

MINUTES
FURNESS COLLEGE BOARD
6th APRIL 2017



Present:	John Butler	Chair
	Chris Dodwell)
	Jan Fielding)
	Trish Kidd)
	Don Logan) External governors
	Mike Phipps)
	David Schofield)
	Caroline Vernon)
	Andrew Wren	Principal/Chief Executive
	Roz Stewart	Support Staff Governor
Chloe Limitsios	FE Student Governor	
Lorraine Falle	HE Student Governor	
In Attendance:	Joanne Graukroger	FE Associates
	Mark Nicholson	Deputy Principal; Curriculum & Quality
	John Smith	Deputy Principal; Finance and Resources
	Jeff Chadd	Assistant Principal; 6 th Form
	Oona Cushen	Clerk Designate

APPOINTMENT OF CLERK

Oona Cushen left the meeting.

B/16/287 Governors were advised that arrangements with LMC College remained in progress and an update would be provided at the next Board meeting.

Oona Cushen re-joined the meeting.

FE ASSOCIATES PRESENTATION

B/16/288 The Chair introduced Joanna Graukroger, who has been requested to undertake a feasibility study into the Area Based Review recommendation in regard to a joint venture between the Cumbrian Colleges and is seeking views from Governors, interested parties and employers.

B/16/289 Ms Graukroger advised that she would be based in each college for a short time period to meet with each Principal and Chair and a cross section of employers to ascertain the benefits of a joint venture. Meetings will also be held with the Local Enterprise Partnership (LEP), Local Authority (LA) and the Adult Education Service to gain an understanding of future adult spend, including the risks and challenges of how adult skills funding will be divided and used within the County. The Local Authority's view will also be sought on the planning and delivery of that contract within the next 18 months, prior to devolved decision making.

B/16/290 To date, partners are positive on working more closely together and several sensible suggestions have been made. Furness College's Principal will act as group coordinator. Discussion and feedback has been given on structure, costs etc. and whether this is a speculative or risky venture with no immediate income stream but Ms Graukroger has yet to gain an overall picture of how colleges work more cohesively together on some of the bigger issues.

B/16/291 Ms Graukroger worked as part of a consultancy in 2003, looking at a four-way college merger in Cumbria and has been impressed by how well all the colleges have done in terms of premises, accommodation and Ofsted grades, as well as retaining their independence but still engaging well with their communities and employers. Matt Atkinson is the project lead and will provide a report to the Cumbrian Principals' Group in around a month, with delivery soon after. Principals will have time to consider and debate the report with their individual Boards before their summer break.

In response to questions:

B/16/292 Ms Graukroger is an ex-college principal and has previously established joint ventures, including in Sheffield to grow higher level apprenticeships between the colleges and the local university. Although the context and purpose was more specific, there are similarities.

B/16/293 Ms Graukroger acknowledged the geographic distance and travel time between colleges, not just rurality but road links, as well as the fundamental differences in style and curriculum of the four colleges. These will be noted within the report, which will also include recommendations. The Principal emphasised the venture was not about merger or dissolving provision but there may be opportunities to access funding or income streams through a more formal partnership agreement with legal status between the colleges and the University that may otherwise be inaccessible. The Adult Education Budget (AEB) will be devolved at some point in the future, to either the Combined Authority or, more likely, the LEP but not to a funding body. Once devolved, colleges are unlikely to be contracted on an individual basis, so a legal venture could be a receptacle for an overall contract, which is then fairly distributed between the colleges.

B/16/294 Carlisle College will now merge with Newcastle College Group, which is a change since the conclusion of the Area Based Review. The suggestion of a joint venture arose as an alternative option to a threat of merger of all colleges in Cumbria. Size, composition and membership of any joint venture will be considered but, fundamentally, there would have to be equality between all partners.

B/16/295 Should Governors have any questions or concerns at a later stage, these can be raised through the Principal. The feasibility study will be presented to the Board and it is up to the Board to decide what is right for Furness College.

APOLOGIES FOR ABSENCE AND WELCOME

B/16/296 Apologies for absence were received from Julie Barton, Dylan Hughes, Tracy Irwin, John Sidney and Ian Sinker.

DECLARATION OF INTERESTS

B/16/297 The Chair reminded Governors of the requirement to declare their interests in any agenda items. Governors with a declared interest may or may not take part in discussions but will be unable to vote on any question with respect to it and will not be counted in the quorum present at the meeting in relation to a resolution on which he/she is not entitled to vote. The Board reserves the right to ask the member with a declared interest to leave the room for the discussion relating to the interest.

EQUALITY & DIVERSITY and HEALTH & SAFETY

B/16/298 The Chair reminded Governors of the College's commitment to equality and diversity and inclusiveness, and the need to consider these issues along with health and safety in all Corporation business.

MINUTES OF THE FURNESS COLLEGE BOARD MEETING HELD ON 8 DECEMBER 2016

B/16/299 The minutes of the previous Board meeting held on 8 December 2016, including all confidential items, were agreed as a true and accurate record and duly signed by the Chair.

MATTERS ARISING AND ACTION POINTS

B/16/300 The Chair had reviewed the actions from the previous meeting and there were none outstanding or which were not already covered under other agenda items.

PRINCIPAL'S UPDATE

B/16/301 The Principal's Update had been circulated previously. The Principal provided a commentary on the report, including an overview of developments and ongoing business.

B/16/302 Confidential item

B/16/303 An up-to-date performance against corporate objectives is shown in Appendix 1. There are 1,425 16-18 learners against an internal target of 1,442, which is a good performance. Adult apprenticeship numbers are very positive, with 568 enrolled directly, against a target of 720. For 16-18 apprenticeships, the College has more vacancies than learners. There are 473 HE learners, but the income and profile remain the same. Overall retention is holding at 94%, compared to 91% final outturn last year, but retention on diplomas is low and a cause for concern. There have been improvements in maths and English, but these are exam based so results can be unpredictable.

B/16/304 The recent Careers Fair went well, with some good activities and over 500 people attending. This was a very positive marketing event, engaging the local community and the schools sector.

B/16/305 The Principal collected the Chartered College award in London and was asked to be a Member of the Council of the Institute of FE. This is a small annual commitment, but one which will raise the profile of the College.

B/16/306 The Audit and Finance Committees have both been informed that the College was unsuccessful in its application to the Register of Apprenticeship Training Providers (RoATP), due to an omission of some key words in one particular answer. This is a significant issue, as the College will not be permitted to deliver any new apprenticeship starts from 1 May 2017. The College has resubmitted its amended application, following feedback and is confident the issues have been addressed and will be placed on the register. The decision will be known by the end of April. The Invitation to Tender (ITT) to deliver apprenticeships to small non-levy employers was run concurrently; due to the issues with the main application, the College's application was not appraised, but no funding is being awarded until the second round of applications to the RoATP has been completed. Alternatively, the Government may allocate funding to those already on the register but ring-fence some funding for providers successful in the second round of applications or there could be no opportunity for additional funding. Under those circumstances, it would be a difficult but not catastrophic position. Subject to their own position, the Lakes Colleges has agreed it would sub-contract some delivery to the College. There are over 30 colleges nationally in the same position and there has been criticism of the way in which applications were appraised as a desk-based exercise only. A huge number of new providers were approved onto the register, all of which will require an Ofsted inspection, and questions have been asked on the quality of their delivery. There are no new providers locally. CTC already subcontract and may direct

deliver, although this would place them under Ofsted's inspection remit, so they may choose to remain as a subcontractor. If the College is unsuccessful in its second application, there is a formal challenge process but the College will be unable to deliver any new apprenticeship starts from 1 May, other than through a sub-contract with a maximum £100k value. The College would also lose any employers that it works with directly, including BAE.

- B/16/307 The joint venture feasibility study is supported by a £25k grant for consultation from the Department of Education, to be match funded by the organisations.
- B/16/308 Finance is on track and the College is forecasting to be in surplus by the year-end. The funding allocations were received last week; the Education Funding Agency (EFA) allocation is more favourable with the remainder being as expected, with the exception of carry over apprenticeships. The EFA has merged with the Skills Funding Agency (SFA) to form the Education and Skills Funding Agency (ESFA). The required increase in study programme hours (almost doubling hours for 16-18 learners) will have budget implications, but the College has a couple of years to introduce the changes. There will be some increased funding through the new T-Qualifications for taught hours and enrichment but the reforms do demonstrate an increased awareness in Government of technical and vocational education.
- B/16/309 The Government has published its green paper on industrial strategy, including new Institutes of Technology. There are 12 to 15 proposed nationally, which could be existing or new providers. The College has registered its interest, but will most likely join a collaboration.

In response to questions:

- B/16/310 Some of the unexpected staff resignations mean a loss of experienced, good staff and this is an obvious risk. The Board sought assurance that those staff picking up additional workloads would not be overstretched. The Principal confirmed that cost savings would be a false economy if they led to loss of income, so all positions have been carefully reviewed. In addition, consideration was not only given to skills and knowledge, but also style of working and personality.
- B/16/311 The role of business development will become even more critical in securing business, especially with the introduction of the Apprenticeship Levy. By the time the current post holder leaves, the new system should be embedded and working in College. The Principal also needs to meet with more employers and play a stronger ambassadorial sales role.
- B/16/312 Confidential item
- B/16/313 If there is no substantial change in responsibility, the normal HR process will be followed by agreement for the re-allocation of duties.
- B/16/314 It was observed that lots of small businesses struggle with IT and, therefore, the College should ensure that whoever takes on the business development role needs to fully understand the apprenticeship system and how to access levy funds online. The Principal confirmed that the business team already offer this support as a service to employers. The College will also be required to pay the levy.
- B/16/315 Governors had noted adverts offering free apprenticeships in a host of different areas from competitors. It was explained that providers were trying to get as many employers on board before the apprenticeship reforms taking effective from 1 May 2017. 16-18 apprenticeships are challenging and 24+ apprenticeships are the least funded and often non-preferential courses used to validate existing skills and often have a high number of dropouts.
- B/16/316 The Board discussed and accepted the Principal's Update Report.

CUMBRIA COLLEGES LTD; REQUEST FROM NEWCASTLE COLLEGE GROUP TO ASSUME MEMBERSHIP FROM CARLISLE COLLEGE FOLLOWING MERGER

B/16/317 The Principal advised members that there is already a joint venture company, established in 2005 and co-owned by the four Cumbrian colleges. The company is currently dormant but something similar may well be the recommendation from the feasibility study. As Carlisle College no longer exists as a legal entity, Newcastle College Group has requested they become a co-owner of the company as owners of Carlisle College.

In response to questions:

B/16/318 There will be a deed to sign and a resolution from Newcastle College Group will also be required, but this a formality to reflect ownership. Although they have nominated the Principal at the Carlisle campus to be the nominated member on the company's board, it should be recognised that they could nominate whoever they wish and, in future, this could be someone based in Newcastle.

B/16/319 The University of Cumbria is not a member of this joint venture and should something similar be suggested, it would most likely be easier to start again with new members and new terms of reference. If a company is not required and this is dormant, it should be wound up.

B/16/320 The Board approved the request from Newcastle College Group to assume membership of Cumbria Colleges Ltd from Carlisle College following merger and to hold one directorship on the Board of Cumbria Colleges Ltd.

ACTION: Principal to advise Newcastle College Group of the decision.

Mike Phipps left the meeting.

PRESENTATION ON IMPLEMENTATION OF THE APPRENTICESHIP LEVY

B/16/321 The Director of Business Development and Skills gave a presentation on the implementation of the Apprenticeship Levy, which was introduced following recommendations from the Richards review in 2012 to improve the quality of apprenticeships.

B/16/322 There are five key changes to apprenticeships;

- Funding and the way providers receive money. All employers with a wage bill over £3m have to pay the Levy at 0.5% of their overall wage bill, which will be collected through HMRC. In addition, employers will have to pay a 10% contribution of costs for 19+ apprentices, which they have previously not had to do, to encourage employers to see value and investment in their staff. Providers can negotiate the cost of the apprenticeship with the employer, but the amount an employer contributes affects the available funding drawdown by the College. The funding arrangements have implications and opportunities; there are incentives for employers with fewer than 50 employees to take 16-18 apprentices in the form of a £1k grant for both the provider and the employer. The College should focus on the best revenue streams and adapt to changes.
- Apprenticeships are changing from frameworks to standards with new funding bands. The funding agencies have agreed the maximum price for each apprenticeship standard with employers. The College has mapped its existing frameworks and funding value against the new standards, with some increasing in value, e.g. hospitality, and there are opportunities for more funding.
- The Digital Apprenticeship Service (DAS); the Levy is payable from today but will not be available in digital accounts until 1 May. The DAS is designed to be a

'one-stop shop' for employers to help them make decisions about which provider to buy their training from. Accessing the DAS will be challenging for small employers and the College will provide assistance to these as part of the overall service. There will be marketing campaigns and it was suggested that the College should look to work with local accountants who often advise their small business clients. Furness College will be both a provider and a levy-paying employer and will be able to access levy funding for itself (circa £29k per year) to capitalise on its own apprenticeships as an employer.

- Ownership; the reforms have been in consultation with employers, who were given the opportunity to design the new apprenticeship standards to ensure the competencies match industry need and learners are work-ready. In addition, the way apprenticeships are assessed with change, so assessor will overview work place competency and there will now be a final exam (end point assessment; EPA).
- Ofsted will lead on quality assurance for Levels 2 and 3, whilst HEFCE will quality assure Level 4 upwards. The Institute for Apprenticeships (IfA) will also monitor overall quality.

B/16/323 Governors should be assured that the College is considering all the changes and is adapting the way it operates, which will impact on some departments. There will be significant impact on MIS exams, sub-contracting and partner organisations, marketing and potentially on finance and these are being monitored. The role of assessor is also changing and job descriptions will need to be reviewed to accommodate the changes as the traditional format for assessing will no longer exist. Caseloads may also increase as work may possibly not be at the same level, through a responsive, blended curriculum model. There is, currently, an upward trend in apprenticeships and the College needs to continue in this direction.

In response to questions:

B/16/324 An apprenticeship can be anything from Level 2 through to Level 7 in any profession that a group of employers say they want a discipline in, so apprentices can progress through the levels. Some standards may not have the higher levels, i.e. the knowledge required may end at Level 5. The framework consisted of an NVQ competency qualification, a technical certificate, English and maths plus a professional/employer test. The new standards now vary, but all will have a competency element, some will be all exam based and others will remain similar to the framework. Employers are developing programmes in order to claim back their levy payments and an apprenticeship can be introduced if there is sufficient interest from employers to make it operational. For example, the NHS is looking to formulate an apprenticeship for doctors, if they can document what they need and teacher apprenticeships are likely to become more common, probably as a follow-on to a teaching degree. The existing Postgraduate Certificate in Education (PGCE) will be one element of the apprenticeship. Progression, retraining and upskilling is permitted.

Roz Stewart left the meeting.

B/16/325 Governors queried how the role of assessors will vary and whether the College has mapped its current workforce skills to ensure they meet future need. It was explained that the delivery model will not be significantly different for the next 12 to 18 months, as the existing frameworks will still be in use. The College will need to consider any vacancies as and when they arise. The growth in higher apprenticeships means the College could upskill its own staff to the required level of competency in each subject.

B/16/326 The Board received and discussed the Presentation on Implementation of the Apprenticeship Levy.

PERFORMANCE MONITORING REPORT

B/16/327 The Deputy Principal Curriculum and Quality referred Governors to the report previously circulated. Curriculum managers work closely with those areas with low attendance to re-engage students and this work is starting to have a positive impact. If a learner does not attend, they are contacted to try re-engagement but, if poor attendance continues, they may be put on an attendance contract over a six week period with short term targets. Parents will be sent a letter and details of the contract. There is a mix of hard core poor attendance and some with a multitude of issues where additional support services are involved. All support mechanisms are provided through Student Services and the College is moving towards a single method of progress monitoring.

B/16/328 Attendance issue at English and maths is predominantly at main site, although there are some at Rating Lane. Overall attendance at English and maths stands at 78% and, although this equates to one in four missed lessons, this is still good compared to national averages. Overall attendance for main qualifications is a lot higher. Jan Fielding is the Lead Governor for curriculum performance and there will be a future focus on English and maths. The Learner Experience Committee had drilled down into the data and effectively challenged the senior team to ensure changes made have a positive impact.

B/16/329 There is now full-time pastoral support in the sixth form, as opposed to part-time pastoral and teaching, i.e. normally the teacher would deliver tutorials but this has been split off at Rating Lane. This is part of the support staff review and it is planned to roll out the model on main site next year, which will free up teaching hours for consolidation, which should lead to some savings in the first year. It is a good model and works well in Craft Engineering but needs to be affordable.

B/16/330 With vocational tutors being required to incorporate English and maths into learning, it was clarified that lesson observations take place early in the year to identify learning gaps and differentiation should then be introduced to address individual learner knowledge shortfall. GCSE exams are becoming harder, but the College has dedicated English and maths tutors, as well as the embedding of these subjects in vocational areas, e.g. Construction does English and maths very well and there needs to be consistency of expectation in other subject areas. An audit on study programmes had been previously commissioned and highlighted an action in relation to correction of spelling and grammar.

B/16/331 The Board discussed and accepted the Performance Monitoring Report.

STRATEGIC PLAN UPDATE

B/16/332 The Deputy Principal Curriculum and Quality gave a presentation on the Strategic Plan Update. The Learner Experience Committee has already provided suitable challenge on the data, and there continues to be a heavy focus on retention and attendance associated with aspects of performance and the delivery of English and maths qualifications. There have been a number of changes for this year, led by the senior manager with support from the Assistant Director, as a process for sustaining leadership in the future. There have been several actions in regards to improving English and maths, including shortening English and maths sessions, earlier exams and paper based exams to provide detailed feedback.

B/16/333 The key performance indicators will be reviewed by the Learner Experience Committee in the future, replacing the current spreadsheet but reports will continue to include retention tables. Any areas marked red indicate that adult retention is below expectations, but the College plans to continue to recruit adult students and should see an improvement prior to the year-end.

- B/16/334 Previously, there was robust discussion and Governors requested assurance on critical success factors. Progress is being made and the data is RAG rated. The College has a new database and this will generate an impact report of the Strategic Plan, which will be provided to Governors in the future and will include critical success factors, measurable key performance indicators, accountability and a RAG rating. Underneath this will be a series of actions leading to a judgement on the corporate objectives and Governors will have more visual coverage of the main business. The corporate objectives and all critical factors are set by Governors and the College needs to demonstrate actions and progress in meeting those objectives.
- B/16/335 The key indicators are assessed monthly by the senior team and the quality group. The new database incorporates all plans, include the quality improvement plans and will produce valuable reports in simple terms. In future, Governors will only receive the impact report but can request additional information and more detailed actions if there are areas of concern.
- B/16/336 The Board received and discussed the presentation on the Strategic Plan Update.

MANAGEMENT ACCOUNTS

- B/16/337 The Management Accounts for the period to 28 February 2017 were presented by the Deputy Principal Finance and Resources, along with an update on the March position. There was a higher underspend in March, mainly due to holding vacancies until the restructuring process is complete by the end of the year. Restructure costs, currently at £47k, have not been included in the budget and an overall 'guesstimate' was £80k, as staff who may leave with a settlement is currently an unknown quantity.
- B/16/338 Non pay costs are ahead of where the College expected; CTC costs are higher than anticipated. In addition, building maintenance costs are £100k higher than budgeted, mainly due to re electrical maintenance and protected protocols.
- B/16/339 A surplus of £45k is forecast by the year-end, against a budgeted surplus of £50k. In terms of the financial health grade, the operating surplus will be as reported, with an adjustment for depreciation and non-cash items.
- B/16/340 On the balance sheet, net assets are reducing and will continue to do so as depreciation is outstripping any new spend. Cash reserves stand at just under £2m and may rise slightly by the end of year. Accounting methods for recording holiday pay accruals, listed at £450k, changed and is misleading to Governors and actually has no impact once staff take their holidays. The test against bank covenants has been introduced and a full report would be provided to the Board if the College had any difficulties.
- B/16/341 The Board received and discussed the Management Accounts.

LEARNER EXPERIENCE COMMITTEE UPDATE

- B/16/342 The Chair of the Committee reported on the work undertaken at the recent meeting held on 16 March 2017 and a summary report was circulated. The Committee has reviewed the performance indicators and had welcomed Jeff Chadd's input into the overview of the sixth form site and learning walk. Governors provided positive feedback on what they had seen in College and the enthusiasm from learners and staff teams. Members had spent substantial time questioning the senior team on the quality plan, outcome of student surveys etc. and the site visits validated that information.
- B/16/343 The Board received and discussed the Learner Experience Committee Update.

REMUNERATION COMMITTEE UPDATE

- B/16/344 The Chair of the Committee reported on the work undertaken at the recent meeting held on 30 March 2017, comprising a mid-term review of progress against the corporate objectives for senior post holders and a summary report was circulated.
- B/16/345 The Board received and discussed the Remuneration Committee Update.

GOVERNANCE AND SEARCH COMMITTEE UPDATE

- B/16/346 The Chair of the Committee reported on the work undertaken at the recent meeting held on 30 March 2017 and a summary report was circulated. The Committee has reviewed the membership of the governing body and, since the meeting, Andy Cole has resigned for personal reasons. His resignation means there is a vacancy on the Audit Committee and it is proposed that Chris Dodwell transfers from the Finance to the Audit Committee. Committee members also reviewed the appointment of the Clerk, terms of office for Staff Governors and video conferencing permission within the Instrument and Articles. The skills audit will be undertaken later this year, along with consideration for a BAE representative on the Board.

Caroline Vernon left the meeting.

- B/16/347 The Board received and discussed the Governance and Search Committee Update and approved the revised membership of the Audit and Finance Committees.**

FINANCE AND RESOURCES COMMITTEE UPDATE

- B/16/348 The Chair of the Committee reported on the work undertaken at the recent meeting held on 30 March 2017 and a summary report was circulated.
- B/16/349 An update on the management accounts has already been provided, but Governors should note that the financial health grade, currently confirmed as outstanding, will reduce to good in the future. As previously mentioned, the funding allocation for next year is more favourable than expected and the College Fees Policy remains unchanged.
- B/16/350 The College now has an Asbestos Management Procedure, as Rating Lane does have some asbestos (Channelside does not). As the Board has overall corporate responsibility, this policy requires formal approval.
- B/16/351 Age UK ceased trading and contracted with CTC to carry on the apprenticeship training, due to a rule change. This was contracted a year ago without resolution and, therefore, this is a retrospective approval.
- B/16/352 The Board received and discussed the Finance and Resources Committee Update and approved the Asbestos Management Procedure and the Sub-Contract Agreement for Cumbria Training.**

AUDIT AND RISK ASSURANCE COMMITTEE

- B/16/353 The Chair of the Committee reported on the work undertaken at the recent meeting held on 30 March 2017 and a summary report was circulated. The key points to note were:
- B/16/354 Five internal audits had been completed, all with satisfactory reports and the Committee had recommended that the Board receive the safeguarding and risk management reports.
- B/16/355 It had been agreed to re-appoint KPMG as external auditors for a further 12 months and to re-appoint ICCA to bring in line with other Cumbrian colleges. Concerns raised regarded the outstanding use of Barrow Sixth Form accounts, but this has been investigated and the relevant documentation filed with the EFA. There has

been no feedback to date. The balances from Rating Lane had been brought across and the auditors reviewed how to treat depreciation, which is higher than estimated. KPMG suggest that the life of Rating Lane for planned maintenance is extended and with good maintenance, this could be a further 23 years.

B/16/356 There were no significant issues raised from the safeguarding report, but the Committee had requested that an update on the actions be presented to the full Board. There have been changes to the safeguarding policy, as this was re-written at point of merger. There has been an upturn in child sexual exploitation in Cumbria and training has been provided to all staff on both sites, focusing on the signs to look for and also on other more prevalent forms of abuse. There have been a number of peer-on-peer safeguarding incidents, so work was undertaken with the internal audit service to scan recent Ofsted reports for highlighted issues and recommended good practice. The College can then strengthen its own policy on peer-on-peer issues.

In response to questions:

B/16/357 Clarification was provided that references to staff responsibility should also include Governors' responsibility and the Level 3 qualification is the same qualification as previously but has had a change of name. The sharing of images is illegal and, therefore, the College would ask the person to delete them.

B/16/358 The Chair asked Governors to consider whether, as a Board, they were doing enough to discharge their duty. Senior staff thought Governors did effectively discharge their duty and the College has similar practices to elsewhere; Governor receive the same training as staff, have a designated Safeguarding Lead Governor and receive an annual report documenting the number, type of safeguarding and outcomes. In regards to Ofsted, Governors should feel confident that they can articulate their understanding of the Board's responsibility and challenge the senior team effectively.

Jeff Chadd left the meeting.

B/16/359 The Board received and discussed the Audit and Risk Assurance Committee Update, including the progress update on the Internal Audit Report; Safeguarding and Prevent.

ITEMS FOR THE NEXT AGENDA

B/16/360 No additional items to the scheduled business were requested.

CONFIDENTIALITY

B/16/361 Items B16/302 and B/16/312 were considered to be confidential at the present time and until the decision referred to within these items has been further communicated.

DATE OF NEXT MEETING

B/16/362 Thursday 6 July 2017 at 5pm.

MINUTES APPROVED

Signed _____ John Butler, Chair

Date _____ Subject to Amendments / No Amendments