

PROSPECTS COLLEGE OF ADVANCED TECHNOLOGY

MEETING OF THE BOARD OF GOVERNORS

20 JULY 2017

MINUTES

Present: David Sherlock (Chair) External Governor
Prof Rao Bhamidimarri External Governor
Bala Mahendran External Governor
Peter McKee External Governor
Stephen Metcalfe External Governor
Joanne Miller Staff Member
Ruth Umerah External Governor

In attendance: Robin Jones Clerk to the Board of Governors
Ros Parker Acting Principal & Director of Learning
Helen Russell Director of Business Development
Innes Campbell Interim Finance Director

423 APOLOGIES FOR ABSENCE

The Board noted that apologies for absence had been submitted by the following Members given other commitments:

- Neil Bates Chief Executive
- Daniel Bicks Student Member
- Theo Steel External Governor
- Rachel Richards External Governor

The Board noted that the meeting was quorate and could proceed.

424 DECLARATIONS OF INTEREST

The Members present confirmed that there were no declarations of interest relative to the issues set out in the published agenda.

425 NEIL BATES

The Members present agreed to place on record the appreciation of the Board for the service and leadership of the College over a period of 30 years.

426 MEMBERSHIP OF THE BOARD

The Board noted:

- that discussions were being progressed with two potential External Members and applications would be presented to the Governance & Search Committee
- that the terms of membership of both the Staff and Student Members would expire on 31 July 2017 and that arrangements would be made in the Autumn Term to seek to identify new Members to join the Board

- that a number of External Members would complete the current period of office in 2018 and that a report would be presented to a forthcoming meeting of the Governance & Search Committee so as to consider future arrangements.

The Board agreed:

- 1 to note the present position with regard to membership of the Board and to look forward to receiving recommendations following consideration by the Governance & Search Committee
- 2 to place on record the appreciation of the Board for the contributions made by Joanne Miller (Staff Member) and Daniel Bicks (Student Member)
- 3 to invite suggestions on possible new Members to be made known to the Clerk for follow up and presentation of applications to the Governance & Search Committee

427 MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS HELD ON 9 JUNE 2017

The Minutes of the meeting of the Board of Governors held on 9 June 2017 were agreed to be a correct record and were signed by the Chair.

428 MATTERS ARISING FROM THE MINUTES OF THE MEETING HELD ON 9 JUNE 2017

The Board agreed that the items arising from the minutes of the last meeting requiring attention were addressed in the published agenda.

429 REMUNERATION COMMITTEE – APPOINTMENT OF KINI PATHMANATHAN AS A CO-OPTED MEMBER

The Board noted that Kini Pathmanathan had accepted the invitation to be a co-opted Member of the Remuneration Committee.

430 ACTING PRINCIPAL’S AND EXECUTIVE’S REPORT

The Board received and discussed the comprehensive report prepared by the Acting Principal and the members of the Executive on a range of issues.

For the purpose of the Minutes and to facilitate future tracking the main issues addressed are the subject of separate items as set out below.

The section on challenges and opportunities as set out in the Acting Principal’s report was recognised to be a helpful summary of the actions to be taken particularly in the first few months of 2017/18. These would be addressed at the Strategic Review Session on 27/28 October 2017 and subsequently as and when appropriate.

431 COLLEGE WIDE ORGANISATIONAL REVIEW

The Acting Principal explained that the organisational review was called “Raising our Game” and the staff consultation was concluded on 18 July 2017.

The four objectives of the review were noted. These summarised the importance of the College positioning itself to withstand the significant changes to the sector and to provide high quality need opportunities for learners and in doing so to meet the expectations of employers.

The Board was advised that feedback suggested that staff had been engaged in the consultation process and had welcomed the fact that members of the Executive had listened to feedback

Now that the consultation period had been completed the intention was to issue the final version of the organisational structure on 24 July 2017 with the aim achieving the target reduction to the staff establishment of 9FTE posts.

The Board agreed:

- 1 to note the progress made in progressing the College wide organisational review
- 2 to place on record the congratulations of Members for the way that the process had been conducted

432 STAFF RECRUITMENT AND RETENTION

The Board noted the report which summarised the number of staff who had left the College since September 2016.

Putting aside the 35 CSL and CITB transfers, there had been 35 PROCAT leavers in less than a year. Whilst some of the reasons were understandable, this number was recognised to be high, indeed a concern, and there were lessons for the College in terms of recruitment, interview and trial arrangements.

This item provided a focus for a discussion which, in many respects, covered the complete Agenda for this meeting and not solely this item. It was recognised by all concerned that it was essential that the College:

- looked to the future
- consolidated what was done and what was to continue so as to stabilise the business
- was clear as to what was expected of staff and performance management arrangements were in place
- provided a working environment where success was celebrated and there was a degree of fun
- invested in staff through professional development and other opportunities appropriate to the College environment
- focussed on the quality of provision from both the learners and employers' perspective
- prepared for growth including reducing the dependency on Government funding
- took advantage of the opportunities from the introduction of the Apprenticeship Levy

The Board agreed:

- 1 to note the report and the basis for the subsequent discussion as outlined above which provided the basis for an action plan although it was recognising that some improvements were already being made via the organisational review such as the clarity of individual roles and expectations
- 2 that the review of the pay structures was essential as was looking at the opportunities to make improvements without increasing the overall College pay bill
- 3 to look forward to receiving further advice and recommendations from the Executive on pay scales and related matters
- 4 to welcome the feedback that communication within the College had been increased and improved

433 LEARNERS ON STUDY PROGRAMMES AND APPRENTICES - PERFORMANCE

The Board received and noted a report which addressed the performance of learners on Study Programmes and Apprentices with a particular focus on attendance, retention and achievement.

A number of issues were highlighted in the report including:

- the impact of CSL performance
- learners with learning difficulties and disabilities were currently achieving 15% higher than those without
- PROCAT had a low recruitment of female learners when CSL numbers were discounted
- English, Maths and ICT would see significant improvements when compared to previous years and when CSL learners were discounted
- as at 10 July 2017 the College had 251 live students who were “out of funding” of which 85 were CSL - these needed to be progressed with due urgency so that they completed or if this was not possible even with further support and interventions they were withdrawn

There was no doubt that CSL performance had an adverse impact on PROCAT as a whole and this would continue for 2016/17 and at least another year notwithstanding the completed sale. The College had to continue to have regard to such factors as the Minimum Levels of Performance announced every year by the Funding Agency and that a provider dropped below a Notice of Concern was issued by the ESFA.

The Board would receive a comprehensive report on performance in 2016/17 at the meeting scheduled for 27 October 2017 possibly via the draft Self-Assessment Report (SAR).

434 RECRUITMENT – 2017/18

The Board received the report of the Director of Business Development relating to recruitment for 2017/18.

The key points highlighted included:

- the College expected about 360 apprenticeship starts in September 2017 with more joining later in the year
- currently there were 168 confirmed apprentices with a further 573 young people having submitted an application
- Study Programme numbers were lower than expected – 263 had accepted the offer and with a conversion rate of 1:7 one could expect a further 110 learners starting from the pool of 799 applicants at enquiry or interview stage
- Apprenticeship income against vacancies with at present 55% from Levy paying employers

435 BUSINESS DEVELOPMENT

The Board noted the update on a number business developments including the bid to Transport for London for 21 apprenticeships in surveying, discussions with various third parties and the continuation of the sponsorship project with Thames Tideway.

436 COMMERCIAL PROVISION

The Board received an update on commercial provision and noted in particular that:

- at 30 June 2017 commercial provision at Basildon stood at 111% of target
- based on the anticipated income for July 2017 the end of year position would show a 61% increase on sales in 2015/16
- TUCA was likely to achieve about 114% of the income target for the part year that it operated as part of PROCAT
- the overall performance for PROCAT was largely attributable to a successful bid to Thames Tideway for a R&D project

437 APPRENTICESHIP REFORMS

The Board received and noted with interest a summary of the Apprenticeship reforms.

It was recognised that the reforms presented both opportunities and risks for the College.

One factor highlighted concerned the use of “Lead Providers” by large levy employers to manage all of their levy. Three partners had already adopted the model so that PROCAT will have to go through a third party and become a sub-contractor rather than having a direct relationship. This approach would have an impact on both volume of activity and funding.

438 TUCA UPDATE

The Board received a brief update on TUCA and noted in particular that the set-up had taken longer than anticipated particularly for the IT infrastructure and the plans for the workshop.

The stakeholder launch event was now planned for 21 September 2017 with the first Careers Fair to take place in October 2017.

439 GROUP TRAINING ASSOCIATION COMMITTEES

The Board noted that a meeting had been arranged between the Chair of the Engineering GTA and the College and a proposal relating to the GTAs would be presented to a future meeting of the Board.

440 CUSTOMER SATISFACTION

The Board noted the outcomes from the recent Commercial Survey and the ESFA Employer Survey.

The Commercial Survey was extremely positive in terms of the responses including for such questions as “would recommend training with PROCAT”.

The College had raised with the ESFA the fact that it appeared that a number of paper responses had not yet been taken into account in the summary report. Based on the review of the interim findings the trends showed an upward movement for the College. However, it was important for the College to have the paper responses taken into account as these would then be included in the published data for the Apprenticeship Service.

441 OFSTED ACTION PLAN – UPDATE

The Board received the report of the Director of Learning/Acting Principal which provided a summary of the progress to improve performance across PROCAT following the inspection by Ofsted last November (2016).

The report was supported by a RAG rated Post Inspection Action Plan (PIAP) which provided assurances that actions had been taken in line with the original intentions.

There was an acknowledgement that the College continued to face challenges. The recruitment and retention of staff was specifically highlighted.

The Board agreed following discussion:

- 1 to note the report and associated RAG rated Post Inspection Action Plan
- 2 to welcome the actions taken and the progress made by the College over the past 7 months but to recognise that there was still much to be done to bring about the essential improvements in performance and outcomes
- 3 to look forward to receiving at the October 2017 meeting of the Board the new PIAP which had regard to the new organisational structure and the priorities for 2017/18 and, therefore, provided a good platform on which to build.

442 ENGLISH, MATHS AND ICT

The Board received and considered the report of the Head of Employability Skills which set out an update on student retention, achievement and pass rate for English, Maths and ICT.

The report addressed a number of issues including:

- data for the provision by Study Programme learners and Apprentices
- staffing position including relating training and development and the outcomes from learning walks and observations
- progress during the year and the impact of the actions taken including where further interventions had taken place to bring about improvements in outcomes
- the continuing concerns relating to CSL low level of achievement and compliance on English and maths which were the subject of ongoing discussions with CSL

The Board agreed following review and discussion:

- 1 to receive and note the report on English, Maths and ICT including the associated Action Plan for 2016/17 which was RAG rated to highlight the extent of progress and indeed those aspects which still required prioritisation
- 2 to thank the staff directly involved and, particularly, Davis Soloman and Dawn Cooke for their contributions and leadership of the initiatives
- 3 to recognise that some Members had previously had some contact with Davis Soloman but not with Dawn Cooke and, therefore, it was agreed to look forward to meeting Dawn Cooke on a future occasion and, possibly, via attendance at a meeting of the Board

443 BUDGET – 2016/17 - MANAGEMENT ACCOUNTS – UPDATE

The Board received the Management Accounts for May 2017 via the published Agenda and for June 2017 which had now become available and were, therefore, presented at the meeting.

The Interim Finance Director provided a summary of the key issues including:

- performance against the original budget for 2016/17 in terms of both income and expenditure
- the impact of TUCA in terms of start-up costs
- the provision for non-recoverable VAT
- the inclusion of anticipated redundancy costs

It was explained that discussions would take place with the Auditors on the impact on the end of year performance to be reported at 31 July 2017 of the sale of CSL.

In terms of the “bottom line” the College would report an end of year deficit in 2016/17 and not a surplus as originally planned.

The Board agreed:

- 1 to receive and note the Management Accounts for May and June 2017
- 2 to note with concern the deteriorating financial health of the College resulting in the reporting of an end of year deficit of expenditure over income
- 3 that any costs associated with the former College Company CSL needed to be attributed to 2016/17 and not left to impact on 2017/18 and, indeed, any subsequent years where this was appropriate and permissible

444 BUDGET – 2017/18

The Board received and considered the proposed Income and Expenditure Budget for 2017/18.

It was explained that, whilst the Interim Financial Director had lead and co-ordinated the preparation of the draft Budget, it was possible to say that on this occasion the process had been a real team effort. This approach was very much welcomed by Members.

The Interim Financial Director took the Board through his comprehensive commentary and in doing so provided Members to seek clarification of issues including the assumptions which had been taken into account on both income and expenditure.

One of the assumptions highlighted concerned the strategy to reduce the dependency on agencies and to improve the recruitment, retention and career development of teaching practitioners.

The particular attention of the Board was drawn to the position with regard to pay awards for staff. Specifically, no provision had been made in the draft budget for 2017/18 for a pay award. This was thought to be a risk in terms of the recruitment and retention of staff as well as the impact on staff morale. It was thought that this warranted further consideration in the light of the experience of the first few months of the new budget year and the links to the review of the pay structure for PROCAT.

The Board agreed, following discussion:

- 1 to approve the Income and Expenditure Budget for 2017/18 as presented by the Interim Financial Director
- 2 to look forward to receiving the monthly Management Accounts throughout the year including those which become available in between Board meetings when they would be circulated to Members so as provide awareness of the financial health of the College and, in particular, any emerging aspects of concern which could have an impact on the projected end of year surplus of income over expenditure
- 3 to welcome the opportunity to review the opportunities to make a pay award for staff mid-year even though the budget as presented did not include such provision

Note: Ruth Umerah left the meeting during the discussion of the item on the Budget for 2017/18 and before the decision to approve was taken by the Board.

445 FINANCIAL PLAN

The Board agreed to approve the Financial Plan for submission to the ESFA by 31 July 2017 which, it was appreciated, reflected the national arrangements.

The particular attention of the Board was drawn to the assumptions which had been taken into account when preparing the Financial Plan in terms of 2017/18 and 2018/19 including the increase in TUCA commercial activities and commercial sales.

On the basis of the national methodology the College financial health would be “satisfactory” in 2017/18 and “good” in 2018/19.

446 FINANCIAL HEALTH – OVERDRAFT AND LOAN FACILITIES

The Board agreed with the view of the Interim Financial Director that it was appropriate to progress discussions with the College Bank with a view to increasing the current overdraft facilities and/or seeking a loan to cover some anticipated expenditure.

The Interim Financial Director explained that, from his recent discussions, the Bank was open to providing a loan to cover specific aspects of planned expenditure whilst retaining the overdraft facility.

The Board noted that the Vice Chair (PMcK), supported by the Clerk, was due to meet representatives of the Bank in August 2017 to provide an update on recent PROCAT related developments and to look to the future.

The Board agreed to look forward to receiving an update on the availability of an increased overdraft facility and/or a loan.

447 SUB-CONTRACTING POLICY

The Board approved the Sub Contracting Policy for 2017/18 subject to the completion of the compliance checks by the Executive.

448 FINANCIAL REGULATIONS AND PROCEDURES – UPDATE

The Board received and considered the proposed updated version of the Financial Regulations and Procedures for application with effect from 1 August 2017.

It was recognised that the Financial Regulations and Procedures needed to be read in conjunction with related College policies and procedures such as those for Whistleblowing (Public Interest Disclosure Act) and Human Resources including the Staff Disciplinary Policy.

The particular attention of the Board was drawn to the current paragraph 19.6 which set out the authorisation levels for expenditure. The draft provided for the Senior Leadership Team to have authority up to £25,000 and for the Principal/CEO to have authority up to £50,000.

Given the pressures on the budget in 2017/18 it was proposed that amounts of more than £25,000 would need Corporation approval until further notice.

This did not mean that proposed expenditure would need to wait until the formal meetings of the Board. Recommendations of the Senior Leadership Team could be forwarded to the Chair and Vice Chairs for consideration and reporting to the subsequent meeting of the Board.

The Board agreed:

- 1 to approve the updated Financial Regulations and Procedures for application as from 1 August 2017 subject to an amendment to Section 16 relating to the authority to commitment expenditure for the Executive to £25,000
- 2 to look forward to receiving further recommendations on possible improvements to the Financial Regulations and Procedures once the new Chief Financial Officer was in post and had the time to review in the light of the specific needs of PROCAT.

449 AUDIT & RISK COMMITTEE - MEETING HELD ON 19 JUNE 2017

The Board received and noted the unconfirmed Minutes of the meeting of the Audit & Risk Committee held on 19 June 2017.

The main item of business had been to receive a presentation by the Audit Partner representing MHA MacIntyre Hudson with regard to the Financial Statements Audit Strategy for 2016/17.

It was appreciated that the consideration of the Audit Management Letter and the draft Financial Statements would be major items of business at the meetings of the Audit & Risk Committee on 30 November and the Board on 7 December 2017.

450 INTERNAL AUDIT SERVICE - TENDER AND APPOINTMENT

The Board received the recommendation of the Audit & Risk Committee that consideration be given to carrying out a tender process with a view to appointing an Internal Audit Service.

It was recognised that there had been a small number of ad hoc internal audit reviews over the last two years but not a systematic consideration of College activities based on an assessment of risks.

The Board agreed to approve the recommendation relating to the appointment of an Internal Audit Service subject to the involvement of the new Chief Financial Officer in the preparation of the tender documentation and the drawing up of a timetable of activities.

451 MIS

The Board received and considered the report prepared by the Director of Learning/Acting Principal with regard to the review of the Management Information Systems.

The recommendations with supporting rationale set out in the report were noted to be:

- the College continued to use the existing PICS MIS and maximise the functionality
- the new application within PICS for e-register and timetabling be tested to replace CELCAT
- the College Project Team continued to review alternative options and their benefits over the next twelve months whilst the shift from Apprenticeship frameworks to standards was undertaken
- a training programme be implemented to upskill the College workforce in the use of data, accuracy of inputting and securing robust performance reporting
- the College retained the existing E-portfolio system (One File), improve utilisation and training for staff with ownership from teams on their respective academic area
- the College to undertake testing of a potential pilot of SMARTASSESSOR for 1 year for City & Guilds Study Programme students at a potential cost of £13,325 should the test result in implementation of the pilot for one year

The Board agreed:

- 1 to adopt the recommendations set out in the report with regard to the College MIS arrangements subject to the involvement of the new Chief Financial Officer and the Chief Executive when they took up their posts (18 September 2017 and as yet unknown respectively)
- 2 to look forward to receiving an update on the College approach to MIS at the meeting of the Board scheduled for 22 February 2018

452 EMPLOYER FEE PRICING TOOL

The Board agreed to look forward to receiving the demonstration of the employer fee pricing tool on a future occasion.

453 HEALTH AND SAFETY – UPDATE

The Board received the report prepared by the Estates & Facilities Manager which provided an update on Health & Safety related issues.

The particular attention of the Board was drawn to:

- the monitoring of accidents and incidents including the one RIDDOR reportable accident where a student jumped down the stairs and, in doing so, fell and broke his arm
- the monthly meetings of the College Health & Safety Committee

- the arrangements in place to address the specific needs of the TUCA site
- the commissioning of Fire Risk Assessments for the Basildon and Canvey Island College sites and the working through of the actions as a priority
- the Fire Evacuation practices had identified a few areas of concern which would be addressed as a priority including training of Fire Marshals
- a revised British Safety Council 5* Award Project Plan would be prepared to reflect the impact of the current restructuring programme
- the updated College Health & Safety Policy was currently with the SMT
- a number of Health & Safety related policies were to be progressed

In response to a question from a Member the Board was advised, in the context of the tragedy at Grenfell Tower, that there was no cladding in place on any of the College buildings which was giving concern.

The Board agreed:

- 1 to note the Health & Safety Update
- 2 to look forward to receiving further reports at future meetings of the Board on the actions taken as well as the identified priorities including the updated British Safety Council 5* Award Action Plan.

454 PERSONAL DEVELOPMENT, BEHAVIOUR AND WELFARE INCLUDING SAFEGUARDING AND PREVENT

The Board received and noted an update on Personal Development, Behaviour and Welfare (PDBW) which included Safeguarding and Prevent.

The report addressed a number of issues including:

- training and development of staff
- the work of the new Safeguarding Committee
- effectiveness of PDBW including the intention to prepare a whole College approach with an action plan
- the planned review of One World with a focus on such factors as punctuality and attendance

As with earlier reports a summary of Safeguarding cases was included.

Finally, the Board was advised of proposed additions to the current Safeguarding Policy document as set out in section 3.1 of the report received by Members.

The Board agreed:

- 1 to note the update on Personal Development, Behaviour and Welfare including Safeguarding & Prevent as set out in the report circulated with the Agenda
- 2 to look forward to receiving further updates at future meetings
- 3 to approve the additions to the current Safeguarding Policy for immediate application
- 4 to note that the proposed Safeguarding & Prevent Policy for 2017/18 would be presented to the meeting of the Board on 20 July 2017 for consideration and approval.

455 SAFEGUARDING AND PREVENT – DRAFT ANNUAL REPORT – 2016/17

The Board received and considered the Safeguarding and Prevent Annual Report covering the period from September 2016 to July 2017 which included Personal Development, Behaviour and Welfare (PDBW).

The report addressed a range of related issues including:

- Safeguarding referrals
- Prevent agenda
- the development of policies for 2017/18
- training and development of staff

A review of One World was planned for the summer vacation period so as to consider its impact and the associated monthly themes to ensure that the wider PDBW agenda was covered and to promote use going forward.

The Board agreed:

- 1 to thank the Head of Employability Skills for the Safeguarding and Prevent Annual Report for 2016/17 covering the period from September 2016 to July 2017
- 2 to look forward to receiving at all future scheduled meetings of the Board further updates on, in particular, referrals and the implications of College policy and practice.

456 SAFEGUARDING POLICY FOR YOUNG PEOPLE AND VULNERABLE ADULTS – 2017/18

The Board approved the Safeguarding Policy for Young People and Vulnerable Adults for 2017/18.

457 PREVENT POLICY – 2017/18

The Board:

- 1 approved the Prevent Policy for 2017/18 which had the intention of preventing violent and non-violent extremism and radicalisation
- 2 received and noted the Prevent Duty Risk Assessment and Action Plan as at June 2017 and agreed to look forward to receiving updates at future meetings.

458 EQUALITY AND SAFEGUARDING STRATEGY – 2015 TO 2018

The Board received and considered the report prepared by the Head of Employability Skills with regard to what was termed at the outset as the Equality and Safeguarding Strategy for the period 2015 to 2018.

It was recognised that Safeguarding and Prevent have been given greater emphasis within the College during the last two years and now have specific policies. Equality and Diversity, whilst having College campaigns through the One World initiative, had not always been supported by using the data to plan and address, for example, achievement gaps.

The College now had more sophisticated data and the capability to address equality gaps including those associated with LDD learners and the recruitment and retention of woman in construction and engineering. The intention, therefore, was to present to the next meeting of the Board and Equality and Diversity policy and robust action plan setting out a whole College approach.

The Board agreed:

- 1 to note the report of the Head of Employability Skills on Equality and Safeguarding
- 2 to look forward to receiving at the meeting of the Board scheduled for 27 October 2017 the proposed Equality and Diversity policy and associated action plan.

459 STUDENT BEHAVIOUR SUPPORT AND DISCIPLINARY POLICY

The Board approved the Student Behaviour Support and Disciplinary Policy for application in 2017/18.

The particular attention of Members was drawn to the intention to provide a restorative approach to enable students to stay with the College and, therefore, not to use exclusion as the only method of dealing with poor behaviour. Training was planned for the Autumn Term (2017) to seek to ensure a smooth implementation of the arrangements.

460 ELECTIONS OF CHAIR AND VICE CHAIRS – 2017/18

The Clerk reported the outcome of the recent invitation to Board Members to nominate for possible appointment as the Chair and Vice Chairs for 2017/18 – specifically that the existing post holders be re-elected for 2017/18.

The Board agreed unanimously to appoint the following for 2017/18:

- Chair – David Sherlock
- Vice Chair – Bala Mahendran
- Vice Chair – Peter McKee

461 CALENDAR OF MEETINGS – 2017/18

The Board noted the approved Calendar of Meetings for 2017/18 as follows:

- Friday and Saturday 27-28 October 2017 – Wivenhoe (approximately a 4pm start)
- Thursday 7 December 2017
- Thursday 22 February 2018
- Thursday 17 May 2018
- Thursday 19 July 2018

Unless otherwise agreed, meetings would commence at 1.30pm and take place at Basildon.

It was anticipated that at least one Board meeting would take place at TUCA so as to provide Members with the opportunity to see the site in operation.

Members recognised that there may be a need to change and/or add additional meetings given other factors.

462 POSSIBLE AD HOC MEETING OF BOARD MEMBERS PRIOR TO 27 OCTOBER 2017

The Board recognised that the next scheduled meeting was over three months away and it was agreed, therefore, that it may be useful if the Executive and a group of Members met in the period to discuss any emerging issues which required attention.

At this time no date for such an ad hoc was agreed but consideration would be given in due course.

If a matter of significance arose consideration would be given to calling a Special Meeting of the Board so that all Members could be involved subject to their own availability.

463 CONFIDENTIAL ITEMS OF BUSINESS

The Board considered other items which, on the grounds of confidentiality, are the subject of separate minutes only available for reference by, as appropriate, Members of the Board, the Executive and others designated to have access.

Note: the confidential items of business are covered in 464 to 470.

Signed: _____ Date: _____