

## **CHESSINGTON COMMUNITY COLLEGE**

### **MEETING OF FULL GOVERNING BODY HELD ON WEDNESDAY, 24 APRIL 2013 AT 6.30 PM AT THE COLLEGE**

#### **Present:**

Brenda Brevitt (BB) Chair  
Nicola Sheppard (NS) Vice Chair  
Rob Neidermaier-Reed (RNR) Principal  
Andy Withers (AW)  
Mary Golletz (MG)  
Kay Thompson (KT)  
Anirudh Chaturvedi (AC)  
Adrian Dally (AD)  
Catherine Kidwell (CK)  
Chris Johnson (CJ)  
Susan Murray (SM)  
Simon Hacker (SH)

Total as per instrument 16, total in place: 12  
12 governors present

**Associate Members present:** David Carter

By invitation: Preetha Bedi (PB) potential governor

#### **In attendance:**

Clerk: Jackie Dutton  
Paul Moralee (PM), Olivia Page (OP), Mark Clutterbuck (MC) Michele Pilbrow (MP)

#### **Pre-Meeting Activity**

MP and PM lead a training session on safeguarding, where the requirements and responsibilities of staff and governors were outlined (Attached). BB had circulated the Guidance for Safe Working Practice for the protection of staff (revised in April 2013) to all governors prior to the meeting. A compliance checklist is completed annually and sent to RBK. Safeguarding is no longer a limiting judgement for Ofsted purposes but it is likely would that if the College provision was inadequate then the overall judgement was likely to be inadequate. OFSTED raised no issues about process in their recent inspection, indicating a measure of their satisfaction with the college's systems. Attendance and punctuality was a focus of the inspection; in particular, how the college found out if students were safe if they were not in college. Governors were advised that they should report any observed or overhead causes of concern to a designated teacher or other member of staff. RNR reiterated that a governor should never promise confidentiality if a student was about to disclose, and never ask leading questions. OFSTED had recently judges RBK safeguarding services as Inadequate; since when, services are being merged with Richmond under a single point of access (SPA) model – which will be a triage system for concerns. Grassroots delivery will be moving to a pod system by locality to give a more joined-up system, with were clear procedures in place for staff if they needed to escalate action. The new system is still embedding, with relevant staff attending half termly meetings, hosted at Tiffin Boys School.

PM outlined the Safer Recruitment requirements. He reported that CRB has been replaced by the DBS – Disclosure and Barring Service. This would give more flexibility and portability as an employer could check a candidate’s status online. The college was waiting to hear the amended date for online access as the timeline had slipped. RBK notes that renewing the DBS every 3 years was not common across authorities.

CCC asks all candidates to bring the required Proof of ID and proof of qualifications to interview so that the checks could be processed as soon as the successful applicant was selected. At every interview there is one interviewer trained in safer recruitment (PM, RNR and MC). Disclosure questions are contained within the application form and references are sought before the interview.

For appointees the online DBS certificate would be in place before starting employment. The college could still do a List 99 check against a list of people who cannot work with children if an emergency, and they would also do a risk assessment for this. PM noted that currently CRB checks were coming through quickly.

For visitors and volunteers, there was a system of coloured badges to wear on site and staff were getting much better at challenging people without badges/stickers. PM advised governors to wear their badges on site. Suppliers / contractors had to provide their own ID.

BB reported that she had recently attended safeguarding training and had documentation about the role of governors. They had been reminded on the training that that most children were safe most of the time. There was a need to be vigilant but keep the level of concern in proportion.

Responding to questions, PM confirmed said that contractors performed their own vetting and were required to provide for a list of names of people coming on site, their CRB number and date of check. BB confirmed the policy, which is based on the RBK template, is reviewed internally by the College and Chair of Governors each year, and will come to FGB annually for approval, even if there were no changes. A safeguarding report is also received by the FGB each year.

AW reported that he had attended a Strategic Partnership AGM where Hillary Pannock from Straighttalking had talked about teenage pregnancy. They had visited CCC before but had not done so recently. RNR said that the college did have a strategy for addressing teenage pregnancy so this was not an issue that was being ignored. The charity was not prominent in the Kingston area and was not mentioned at group meetings. He would be happy to look at what they do. AW would give the contact details to RNR.

CJ asked about the scale of incidents of child protection issues for CCC. RNR said that there were always live child protection issues but there were small numbers. It was rare that something occurred where things had to be actioned immediately. CCC had the most deprived intake in RBK and there was a correlation with poverty but comparisons varied to national and other local areas.

MP and PM were thanked for their presentations. MP left 6.30

1.	<b>Welcomes</b>

	<p>The Chair welcomed everyone and thanked them for attending. Susan Murray was welcomed as a new parent governor and it was noted that MG had had also been re-elected as a parent governor for a further term of office. Preetha Bedi, who had applied to join the governing body via the <i>School Governor OneStopShop</i>, was welcomed as an observer. Her application statement and CV had been circulated prior to the meeting. BB and PB would have a discussion after the meeting to see if she wished to progress becoming a governor. PB would leave the meeting for Part 2 items when her application would be considered. Everyone present introduced themselves and described their role.</p> <p>BB noted that item 7 OFSTED action plan would be discussed before Item 4.</p>
2	<p><b>Declaration of interest</b></p> <p>No declarations of interest were outstanding; this process would be repeated in September. SM handed her form to the Clerk.</p>
3.	<p><b>Apologies for absence</b></p> <p>None as all governors were present</p>
4.	<p><b>College Development Plan (CDP)</b></p> <p>RNR said that the College now had a clearer understanding of the planning needed to integrate the OFSTED action plan within a 24-month cycle. The first year of the Plan would be in some detail, with an outline of objectives, targets and milestones for the subsequent 2 years. The CDP would continue to driven the budget, as in the previous year. PM and RNR had identified major spends that were needed for the Action Plan. This had been discussed with faculty leaders and the previous year's CDP had been used to give indicators for next year and subsequent 3 years.</p> <p>Process</p> <ul style="list-style-type: none"> <li>• Core SLT, Chair and Vice Chair to meet on 29 April to identify main priorities.</li> <li>• Wider discussion with a wider leadership team and whole governing body</li> <li>• Wider consultation with stakeholders on the inset day of 2 July, to include parents, students and the wider staff team.</li> </ul> <p>The College aimed to complete this stage by the end of this academic year but would focus on getting it right rather than getting it soon – though both would be good.</p> <p>Key priorities were already identified:</p> <ul style="list-style-type: none"> <li>• Achievement</li> <li>• Learning and teaching</li> <li>• Personal responsibility - behaviour</li> <li>• Leadership and Management</li> <li>• Community – this ran throughout the OFSTED schedule</li> </ul> <p>The plan would be based on the OFSTED assessment structure but would not be solely OFSTED driven, it was important but the end objective was not to get a good OFSTED but have a real, substantial and sustainable plan. The elimination of inadequate teaching would be the starting point.</p> <p>KT asked how the college would involve the parents. RNR said that this would be considered on 29 April. BB said that governors should put the date of 2 July in their diaries as the inset day to focus</p>

	<p>on the plan.</p> <p>RNR confirmed to SH that at the heart of improving was staffing, which had significant budget implications, which would be incorporated into the budget. Money had been spent already on moving towards a critical mass of outstanding teaching but this had to be sustainable. OP said that the college had been recruiting good teachers but had also focused on improving others. RNR said the financial health of college was dependent on the effectiveness of the education as otherwise it would lose student numbers.</p> <p>AW asked if the recruited teachers were fulltime or part time. RNR confirmed that the recruited teachers were full time, 4 in AST/lead teacher roles.</p> <p>BB summarised that it was important to be aware of the OFSTED opinion but the main aim was to be an outstanding community school in this locality.</p> <p><b>Actions:</b>  <b>001 SLT meet with Chair and Vice Chair on 29 April to start CDP planning</b>  <b>002 Governors to be invited to 2 July INSET re CDP planning</b></p>
<p>5.</p>	<p><b>BUDGET APPROVAL</b>  <b>PART ONE</b></p> <p>PM outlined the College's proposed budget for 2013/14 for recommendation. SH outlined the challenges facing the College over the next three years in the context of College improvement and staffing requirements. A ledger code summary would need to be submitted to RBK with the approved budget to be submitted by 1 May deadline.</p> <p>The budget supports the 5 pillars from the OFSTED development plan:</p> <ul style="list-style-type: none"> <li>• Achievement – £5550</li> <li>• Learning and Teaching £11095</li> <li>• Personal responsibility £11695</li> <li>• Leadership and Management £20940</li> <li>• Community £2150</li> </ul> <p>PM outlined the national funding formula, with 8 areas driving the formula, also noting the following:</p> <ul style="list-style-type: none"> <li>• The college had lost out on Pupil Premium Ever 6</li> <li>• Student per head funding has increased, hence a fall in student numbers has considerable impact</li> <li>• A notional SEN budget - there was a need to track this £277,685</li> <li>• Sixth form funding comes separately £426 822</li> <li>• Some funding information was late as there was confusion in the LA/DfE about whether the college had achieved academy status or not</li> <li>• Month 12 had been closed</li> <li>• Money would no longer be given through the school account to the sports centre and there would be no management fee.</li> <li>• It was assumed that the sports centre will not be part of the college's finances for the new financial year</li> <li>• A curriculum model of staffing sessions (not timetable at this stage) was in place and staffing plans modelled</li> <li>• Objectives of the Ofsted Development Plan were in the budget</li> </ul> <p>PM confirmed that faculty leaders had been made aware of the need for budgetary constraint and</p>

had been consulted to establish their financial priorities. Faculty Development Plans had to be reasonable but contained essential developments and would be stringently monitored. Staff were generally supportive and PM would meet with Assistant Principals and the SLT monthly to keep them updated.

PM outlined the budget in detail to governors and agreed to circulate a summary of the headline figures. Expenditure exceeds income. The college had restricted expenditure in the previous financial year after the OFSTED inspection as it was identified that it would be necessary to take forward savings into the next financial year to sustain the action plan. £415K was brought forward into the 2013 – 14 year. The contingency at the end of March 2014 was projected to be £45.5K, so the budget plan had £370K more expenditure than it was funded for. Action on improving student numbers was crucial. Once approved the College would aim to make further savings and cost economies wherever possible.

Pupil premium was included in the general funding figures; no Year 7 catch up income or expenditure is shown in the budget plan.

Governors reviewed a pie chart to show the breakdown of expenditure. Staffing costs were at 76% (clarified that this is when the College is full), which, falling between 75 – 80%, is low compared to national figures and at an acceptable level. However the college was currently employing a large number of supply teachers to cover posts, with costs up to July of about 5% of budget, shown in a different cost centre, taking overall staffing costs to around 81%. The college would review the deployment of supply staff, especially after the exam time. The staffing and curriculum models for 2014-15 were being developed.

Regarding capital funding, the college had brought forward £24K and would receive £17K funding in the 2013 – 14 year. This would be used to refurbish the music area with new technology and planned expenditure on IT. The plan showed a carry forward of £17K to next year. Within 2 – 3 years capital funding alone would not be sufficient as there will be significant demands on ICT replacement and building improvement and repair, so the college must look for funding elsewhere. PM said that the sports centre had shown a deficit of £11K per year for several years but may end the year with a £500 profit. For the year 2013 –14, RBK accountants would be more involved with the centre but initially had repeated the previous budget.

PM had created a 3-year plan to run alongside the College Development Plan. He noted that funding was at a standstill and inflation was unknown. Every Service Level Agreement (SLA) would be scrutinised to minimise expenditure. The staff of the maintenance team would be back to 3 this summer and that would help with maintenance costs. Internal costs, eg reprographics and energy usage, would be monitored closely. Fronter could be used often in preference to handouts; PM would be visiting Coombe Girls' school to see how they handled this. The Catering service would be reviewed.

PM confirmed the College was now a chequebook school so could pay invoices etc when they wanted to, they had a debit card and could buy online cheaper now. The payroll provider had been retained and an online payment system for parents to use was set up. Better financial reports were produced. BACs would be used for payments to move towards being a cashless school.

Governors were reminded that income is lagged, based on actual student number collected each October. PM explained that there was not a written marketing plan but the College worked with a cluster of schools organised by RBK at all levels. He confirmed there would be an additional photoshoot in September; a new prospectus was needed. The College logo and strapline would be reviewed. Ways to improve parental communication continued; termly open parents' evenings would be held.

	<p>Approval of the budget was proposed by <u>Simon Hacker</u> and seconded by <u>Catherine Kidwell</u>. This was <u>approved unanimously</u>. BB and SH signed the Consistent Financial Reporting form.</p> <p>BB thanked SH, PM and his team for their hard work on the budget and for keeping the college on track in a set of difficult circumstances.</p> <p><b>Action:</b>  <b>003 PM to circulate budget summary to Governors</b>  <b>004 Budget plan etc to be signed and submitted to RBK by deadline</b></p>
<p>6.</p>	<p><b>Academy update.</b></p> <p>RNR reported that the Academy Working Group would convene on 6 June 2013 to review the options for academy status. Because the college was a grade 3 in the OFSTED inspection, the DfE said it could not convert as a stand alone academy. The college will look at the options of staying as it was, waiting to convert on its own at a future date or entering into a trust partnership. Recommendations would be brought back to the full governing body.</p> <p><b>Action:</b>  <b>005 Academy Working group to meet and report back to FGB</b></p>
<p>7.</p>	<p><b>Ofsted Action Plan and developments (Taken after Item 4)</b></p> <p>MG reported on how the Q &amp; S committee had scrutinised the Ofsted Action Plan. BB and MG had reviewed working practices and agreed to focus on the 4 main OFSTED focus areas – as set out in the model Q &amp; S agendas. The number of meetings had increased from three a year to monthly and NS and CJ had joined the committee. An agenda template meant there was a consistent focus at each meeting including dashboard data. CJ and CB had done great deal of work on that and the committee now had an at-a-glance view of the College’s key performance indicators.</p> <p>Sixth form data was not as robust as the KS4 data as the college did not always have the previous data, for example the students may not have studied the subjects before and the tracking was not as robust. Documents were sent out 7 days in advance of the meeting, and there were 12 milestones agreed which were monitored closely – these had been distributed to governors. The committee reviewed the OFSTED action plans and arranged data interpretation. Chris Baston had attended a meeting and led training on interpreting data. BB and MG had attended a full day training session on Raise Online; this data would be reviewed at future meetings.</p> <p>The Committee had reviewed the new marking policy and received the intervention policy for teaching KS3 and 4. They also reviewed the procedures for eliminating poor teaching and supporting teachers. The Science and Humanities reviews carried out by RBK had been scrutinised. The committee had received the faculty reviews for English and Maths and received a report on the pupil premium funding and would receive a report on its impact in the Autumn Term. The 6<sup>th</sup> form curriculum offer due to start in the Autumn Term had been reviewed, as well as the HMI report and the OFSTED dashboard data. MG had asked the RBK School Improvement Partner (SIP) for feedback and he had said that the committee occasionally got bogged down in detail but was working in an exemplary way. There was also positive feedback from HMI who had said there was evidence of strong challenge in the minutes of the Q &amp; S meetings.</p> <p>DC asked about the procedures for improving poor teaching. RNR said that this had been discussed at Q &amp; S and was now a transparent procedure, as set out in the Committee’s minutes. BB noted the good response from the HMI inspector about the approach and reminded governors it was very important to remain strategic and avoid getting bogged down in operational detail.</p>

	<p>RNR explained that the process for a grade 3 school on OFSTED inspection had changed and the College would have monitoring visits from HMI. The first visit had been on 22 March and this had been successful; a letter from the inspector had been circulated to all governors. Behaviour had not been mentioned, as it was not an issue.</p> <p>Achievement – systems were being used with rigour and there were successful interventions. Yr 11 was making better progress.</p> <p>Teaching – a firm baseline had been established with clearer expectations for all teachers for improved teaching. The critical mass of sufficient numbers of teachers teaching outstanding lessons had not been achieved yet. RNR noted that ASTs (Advanced Skills Teachers) had been recruited and would share good practice.</p> <p>Planning - an action plan had been created based on recommendations for improvement from the inspection. Actions were monitored weekly to keep on track but these were short-term plans and milestones were yet to be linked to the longer term school development. The inspection in December had talked about a 12 month time frame but HMI were looking at a 24 month time frame with termly milestones. The additional clarification was helpful and the action plan would be developed accordingly.</p> <p>Leadership - the Principal and SLT had acted with greater urgency, there was a cohesive team of new and longer standing colleagues and the governing body had taken decisive and incisive action. The SIP was providing regular support.</p> <p>This was a positive report and RNR said it was pleasing to get some external validation that the college was taking effective action to tackle the areas requiring improvement identified in the OFSTED inspection.</p> <p>HMI has some powers and could call in inspectors early. They had talked about an inspection within a 2 year cycle. They would be visiting for half a day in the Autumn Term which was seen as a vote of confidence in the college, as other schools in the same category were receiving more frequent visits. The examination results will be available in August, which will be an interim indicator.</p> <p>AW asked if HMI could they turn up unannounced and RNR said that a week’s notice was standard.</p> <p><b>Action:</b>  <b>006 OFSTED action plan to have termly milestones and cover a period of 24 months</b></p>
<p>8</p>	<p><b>Agreement and Matters arising from Minutes of meeting held on 16 January 2013</b></p> <p>The meeting in March had been cancelled due to the HMI visit. The Chair reminded all governors that GB business and in particular matters discussed in Part 2 were to be considered confidential. The minutes were <u>agreed without amendment</u> and signed by the Chair.</p> <p>Matters arising:</p> <p>001 BB wrote to Tricia Bamford, who had previously resigned</p> <p>002 the Clerk had sent updated list of Governors to RBK</p> <p>003 Kirkland Rowell survey - RNR had circulated a summary for this meeting</p> <p>004 declarations had been received</p> <p>005 safeguarding role - BB had met with MPw</p> <p>006 open evening date and discussion would be in Part 2</p> <p>007 AC had been given dates for the new governors’ induction day, 8<sup>th</sup> June was the next date. SM and PB to be invited to attend</p> <p>008 Q &amp; S dealt with matters from OFSTED report</p>

9.	<p><b>GB admin</b></p> <p>BB reported that Ben Laker had resigned because of his work commitments – he was thanked for his work on the governing body.</p> <p>The term of office for Paul Jarvis had terminated on 24 March 2013 and he had not responded to an enquiry about remaining on the governing body. BB had written to him to thank him for his contribution.</p> <p>Susan Murray had been elected as a new parent governor Preetha Bedi was a potential new governor and this would be considered under Part 2.</p> <p>BB stated that she had already told the governors she would not serve as Chair from September, she had been Chair for 3 years. Her term of office would end in April 2014. Nominations for Chair and Vice Chair would normally take place early in the Autumn Term but it would be helpful to consider that this term so that the Chair and Vice Chair were in place for September, especially as the Instrument of Government might be changing.</p> <p>BB would ask the Clerk to send out a letter asking for self nominations and this would then be decided at the governing body meeting on 11 July 2013. She noted that the role had changed – although the time commitment should not be under-estimated, there was a well established pattern of distributed leadership with the Chairs of committees. The Local Authority offered support and training, and an additional Chairs’ Development Course run by Swelsep was on offer at RBK on a twilight basis. The 50% funding offer on this had expired but OP had confirmed the college would fund this if a governor wished to take this on – governors had been given information on this before.</p> <p>BB asked governors to consider this carefully as they would have support. It was a very interesting and fascinating position to be in and she would be happy to talk about this with interested governors.</p> <p><b>Instrument of Government</b></p> <p>The change to the Instrument of Government setting out the composition of the governing body was discussed. A paper had been distributed giving the reasons for changing this. It was noted that the role of LA governors was diminished under academy status but the College considered a link with RBK remained important. There were currently 6 parent governor posts but it was usually a struggle to fill these posts so it may be appropriate to reduce this by one. The governing body’s recent skills audit showed a need for people with wider skills in business expertise, fundraising etc.</p> <p>There were strict guidelines that must be adhered to. The governing body should include:</p> <ul style="list-style-type: none"> <li>• At minimum of 2 parents - we think we should have more</li> <li>• The Principal</li> <li>• One staff governor – does not preclude other staff member being elected to skills-based posts</li> <li>• One LA governor</li> </ul> <p>A proposal would need to be submitted to the LA soon, who would produce a new Instrument to be accepted at the September meeting. BB had made some initial enquiries with the LA who had provided feedback. The total number of governors would remain the same and there was still the capacity to spread the load of work.</p> <p>The Clerk noted that staff governors would cease their term of office if they left the employment of the college but if a staff member was a skills-based governor this would not be the case. A staff</p>
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	<p>governor could not serve on committees dealing with individual staff ie grievance. As now, any staff member who was a governor would need to declare an interest in a discussion if they would be more affected than any other member of staff.</p> <p>Brenda Brevitt proposed that the new Instrument be put forward to the LA. This was seconded by Simon Hacker and <u>unanimously agreed</u>.</p> <p><b>Action:</b>  <b>007 Clerk to write to governors asking for self nominations for Chair and Vice Chair for September</b>  <b>008 Chair to submit the new Instrument to RBK</b></p>
10	<p><b>Principal's report</b></p> <p>RNR reported on staff resignations, noting that some long term colleagues were leaving, who had given very good service to the college. RNR and BB had written to all staff who had tendered resignations, thanking them for their service.</p> <p>One new permanent teacher had joined the previous week. ASTs had been appointed for English, Maths and Science. KT asked if the primary expertise had been achieved and RNR confirmed that it had.</p>
11.	<p><b>Chair's Report</b></p> <p>This had been distributed. RNR cannot attend an army reception at Tiffin Boys and CK agreed to attend. DC might also be able to attend. A report would be received on this at the next meeting.</p> <p>DC did contact the Navy and Marines unit and they would be happy to contact the college.</p> <p>It was noted that NS had attended disciplinary training – this was an omission in the listing.</p> <p><b>Action</b>  <b>009 Report on the army reception to go to next FGB meeting</b></p>
12	<p><b>Summary reports from Committees</b></p> <p>The minutes for the following meetings had been distributed:</p> <p><b>Q &amp;S:</b> 13 February, 13 March, 17 April – these had been covered earlier in the meeting and were <u>noted</u>.</p> <p><b>Community:</b> 7 November 2012  NS said that MC had given a presentation on the Tanzania partnership. Work done since then was outstanding and MC reported that staff and students had enthusiastically raised £4700 towards the target of £6K. Four staff funded by the initiative will go out this summer with students going out hopefully the following year.</p> <p>The Kingston Racial Equality Council had met with RNR and discussed community groups. An alumni association had been discussed and this needed to be actioned. Raising the governor profile had also been discussed and NS was waiting for two more photos and profiles to go on the web page so the governing body could have a more visible face.  The report was <u>noted</u>.</p> <p><b>HSAG:</b> 27 Feb</p>

	<p>CJ said that the minutes and inspection report covered this, there had been a focus on risk and declared the College was a safe place. The report was <u>noted</u>.</p> <p><b>FMEG:</b> 6 February, 6 March These meetings had informed the budget discussions. They had reviewed the financial situation and how this was monitored. Important meetings would be coming up. The report was <u>noted</u>.</p> <p><b>Communications working group</b> NS reported there had been no formal meeting since November 2012 although she had had conversations with PM since then. School Communications - an app for smartphone – had gone live that day via the School Gateway – which would save the college money. The college could send out text messages for free to Apple and android phones for example if the school closed.</p> <p>The website had been improved and there were increased new hits and copycats. The process for online payments for parents was moving forward.</p> <p><b>Link Visits and Training</b> SEN link - KT had visited on 25 January to meet with the Senco and had congratulated her on the OFSTED report. A lot of work had been done on interventions and checking on entitlement of children entitled to extra time in exams. Papers had been purchased to assess reading levels in Yr 9 for this purpose. The SEN policy still had old names on it and PM would be working on refreshing policies soon. BB had attended safeguarding training.</p> <p>BB said that new governors would normally be allocated to committees. She would invite new governor(s) to observe a few meetings and then discuss this with her outside of the meeting.</p> <p>Training attended had been noted in the Chair’s report, the session that night on safeguarding would also be added.</p> <p>8 June 2012 was the next date for new governor training with RBK BB and MG had attended Raise on line training</p> <p><b>Action:</b> <b>010 Alumni association to be actioned</b> <b>011 remaining 2 governor profiles and photos to be sent to NS</b></p>
13	<p><b>Minutes and Referrals</b></p> <p>None</p>
14.	<p><b>Moment of Reflection</b></p> <p>The budget had been set in line with the College Development Plan and to meet the OFSTED action plan.</p>
	<p><b>AOB</b></p> <p>BB had received a letter from the Chair of Ellingham School thanking the college for their support during their building programme. BB had written back to thank the Chair and said the governors would welcome a short visit towards the end of the summer term as they had taken a great interest in the building work. BB was awaiting a reply.</p>

**Date of next meeting : Thursday, 11 July 2013**

PB left at this stage (8.30 pm) . PM, OP and MC were invited to attend to Part 2

Following Part 2 items the meeting finished at 8.50 pm