

The Corporation Board of Accrington and Rossendale College



Minutes of a Meeting of: The Corporation Board

Date: Thursday 24th September 2015

Location: The Conference Room, The Heartwood Centre,
Accrington & Rossendale College

Part One

Confirmed

Members Present:

Mr B Stephenson	Chair and Independent Member
Mrs R Andrews	Independent Member
Dr A M Coyne	Independent Member
Mrs L Gaskell	Independent Member
Dr M Lee	Independent Member
Mr Z Shah	Independent Member
Mrs L Spencer	Independent Member
Mr S Hughes	Independent Member
Mrs S Taylor	Principal
Miss T Landon	Staff Member
Mrs S Lynch	Staff Member

In Attendance:

Mrs S Collinge	Vice Principal (Business and Innovation)
Miss W Higgin	Vice Principal (Curriculum and Quality)
Mr A Armiger	Clerk to the Corporation

Apologies were received from:

Mr S Ireland	Vice Chair and Independent Member
Mr M Aslam	Independent Member
Mrs S Bridgeman	Independent Member
Mr S Cox	Independent Member
Dr M Walker	Independent Member
Miss E Simpson	Student Member

Draft Minutes Prepared by: AA

Draft Minutes approved by the Chair: BS

Minutes Approved by the Board:

Date:

30-09-15

30-09-15

10-12-15

.....*Brian Stephenson*.....

Chair

The Chair welcomed everyone to the meeting and introduced Mrs Shirley Lynch who had recently been selected following a ballot of the College's Business and Support Staff to become a Staff Member of the Board. Other members present introduced themselves to her

Part One

CB

15/16-1.1 Apologies for Absence
Apologies for absence were received from Mr S Ireland, Mr M Aslam, Mrs S Bridgeman, Mr S Cox, Dr M Walker and Miss E Simpson

15/16-1.2 Declarations of Interest
Mr Stephenson, Dr Lee, Dr Coyne, Mrs Spencer and Mrs Gaskell all declared an interest in Item CB 15/16-1.5

15/16-1.3 Minutes of the Meeting held on 9th July 2015
The Minutes from the meeting held on 9th July 2015 were approved as a true and an accurate record of the meeting.

Resolved CB 15/16-1.3: to confirm the minutes of the meeting held on 24th March 2015 as a true and an accurate record of the meeting.

15/16-1.4 Matters arising not otherwise on agenda
The Clerk to the Corporation Board led the members through the actions required from the last meeting of the held on 9th July noting that all actions required had been taken Members agreed and

Resolved CB 15/16 -1.4: to note the report and note that all required actions had been taken

Unconfirmed Minutes, Chair updates and Recommendations for Board Approval from the following committees:

14/15-1.5 The Search and Governance Committee held on 10th September 2015
Mr Stephenson advised that Board members would be able to see from the minutes of the meeting (Confidential) that it had been a busy meeting dealing with membership issues, The Code of Good Governance for English Colleges (The Code) and the Board's Standing Orders for 2015-16. There were several recommendations as a result of the Committees business. They were as follows:

- **SG 15/16-1.5 A**

to recommend to the Corporation Board that Dr Mike Lee be approved to serve as an Independent Member for a term of one year until 15th October 2016

- **SG 15/16-1.5 B**

to recommend to the Corporation Board that Mr Brian Stephenson be approved to serve as an Independent Member for a further term of four years until 15th October 2019, allowing his current term of office as Chair of the Corporation Board to continue until 31st July 2016

- **SG 15/16-1.5 C**

to recommend to the Corporation Board the approval Mr Ireland's second 2 year term of office as Vice Chair of the Corporation Board until 27th September 2017

- **SG 15/16-1.5 D**
to recommend to the Corporation Board the approval Dr Coyne's membership, for a second 2 year term of office, of the Search and Governance Committee until, initially, 29th September 2016 (expiry of current term of office as an Independent Member)
- **SG 15/16-1.5 E**
i) to recommend to the Corporation Board that Mrs Spencer become a member of the Curriculum and Quality Standards Committee and also that she be recognised as the Board Designated Lead Member for Safeguarding.
- **SG 15/16-1.5 F**
to recommend to the Corporation Board that that Mrs Gaskell be approved to become a member of the Search and Governance Committee for a two year term of office until 23rd September 2017
- **SG 15/16-1.6**
to recommend that the Code of Good Governance for English Colleges be adopted by the Corporation Board.
- **SG 15/16-1.7**
to recommend to the Corporation Board that its unchanged Standing Orders be approved for use for 2015/16

Board Members present dealt with those recommendations regarding membership issues first and after discussion

Resolved CB 15/16-1.5A: to approve that Dr Mike Lee be approved to serve as an Independent Member for a further term of one year until 15th October 2016

Mr Stephenson asked that Dr Coyne lead the discussion on the next resolution

CB 15/16-1.5B: to approve that Mr Brian Stephenson be approved to serve as an Independent Member for a further term of four years until 15th October 2019, allowing his current term of office as Chair of the Corporation Board to continue until 31st July 2016

The Clerk advised Board Members that a nomination process had been carried out in respect of the role of Vice Chair of the Corporation Board pending the expiry of Mr Ireland's current 2 year term of office. Only one nomination had been received, that being for Mr Ireland. That being the case members resolved

CB 15/16-1.5C to approve Mr Ireland's second 2 year term of office as Vice Chair of the Corporation Board until 27th September 2017

CB 15/16-1.5D: to approve Dr Coyne's membership, for a second 2 year term of office, of the Search and Governance Committee until, initially, 29th September 2016 (expiry of current term of office as an Independent Member)

CB 15/16-1.5E: i) to recommend to the Corporation Board that Mrs Spencer become a member of the Curriculum and Quality Standards Committee and also that she be recognised as the Board Designated Lead Member for Safeguarding and Prevent.

It was noted that Mrs Spencer had already begun attending the College's Safeguarding and Prevent meetings. Mr Armiger advised that Mr Cox had been approached and had agreed to become the Board's Deputy Lead Member for Safeguarding and Prevent. Members therefore resolved

CB 15/16-1.5E: ii) that Mr Cox be recognised as the Board's Deputy Designated Lead Member for Safeguarding and Prevent

CB15/16-1.5F: to recommend to the Corporation Board that that Mrs Gaskell be approved to become a member of the Search and Governance Committee for a two year term of office until 23rd September 2017

Members moved on to discussing the adoption of The Code. Members agreed with the Search and Governance Committee's assessment that that there was no reason not to adopt the Code and the Board and College would work towards full compliance as soon as is possible. Mr Armiger advised that the Lancashire Clerks Group would be working on the aspects of the Code and Board self-assessment during the coming year. Following final discussion members resolved

CB 15/16-1.5G: that the Code of Good Governance for English Colleges be adopted by the Corporation Board.

Finally members noted that there were no changes required for the Board's Standing Orders and resolved

CB 15/16-1.5H: that the unchanged Standing Orders be approved for use for 2015/16

Items for Information, Discussion, Consideration and Board Approval

15/16-1.6 Current Performance against Contracts and Targets

The Vice Principal (Business and Innovation) presented her report on the College's progress towards the achievement of funding contracts for 2014/15 and current progress against 2015/16 targets.

Mrs Collinge began by advising members that was currently on target for recruitment of 16 -18 Classroom Based Learners (CBL) for 2015/16. Reporting on the situation for 2014/15, Mrs Collinge advised that although the target of 1066 16-18 CBL had not been reached, each learner had generated more funding and therefore the cash target for this group had been exceeded. Mrs Collinge reminded members that the result of not reaching the 16-18 CBL target number for 14/15 has resulted in a lower target for 15/16 and this will in turn has resulted in a lower financial target achievable. Mrs Collinge also asked members to note that this, 15/16, was the last year for Formula Protection Payments.

Moving on Mrs Collinge informed members that the payments received for 16-18 Employer Responsive (ER) included an additional payment for over achievement in 13/14. Members noted that a significant amount of work had taken place in the College to re-align staffing resources and procedures to prioritise apprenticeships and ensure related data is robust to enable the 15/16 target to be achieved.

Members were informed that there would be a significant under achievement on the Adult Single Budget (ASB) - excluding Adult Apprentices. This has led to a review of all processes in place to monitor and oversee the planning and delivery of this type of provision. A report on the review and resulting improvement action plan will be presented to the Audit Committee at its meeting in November. Members discussed the reasons provided by Mrs Collinge for the under achievement of the budget in this area.

With regard to Adult Apprentices Mrs Collinge explained the reasons for the underachievement of this target which were based on the shortfall in Additional Learning Support funding that could be claimed for these learners. Members were advised that due to the improvements in College management of apprenticeships the budget for this type of learner had, as could be seen in the report, been set substantially higher than the 14/15 target. This would be a risk as it depends on the earning of the full ASB target for 15/16.

Moving on to 24+ Advanced Learner Loans (24+ALL) Mrs Collinge informed members that the very high funding allocation for this type of learner had not been met. It was noted that it was probably the highest allocation for any college in the country. However, College management will present a review of the processes in place to forecast and deliver this type of provision to the Audit Committee along with an action plan for implementation.

Finally Mrs Collinge reported that the 14/15 HE budget would be underachieved due to lower than target enrolment and lower than target retention of HE Learners. Mrs Collinge reminded Members that the funding for retention through the Student Loan System had changed from 1/3 of the fee per term to 25% for the first two terms and 50% for the final term. This had increased the impact on the College's income. The Teacher Education programme, franchised via a consortium with Huddersfield University had slightly exceeded its target.

Members discussed the report, but wished to consider the impact of the report more fully within Item 1.7 of the meeting. Members

Resolved CB 15/16-1.6: To note the report and the financial issues raised with in it

CB 15/16-1.7 Current Financial Situation

Mrs Collinge advised members that she had prepared her report in three sections; Section 1 - Update on the 14/15 outturn, Section 2 - The revised two year financial plan 2015-17 and Section 3 - key messages from Item 1.6 and 1.7 re the financial situation.

Members were reminded that they had approved a balanced Budget for 2014/15 at their meeting in July 2014. This budget relied heavily on the generation of commercial income achievement of all contract targets and also to target savings of up to £700k. Throughout the year the Board had, at its meetings, received revised forecasts which showed a deepening deficit situation. In the final months of the year the College's Senior Leadership Team have become aware that the final outcome for 2014/15 was going to be worse than projected at the Board's July 2015 meeting.

Mrs Collinge presented within her report the possible final outcomes of the College finances stating that the figures presented were subject to further amendment as the 2014/15 accounts are finalised and externally audited by Grant Thornton.

Members discussed fully the figures and the implications for the College. The Chair reminded members that he, Mr Ireland and Mrs Andrews had met several times with the Principalship to get a fuller picture of the wide range of difficulties experienced by the college in terms of changes in contracts, complex external funding changes, provision of curriculum where external agencies had failed to provide sufficient numbers thereby creating an over resourcing problem. Mr Stephenson also reported it had also been discussed at length with the Principalship where the colleges systems and procedures had not fully responded to the deepening situation. As stated in Item 1.6 the Audit Committee will receive reports and action plans for implementation for some of these areas for their consideration, this will then be reported to the Board

Mr Stephenson advised members that as the Chair of the Corporation Board he was fully aware of the severity of the situation and has received updates on a very regular basis from the Principal and Vice Principals.

Members asked what implications there were for college staff given the severity of the situation. The Principal informed members that for the first time in many years a programme of compulsory redundancies was in place and team reviews were currently taking place to see where savings could be made. Mr Stephenson said that he was disappointed in this, but the college for many years had avoided this type of situation, whilst neighbouring Colleges had regularly carried out this type of saving procedure. That did not however lessen the impact on our valuable staff.

Members asked what steps, other than those talked about at previous Board and Committee meetings, would be taken to ensure that the College is able at some point in the future to get itself back on to a surplus position. Had sufficient changes been made in College forecasting procedures and operational management to ensure that the college would not continue to fall deeper, but begin to produce the income required to work towards eventual surplus budgets (and replenish the College reserves) and make the savings required to consolidate the position for the future?

Members were assured by the Principalship that all the work undertaken in the past few months was centred on positive recovery, despite the constant complex changes in funding to the FE Sector and the College in particular. There had been management structure changes to allow the Heads of Curriculum to concentrate on one funding stream to ensure expertise on rapidly changing situations. It was noted that some funding streams were changing with serious consequences to the whole sector, such as the ESIF, where funding will now be allocated some 6 months later than originally thought. The College is working to alleviate the effect of this on the college finances, but it is difficult.

Mr Stephenson said that in a recent meeting with one of the College's banking partners, it was felt there was a significant issue throughout the sector and although the College felt it was in a difficult position, it was clear that there were other colleges nationally that

were in a far more difficult positions. Members understood this, but were also aware that they were working to resolve the problems of this College and not solve the problems of the sector itself.

Mr Stephenson noted that the 14/15 financial results will have a bearing on the College reserves and that this may have an effect on covenants held with Lloyds and Barclays banks. Mrs Collinge advised that she would be meeting with representatives of Barclays Bank in early October 2015 to discuss the College's current situation in relation to covenants held with them.

Mrs Collinge moved on to Section 2 of her report, the Revised Two Year Financial plan 2015-17 and began by reminding members that in July 2015, the Board approved the Revenue Budget for 2015/16 which was based on the information available at the time. Along with the forecast out-turn for 2014/15 and an estimate of the budget for 2016/17, this formed the basis of the two year plan which was also presented to the Board and later submitted to the Skills Funding Agency. At this point the College was predicting that it would maintain the financial health rating of satisfactory but with several high risk areas identified that could result in this deteriorating to inadequate and having a detrimental effect on cash reserves.

Mrs Collinge went on to inform members that there had been three significant changes since the Board meeting in July:

- There has been a substantial increase in the deficit expected for 2014/15
- The Skills Funding Agency imposed a further 3.9% reduction on the Adult Skills Budget for 2015/16 resulting in a £69k decrease in the funding allocation
- The next ESIF funding round, anticipated to be effective from January 2016, is likely to be delayed until April 2016. This is estimated to result in a loss of income of £200k in 2015/16.

The impact of these changes has enforced the College to identify very significant savings, the majority of which need to be made from staffing costs. Over 85% of the savings to be made have already been identified and incorporated into a new 2015/16 budget.

Members asked the Principalship for clarification on the impact of these savings on the College learners and their success and progression rates. Miss Higgin assured members that the learners continue to be at the centre of the college's purpose and that she and the heads of Faculty and curriculum managers are exploring a range of options to ensure the student experience is not reduced any more than is required. Miss Higgin advised members that there were risks but College success rates in the top 10% nationally continue to be a priority for the college.

Members then asked about the effect on staffing. Mrs Taylor reiterated that there would be redundancies amongst College staff and savings had already been made in the non-replacement of two members of the SLT who had recently left the College. Staff had been kept fully informed of the current situation through a series of presentations and meetings with the Principal. The Principalship identified to members a range of actions being taken to make savings in Curriculum areas.

Mrs Collinge continued to explain further changes that were required to be made to the 2015/16 budget that included reduction in the Franchised HE contract with Huddersfield University and adjustments to FRS17.

This has resulted in a new two year financial plan which would need to be submitted, after Board approval, to the SFA. Mrs Collinge then went onto inform members that the 2015/16 element of the new two year plan would represent the new Revenue Budget for 2015/16 for Board approval.

Mrs Collinge had also prepared a cash flow document for members which had also been shared in recent discussions with the SFA and Lloyds Bank.

Mrs Taylor explained that the College needed to see itself as a smaller college and take appropriate action to make the required savings and efficiencies. Mrs Taylor informed members that there was a Transformation Plan being created to ensure this happened. Mr Stephenson requested that this plan should be presented to members ahead of the Board's Strategic and Development Event on 14th October 2015.

Members asked for clarification on the impact of the College having an assessment of its Financial Status as Inadequate. Mrs Taylor informed members that she had spoken with the SFA on several occasions and outlined the procedures that would take place when this assessment had been made. This may involve at some point intervention from the FE Commissioner. Mrs Taylor advised that a robust College Financial Recovery plan will be prepared, but also warned that there would still be many volatile sensitivities within that plan. Mr Stephenson asked that this Financial Recovery Plan be made available to members at the same time as the Transformation Plan.

It was noted by members that an Inadequate Financial Status may also have an effect on any Ofsted grading it might receive in the coming months.

Dr Lee asked that members note that the College had been in a similar financial position some years ago, had had to work with a Financial Recovery Plan then, and had survived to grow again and he had no doubt that the College would come through this time and come out a stronger, more effective and efficient College.

Mrs Lynch asked how the current situation may affect the College's reputation. Mrs Taylor reiterated that this was a national FE sector situation and a very large number of colleges were affected. The SFA and AoC would be working with the colleges to ensure fair reporting of the situation and the College's marketing team will be preparing press releases for use when appropriate.

Members turned to discussing the 2 year cash flow prepared by Mrs Collinge, noting the crunch points and deliberating on the college's plans to alleviate the effect of the shortfalls in cash in hand days. Mr Stephenson noted that Lloyds Bank representatives had been pleased to see that there were positive days in hand positions in between the negative ones and this had been seen in an optimistic way overall.

Members then turned to consider the effect of the College's financial position from an Audit point of view. The 14/15 external audit had not yet begun, but Mrs Collinge expressed the view that Grant Thornton were expecting to have to raise concerns about the overall robustness of the sector, they may also further consider the effects on the College. Discussions will continue with Grant Thornton as the Financial Audit progresses.

Following concluding discussions members confirmed that they would approve the new Revenue Budget for 2015/16, which formed part of the Revised Two Year Financial plan 2015-17 and that this two year plan was also approved and could be submitted to the Skills Funding agency.

Finally for this item, Mr Stephenson asked that members approve him to sign another adjustment, dated 14th August, to the original Facility letter from Lloyds Bank dated 6th January. This amendment referred to an adjustment in the wording to correct the time scale for repayment of the loan from the Bank. Members agreed to the request

Resolved CB 15/16-1.7A: That the Principalship will present a College Transformation Plan to members of the Corporation Board for its Strategic and Development Event on 14th October 2015

CB 15/16-1.7B: That the Principalship will present a College Financial Action Plan to members of the Corporation Board for its Strategic and Development Event on 14th October 2015

CB 15/16-1.7C: That the Corporation Board approves the revised Revenue Budget for the year ending 31st July 2016

CB 15/16-1.7D: That the Corporation Board approves the Revised Two Year Financial Plan for 2015-17 and that this may be presented to the SFA

**CB 15/16 1.7E: i) that the loan facility in an original principal sum of up to £1,000,000 arranged with Lloyds Bank plc (the 'Bank') in a letter dated 6th January 2015 and subsequently amended (the 'Facility Letter') in the manner proposed in letters from the Bank dated 26th March and 7th July 2015 (the 'Amendment Letters') be further amended in the manner proposed in the letter from the Bank dated 14th August 2015, the terms of which were considered, as approved, on behalf of the Corporation Board by Mr Stephenson and Mrs Collinge; and
ii) that Mr Brian Stephenson, Chair of the Corporation Board, be authorised to make the necessary arrangements with the bank and to sign on behalf of the College the Amendment Letter of the 14th August 2015**

15/16-1.8 Property Strategy Update

The Vice Principal (Business and Innovation) presented her report beginning with an update on the College's Heartwood Centre. The project was 'handed over' on 27th August 2015, two weeks later than the original target completion date. Mrs Collinge reported that although there were still some snagging issues to be dealt with the classroom, kitchen and restaurant areas were available to be used by the relevant curriculum teams and students with no health or safety issues. The Launch date for the centre has now

been confirmed as the 22nd October 2015. All Board members have been invited to attend.

Mrs Collinge provided members with a financial update on the project, noting that it is currently predicted that an overspend may occur, but this is not projected to be more than 0.4% of the actual project cost.

Mrs Collinge moved on to give an update on the current situation regarding the Globe Centre giving details of outstanding leases, surrender of leases and possible dilapidation costs. It was noted that all College activity in the Globe Centre has now transferred to the Heartwood Centre.

Moving on to the College's involvement in Rossendale properties, Mrs Collinge reminded members that the College's lease on the Maden Centre in Bacup had now come to an end and that a decision had been taken not to renew the lease as most of the curriculum at the centre was funded through the Adult Skills Budget, which had been considerably reduced. The college will continue to work in the centre to deliver programmes, but under much shorter lease agreements from Lancashire County Council (LCC).

With regard to the Stubbylee site, Mrs Collinge again reminded members that the College had had to withdraw from the site due to cuts in ASB funding. Discussions are taking place with Rossendale Borough Council (RBC) about transferring the lease to community provision.

Members raised the view that the College could be seen to be retreating from provision in the Rossendale Valley. Mrs Taylor stated that this was not the case. The college has recently experienced increased numbers of students from the Rossendale area and was looking at as many opportunities as possible to work with RBC and LCC in the Valley, but financial implications for any work undertaken must be a first point of consideration.

Returning to the Heartwood Centre project, Mr Stephenson wanted to take the opportunity to express his congratulations on behalf of Board members to all the people involved over the course of the project. The building will provide fantastic opportunities for College learners and staff and the centre will be a great asset to the college, both in reputational and financial and terms. Members, as they had done this evening, would look forward to attending Board and Committee meetings, as well as College events, in the centre in the future.

Mr Stephenson suggested that Item 1.10 be taken prior to Item 1.9. Members agreed.

15/16-1.10 Strategic Update

The Principal began her Strategic Update looking at FE Sector developments highlighting Government proposals to introduce an apprenticeship levy for all employer with more than 250 staff. Mrs Taylor then moved on to the government's 2015 Spending Review noting that the AoC has submitted recommendations around fairer funding, area reviews, apprenticeship levies and rationalisation of regulatory bodies. Members had received

copies of the recommendations for their information. Mrs Taylor informed members that she had written to local MPs seeking their support for the AoC recommendations.

Mrs Taylor moved on to Lancashire Developments discussing with members proposals for a Lancashire Combined Authority and the Lancashire Employment and Skills Executive.

With regard to College developments, all points in her report were discussed within other items of the agenda, other than Area Reviews and Performance against Key Performance Indicators.

Mrs Taylor presented her discussion paper on proposed Area Reviews. Members had recently had a lot of information sent to them to update them on the situation and some members had taken the opportunity to listen to a recent AoC webinar on the subject. Mrs Taylor's paper pulled together this information and proposed discussion questions for the Board's Strategic and development event on 14th October. Mrs Taylor noted that the purpose of the reviews were to put in place significant structural reforms of the FE sector and these included:

- Fewer, larger, and more financially resilient colleges
- Greater specialisation, through the establishment of new Institutes of Technology and National Colleges
- A focus on higher level technical and professional education
- An offer in each area that meets the area's educational and economic needs

And that "Each review should establish the appropriate set of institutions to offer high quality provision based on the current and future needs of learners and employers within the local area".

Members noted that they would look forward to discussing the situation in greater detail using the questions Mrs Taylor had put forward at the event on 14th October.

Mrs Taylor moved on to Performance against Key Performance Indicators (KPIs) 2014/15 and proposed KPIs for 2015/16. Members discussed the current situation with regard to the 2014/15 KPIs which was noted could change as more information comes to light. Members discussed in depth with Miss Higgin the KPIs relation to Success rates for GCSE maths and English. Members asked that Miss Higgin provide a report on the College English and maths strategy to the next meeting of the Curriculum and Quality Standards Committee in November 2015.

Mr Stephenson advised that with regard to proposed target KPIs for 15/16, it was very important that the indicators were realistic, achievable and not overstretching otherwise the process was not worthwhile. Members agreed and asked that final proposed KPIs for 2015/16 are brought to the next Board meeting for approval. After final discussions members

Resolved

**CB 15/16-1.10: i) to note the report and the information contained within it;
ii) that Miss Higgin will provide a report on the College English and maths strategy to the next meeting of the Curriculum and Quality Standards Committee in November 2015;**

iii) the Principalship will present finalised KPIs for 2014/15 at the next Corporation Board meeting in December 2015

iv) the Principalship will present final proposed KPIs for 2015/16 at the next Corporation Board meeting in December 2015

15/16-1.9 College Strategic Aims Update: Aims and Objectives for 2015-17

The Principal presented her report on the College's Strategic Aims and Objectives for 2015-17 and began by reminding members that the College's Vision, Mission and Strategic Aims were reviewed, updated and simplified in 2013, with considerable input from the Board. The Aims have been underpinned by specific annual objectives and action plans for the past two years.

Mrs Taylor asked that as the College moves forward into a period of significant structural change members consider the proposed Aims and Objectives for a two-year period that will restore the College's financial health to satisfactory, and through an area review possibly take the college into possible new collaborative structures by 2017.

Members considered the changes to the Aims and Objectives noting that where adjustments had been made and asking for clarification for changes made. Following final discussions members

Resolved CB 15/16-1.9: i) to approve the College's Strategic Aims, Objectives, and Measures of Success and Core Values for a two year period 2015-17
ii) all members should receive a copy of the document

Mr Stephenson thanked staff members and the Vice Principals for attending the Part One meeting and asked Mrs Taylor to remain for the Part Two meeting to present her paper to members.

The Part One meeting closed at 8.05pm