) Trustee & Governor Allowance & Expenses Policy h) Whistleblowing Policy i) Scheme of Delegation 																		
007.2	<p>Resolution</p> <p>Trustees unanimously agreed to adopt the above policies.</p>																		
008	Any other business																		
008.1	<i>Annual Safeguarding training autumn term 2022</i> Discussed in item 001.13.																		
008.2	<p><i>Verbal report on annual Skills Audit</i></p> <p>The Chair reported that the annual skills audit would be shared with Trustees via GVO. Trustees were asked to complete the proforma by the deadline issued by the Clerk. Outcomes would be discussed at the next meeting to identify skill gaps and recruit new Trustees.</p> <p><i>Action</i></p> <table border="1"> <thead> <tr> <th>Action</th> <th>Description of task</th> <th>Who</th> <th>When</th> </tr> </thead> <tbody> <tr> <td>A18</td> <td>To circulate the annual skills audit via GVO</td> <td>Clerk</td> <td>After meeting</td> </tr> <tr> <td>A19</td> <td>To complete the skills audit by the date set by the Clerk</td> <td>All</td> <td>After meeting</td> </tr> <tr> <td>A20</td> <td>Skills Audit outcomes to be an item on the next agenda</td> <td>Clerk</td> <td>Next meeting</td> </tr> </tbody> </table>			Action	Description of task	Who	When	A18	To circulate the annual skills audit via GVO	Clerk	After meeting	A19	To complete the skills audit by the date set by the Clerk	All	After meeting	A20	Skills Audit outcomes to be an item on the next agenda	Clerk	Next meeting
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008.3	<i>2023/24 meeting dates</i>																		

	Due to the Clerk's pending maternity leave, it was reported that dates for the 2023/24 academic year would be set before the end of term.		
	Action		
	Action	Description of task	Who
	A21	To set Board / committee meeting dates for the 2023/24 academic year	Clerk / PB
009	Confidential items		
009.1	Confidential minutes are recorded on a separate document and are available to Trustees <u>only</u> .		
	<i>The meeting ended at 3.00pm and Trustees went into confidential session at that point.</i>		

Date of next meeting:

Thur 15 Dec 2022

12:30pm to 15:00pm

Venue: MS Teams

Signed by Chair

Date.....

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