

CORPORATE BOARD

NORTH WEST KENT COLLEGE

Minutes of a meeting of the CORPORATE BOARD

held at 5.30pm on Wednesday, 16 December 2009, at Oakfield Lane, Dartford

Present: Mr E Anderson (Chairman)
Mr J Hill
Mr J Parkes
Ms E Birchenough
Dr R Finney
Mr B Newell
Mrs S Adams
Mrs P Jones
Mrs L Rowan
Mr R M Bell
Mr G Moody
Mr N Butterfield

In attendance: Mr D Holland (Clerk to the Corporation)
Mr G Parrett (Director of Finance and Systems)
Mr D Gleed (Principal, Bexley College)
Mrs C Hopkins (minuting secretary)

(a) TRAINING: SAFEGUARDING CHILDREN AND VULNERABLE ADULTS

The Director of Faculty, Technology, Maritime and Sport presented members with a series of slides on *Safeguarding Children and Vulnerable Adults* (Paper No CB/16.12.09/Safeguarding). Two additional documents were tabled: *Safeguarding Children and Vulnerable Adults Procedure and Guidelines* (Paper No CB/16.12.09/Safeguarding 2) and *SMT Safeguarding Update as of 30 November 2009* (Paper No CB/16.12.09/Safeguarding 3).

The DoF TMS cited various incidences which had heightened the need for safeguarding /child protection legislation. The death of Victoria Climbié had brought about the initiative *Every Child Matters*, now considered by Ofsted during inspection, and the more recent death of Baby P had strengthened public awareness of the issues surrounding safeguarding. Members noted that the College had over 4,000 students who were classified as ‘children’ and some ‘vulnerable adults’, particularly those within Foundation Studies. The DoF TMS advised that he was not aware of any students at the College who fell within the ‘seriously abusive environment’, although there were a

Action

number who fell within the 'assessment framework' (slide 4). Members were advised that during inspection students would be approached by Ofsted and questioned about their perception of their safety at the College. Responses would be recorded. Members noted that safeguarding had become a limiting grade at inspection.

Members noted that guidance, which came into force on 1 January 2007, *Safeguarding Children and Safer Recruitment in Education*, was retained by all members of the Senior Management Team.

The DoF TMS reported that he had assumed the role of nominated Child Protection Officer within the College this academic year, with two deputies: the Director of Student Services and the DoF CPAS. The College's *Safeguarding Children and Vulnerable Adults Policy* had been approved by the Board in October 2009, accompanied by the Procedure and Guidelines and the Flowchart. The DoF TMS reported that the notification to the relevant authority was not a simple process, as a number of agencies were responsible for the overall protection of children and one call to one authority was not sufficient.

Members were assured by the DoF TMS that the policy and procedures met the established criteria. The DoF TMS would maintain records during the year to enable his annual report to the Board to be completed in the autumn term. Training of all staff was a requirement and arrangements were in place for staff to undertake an online module.

The issue of children in the age group of 14-16 was discussed and whether information on child protection cases was passed from schools to colleges. Mrs Jones advised that she had literature on this aspect of safeguarding and would provide a copy to the Clerk for circulation. Mr Butterfield explained that *Connexions* provided a conduit for such transfer of information, though experience revealed that, occasionally, there was a breakdown in communication.

Mrs Jones

Members thanked the DoF TMS for the training, which they agreed was informative and essential.

(b) RETIREMENT OF THE VICE CHAIRMAN

The Chairman reminded members that the Vice Chairman would retire from the Board at the conclusion of this meeting. He stated that he, personally, had known the Vice Chairman since 2001, although the Vice Chairman had commenced as a governor of the College in June 1983 and had been Vice Chairman since incorporation in 1993. The Chairman explained that, as a retired Personnel Manager, the Vice Chairman had made an enormous contribution to the Finance and General Purposes Committee, the Board and College overall during his years as a governor.

On behalf of the Board and all of the College, the Chairman thanked Mr Hill for his contribution, wished him well for the future and presented him with a small token of the Board's appreciation.

Mr Hill briefly outlined his background, initially as an internal auditor, before his interest in training and education came to the fore. He had been nominated by his employer to join the Board of the College. He had seen much change at the College over the years, as well as the introduction of many initiatives which, he believed, had resulted in the College being in the good position it is today. He referred to the College taking on refrigeration and engineering, the creation of the Miskin Theatre and the merging with the National Sea Training Centre, as well as the current, ambitious capital projects.

Members heartily endorsed the Chairman's thanks to Mr Hill for his contribution to the Board and the College.

P-1 APOLOGIES

Apologies for absence were received from Mr Oguns and Mr Singh Gill.

Mr Gleed, the Principal designate, was welcomed as an observer at the Board meeting.

P-2 MINUTES

2.1 The minutes of the meeting held on 7 October 2009 were approved and signed as a correct record.

2.2 Matters Arising

(D-5) Every Child Matters – 2008/2009 Overview

The Principal explained that the Director of Curriculum, Quality and Human Resources was now responsible for *Every Child Matters*, placing the responsibility of equality of staff and students under one senior manager. Consequently, the revised report would be prepared and submitted to the Board in January 2010.

2.3 The minutes of the extraordinary meeting held on 28 October 2009 were approved and signed as a correct record.

2.4 Matters Arising

There were no matters arising.

R-1 ESTATES COMMITTEE

Action

1.1 Terms of Reference

Members received and noted Terms of Reference of the Estates Committee (Paper No CB/16.12.09/R-1.1). Dr Finney believed the Committee's attention was unduly restricted to 'buildings', rather than the wider aspects of facilities, catering and space utilisation.

The Chairman explained that, as Dr Finney was aware, discussion had commenced in relation to Committees and he would prefer to deal with this aspect of the Committee when those discussions got underway, collectively, with the respective Chairmen. Dr Finney agreed. In the meantime, as proposed by Mr Newell and seconded by Mr Parkes, it was

RESOLVED to re-adopt the Terms of Reference of the Estates Committee, as detailed in Paper No CB/16.12.09/R-1.1.

The Chairman referred to the vacancy of a Chairman of the Estates Committee following Mr Hill's retirement. He proposed that Ms Birchenough should become the new Chairman of the Committee. As proposed by Mr Hill and seconded by Mr Butterfield, it was

RESOLVED to appoint Ms Birchenough as Chairman of the Estates Committee.

R-2 STANDARDS COMMITTEE

2.1 Corporation Performance Indicators

Members received and noted the Corporation Performance Indicators (Paper No CB/16.12.09/R-2.1). Dr Finney explained that he had recently attended a training event, *Self Assessment and Quality Improvement*, and would prepare his report for the next meeting. He stated that the training had confirmed his belief that areas needed to be strengthened. For this year, however, as proposed by Mrs Adams and seconded by Mr Moody, it was

RESOLVED adopt the Corporation Performance Indicators, as detailed in Paper No CB/16.12.09/R-2.1.

2.2 Performance Indicators

Members received and noted the Corporation Performance Indicators (Paper No CB/16.12.09/R-2.2). As proposed by Mr Parkes and seconded by Mr Moody, it was

RESOLVED to adopt the Standards Committee's Performance Indicators as set out in Paper No CB/16.12.09/R-2.2.

2.3 Terms of Reference

Members received and noted the Terms of Reference of the Standards Committee (Paper No CB/16.12.09/R-2.3). As proposed by Mrs Adams and seconded by Mr Newell, it was

RESOLVED to adopt the Standards Committee's Terms of Reference, as set out in Paper No CB/16.12.09/R-2.3.

2.4 Corporate Board Self-Assessment Report 2008/2009

Members received and noted the outcome of the Corporate Board Self-Assessment Report 2008/2009 (Paper No CB/16.12.09/R-2.4). The Chairman explained that the process was undertaken by members on an individual basis but the outcome should be for the benefit of the Board and College overall. Further, the comments made were appropriate as an internal, working document, but were not appropriate as an external document, particularly in light of some factual inaccuracies. He suggested that the review group (being proposed under Paper No CB/16.12.09/D-5) should consider this issue further.

The Vice Chairman highlighted the issue of under-representation on the Board of appropriate members with business experience. Dr Finney agreed. The Chairman believed this should be addressed by the review group.

As proposed by Mrs Adams and seconded by Mr Parkes, it was

RESOLVED to accept the Corporate Board Self Assessment 2008/2009 with Grade 2 for all areas, except Grade 1 in respect of Clerking, as detailed in Paper No CB/16.12.09/R-2.4.

R-3 AUDIT COMMITTEE

3.1 Audit Committee Annual Report

Members received and noted the Audit Committee Annual Report (Paper No CB/16.12.09/R-3.1). Mr Parkes, as Chairman of the Audit Committee, explained that, in future, the recommendations made within the report would be cited within an appendix rather than contained within the main body of the report.

3.2 Appendix 1: Audit Committee Terms of Reference

Members received and noted the Audit Committee Terms of Reference (Paper No CB/16.12.09/R-3.2) which had been approved by the Corporate Board on 7 October 2009.

	Action
<p>3.3 Appendix 2: Annual Internal Audit Report</p> <p>Members received and noted the Annual Internal Audit Report (Paper No CB/16.12.09/R-3.3) which had been approved by the Corporate Board on 7 October 2009.</p>	
<p>3.4 Appendix 3: Financial Statements Audit Management Letter</p> <p>Members received and endorsed the Financial Statements Audit Management Letter (Paper No CB/16.12.09/R-3.4) which had been discussed in detail by the Audit Committee on 25 November 2009.</p>	
<p>3.5 Appendix 4: Regularity Auditor Management Letter</p> <p>Members received and endorsed the Regularity Auditor Management Letter (Paper No CB/16.12.09/R-3.5) which had been discussed in detail by the Audit Committee on 25 November 2009.</p>	
<p>3.6 Appendix 5a: Performance Indicators: Audit Committee</p> <p>Members received and endorsed the Performance Indicators of the Audit Committee (Paper No CB/16.12.09/R-3.6) which had been discussed in detail and completed by the Audit Committee on 25 November 2009.</p>	
<p>3.7 Appendix 5b: Performance Indicators: Internal Auditors</p> <p>Members received and endorsed the Performance Indicators of the Internal Auditors (Paper No CB/16.12.09/R-3.7) which had been discussed in detail and completed by the Audit Committee on 25 November 2009.</p>	
<p>3.8 Appendix 5c: Performance Indicators: Financial Statements Auditors</p> <p>Members received and endorsed the Performance Indicators of the Financial Statements Auditors (Paper No CB/16.12.09/R-3.8) which had been discussed in detail and completed by the Audit Committee on 25 November 2009.</p>	
<p>3.9 Appendix 5d: Performance Indicators: Regularity Auditors</p> <p>Members received and endorsed the Performance Indicators of the Regularity Auditors (Paper No CB/16.12.09/R-3.9) which had been discussed in detail and completed by the Audit Committee on 25 November 2009.</p>	
<p>3.10 Appendix 6: Status Report on Auditors' Recommendations, November 2009</p> <p>Members received and endorsed the Status Report on Auditors' Recommendations dated November 2009 (Paper No CB/16.12.09/R-3.10) which had been discussed by the Audit Committee on 25 November 2009.</p>	

As proposed by Mrs Adams and seconded by Mr Newell, it was

Action

RESOLVED *to endorse Audit Committee's recommendation to approve the Audit Committee Annual Report for 2008/2009, as set out in Paper Nos CB/16.12.09/R-3.1 to CB/16.12.09/R-3.9 inclusive, and to authorise the Chairman of the Audit Committee to sign the report prior to its submission to the local LSC.*

Referring to the issue surrounding internal and external auditors, the Clerk advised that, although the terms of office of both parties had expired, the Audit Code of Practice no longer required the College to undergo a formal tender process at the conclusion of the respective commissions. If the College remained satisfied with the auditors, nothing further was required. Mr Parkes advised that the Committee was satisfied with the performance of the auditors. Members agreed that nothing further was required at this stage.

3.11 **Financial Management and Control Evaluation**

Members received and noted the Financial Management and Control Evaluation (Paper No CB/16.12.09/R-3.11). As proposed by Mr Newell and seconded by Mrs Adams, it was

RESOLVED *to endorse the Financial Management and Control Evaluation for Further Education Colleges document, as detailed in Paper No CB/16.12.09/R-3.11.*

3.12 **Letter of Representation**

Members received and noted the Letter of Representation (Paper No CB/16.12.09/R-3.12). As proposed by Mrs Jones and seconded by Dr Finney, it was

RESOLVED *to endorse the Letter of Representation, as detailed in Paper No CB/16.12.09/R-3.12.*

3.13 **Risk Register and Risk Reduction Plan**

Members received and noted the Risk Register and Risk Reduction Plan (Paper No CB/16.12.09/R-3.13). Members noted that 'Safeguarding' would become a separate item when the document was next considered by SMT in February 2010. The Principal advised that an external consultant would also consider the issue of 'Safeguarding' in February to ensure that appropriate action was being taken overall. As proposed by Mr Newell and seconded by Mrs Adams, it was

RESOLVED *to accept the Risk Register and Risk Reduction Plan, as detailed in Paper No CB/16.12.09/R-3.13.*

Principal

R-4 FINANCE AND GENERAL PURPOSES COMMITTEE

Action

4.1 Members' Report and Financial Statements for the year ended 31 July 2009

Members received and noted the Members' Report and Financial Statements for the year ended 31 July 2009 (Paper No CB/16.12.09/R-4.1). Members were satisfied that the document had been considered at length by the Committee. As proposed by Dr Finney and seconded by Mrs Adams, it was

RESOLVED to endorse the Members' Report and Financial Statements, as detailed in Paper No CB/16.12.09/R-4.1.

4.2 Staff Code of Conduct

Members received and noted the Staff Code of Conduct (Paper No CB/16.12.09/R-4.2). Members were satisfied that all staff-related documentation had been considered at length by the Committee. As proposed by Mr Newell and seconded by Mr Parkes, it was

RESOLVED to adopt the Staff Code of Conduct, as detailed in Paper No CB/16.12.09/R-4.2.

4.3 Staff Grievance Procedure

Members received and noted the Staff Grievance Procedure (Paper No CB/16.12.09/R-4.3). As proposed by Mr Parkes and seconded by Mr Newell, it was

RESOLVED to adopt the Staff Grievance Procedure, as detailed in Paper No CB/16.12.09/R-4.3.

4.4 Staff Disciplinary Procedure (Conduct)

Members received and noted the Staff Disciplinary Procedure (Conduct) (Paper No CB/16.12.09/R-4.4). As proposed by Dr Finney and seconded by Mr Parkes, it was

RESOLVED to adopt the Staff Disciplinary Procedure (Conduct), as detailed in Paper No CB/16.12.09/R-4.4.

4.5 Staff Capability and Performance Procedure

Members received and noted the Staff Capability and Performance Procedure (Paper No CB/16.12.09/R-4.5). As proposed by Mrs Adams and seconded by Mr Newell, it was

RESOLVED to adopt the Staff Capability and Performance Procedure, as detailed in Paper No CB/16.12.09/R-4.5.

R-5 BANK LOAN

Action

5.1 Lloyds Bank Terms of Offer

Members received and noted the Terms of Offer of Lloyds TSB (Paper No CB/16.12.09/R-5.1). The Director of Finance and Systems reported that the rates being offered by the bank at this time were very competitive. Members agreed. As proposed by Dr Finney and seconded by Mr Parkes, it was

RESOLVED to accept the terms of offer of Lloyds TSB, as detailed in Paper No CB/16.12.09/R-5.1.

5.2 Amendment Letter

Members received and noted the Amendment Letter of Lloyds TSB (Paper No CB/16.12.09/R-5.2). The Director of Finance and Systems advised that the current loans were at just over 5% which, he believed, to be appropriate in the circumstances. As proposed by Dr Finney and seconded by Mr Parkes, it was

RESOLVED to endorse the Amendment Letter, as contained in Paper No CB/16.12.09/R-5.2.

5.3 Draft Resolution

Members received and noted the draft Resolutions (Paper No CB/16.12.09/R-5.3). Members were aware that the documentation was in the format required by the bank. As proposed by Mr Newell and seconded by Mr Parkes, it was

RESOLVED to endorse the resolutions, as set out in Paper No CB/16.12.09/R-5.3.

D-1 PRINCIPAL'S REPORT

Members received and noted the Principal's Report (Paper No CB/16.12.09/D-1). The Principal reported that an additional £30m is due to be made available for capital projects, although the recipients of the funds were not yet known.

SusCon Project – Members were pleased to note that the LSC had approved, in principle, funding of £2m towards the scheme, thereby eliminating the need for a lease from the Dartford Borough Council. Mr Newell requested a more detailed briefing on the SusCon Project and to visit the site with Mrs Adams and the Principal. The Principal agreed to make arrangements for a visit in January.

National Sea Training Centre – The Principal acknowledged the £40,000-£60,000 contribution to the College made on an annual basis. He referred to

Principal

the suggestion made by the Trustees of the National Sea Training Trust (NSTT) that NWK College might take over the responsibility for the administration of the Trust, currently administered by the British Chamber of Shipping, as well as the more fundamental option of the Trust itself being transferred to the College. The Principal explained that if the Corporation were to consider the approach, it would need to be assured that the liability of the Merchant Navy Officers' Pension Fund (MNOFF) did not transfer to the College. He confirmed clarification was necessary. The Principal also stressed that it would be imperative, legally, that the Trust remained a trust and the activities were not simply subsumed into the College. Mr Parkes, a Trustee of the NSTT, advised that he was not aware of the liabilities of the Trust or of the MNOFF but believed it was in the best interests of the College to maintain a close relationship with the Trust. Following discussion, members agreed that the Principal should respond to the Trust advising that the Corporation welcomed a formal proposal.

Action

Capital Project – The Principal explained the temporary road layout with effect from 21 December 2009 and 4 January 2010. The Principal advised that the lighting of the carparks had been raised as an issue, that he would investigate the matter and clarify the situation at the next meeting.

Principal

Funding 2010/11 – Members noted that, although no sub-regional structure of the Skills Funding Agency (SFA) was originally anticipated, it has now been announced that a Kent office would be created. The Young People's Learning Agency (YPLA) will be responsible for the 16-19 funding provision, working with Government and local authorities in the development and delivery of the agenda, while the SFA will be responsible for employer and adult responsive funding, although clarification of the latter's precise remit was still required.

The Principal believed that any growth in 16-18 student numbers during 2009/10 would be funded during 2010/11, however it was likely that the 19+ funding in 2010/11 would be reduced by 10%-20% (approximately £400,000 for this College). The Director of Finance and Systems highlighted the necessity, in future, of understanding and responding to the funding body's priorities in the future. The College would have to be selective as far as 19+ students were concerned.

D-2 EVERY CHILD MATTERS

Members were reminded that a revised paper would be submitted to the next meeting of the Board on Tuesday, 26 January 2010.

Principal

D-3 STRATEGIC/OPERATIONAL PLANS

3.1 One Year Operational Plan 2008-2009 (with outcomes)

Members received and noted the One Year Operational Plan 2008-2009

(Paper No CB/16.12.09/D-3.1). The Principal advised that the Senior Management Team had looked at the progress/lack of progress and provided an additional column of 'outcomes'.

3.2 Strategic Plan 2009-2013

Members received and noted the Strategic Plan 2009-2013 (Paper No CB/16.12.09/D-3.2). Members were advised that the basic overview of the Plan had been re-written as a result of the approval of the funding for the capital project at Dartford. The document would form the basis for debate by members at the Annual Corporate Conference.

Members noted that reference to Thameside would be removed, due to the planned relocation of the provision.

3.3 One Year Operational Plan 2009-2010

Members received and noted the One Year Operational Plan 2009-2010 (Paper No CB/16.12.09/D-3.3).

D-4 STUDENT RECRUITMENT RETENTION AND ACHIEVEMENT 2008/2009

Members received and noted Student Recruitment, Retention and Achievement for 2008/2009 (Paper No CB/16.12.09/D-4).

Members were advised that the 2008/09 data could not be compared to the previous years, as the manner in which the data was prepared had been changed. The Principal was pleased to note that the long success rates in the category of *Under 19* continued to improve. He acknowledged, however, that the Level 3 19+ success rates had not. He advised that further investigation was underway.

The Chairman stated that the statistics would be considered at the Annual Corporate Conference, together with the Strategic and Operational Plans.

Clerk

D-5 ESTABLISHMENT OF GOVERNORS' REVIEW GROUP

Members received and noted the Preface regarding the Chairman's proposal to establish a Governors' Review Group, comprising the Chairmen of the Standing Committees, to consider proposals from the new Principal for any changes to the organisational management structure of the College (Paper No CB/16.12.09/D-5).

The Chairman stated that he wished to have the opportunity to co-opt a fifth member into the Group. Members were in agreement with the Chairman's proposal.

D-6 REVIEW OF GOVERNANCE AND STRATEGIC LEADERSHIP

Action

Members received and noted the Preface regarding the Annual Corporate Conference (Paper No CB/16.12.09/D-6), considering a possible residential event rather than the usual one day conference. Members agreed alternatively, that one *full* day should be attempted in the first instance.

Dr Finney again referred to his recent training event and his report which was to follow, together with copies of the handouts circulated to delegates.

D-7 HIGHER EDUCATION

Members received and noted the LSIS Publication entitled *Higher Education In Further Education Colleges (HE in FECs)* (Paper No CB/16.12.09/D-7).

The Chairman stated that this document would be considered in conjunction with the Strategic Plan at the Annual Corporate Conference in March 2010. The Principal advised that the College was unlikely to increase the number of HE students due to the funding regime, however it was important that a plan should be actionable upon any change in funding.

D-8 TECHNICAL DEMONSTRATIONS OF NEW CLASSROOM EQUIPMENT IN GRAVESEND

Members were in agreement that the demonstration of interactive whiteboards, Moodle etc would be made available at 5pm on Tuesday, 26 January 2010, prior to the Board meeting in the Training Restaurant at Gravesend. Members were requested to advise the Clerk's PA of their proposed attendance at the demonstrations.

All

I-1 ESTATES COMMITTEE

1.1 The minutes of the meeting of the Estates Committee held on 10 November 2009 (Paper No CB/16.12.09/I-1.1) were received and noted.

1.2 **Matters Arising**

There were no matters arising.

I-2 STANDARDS COMMITTEE

2.1 The minutes of the meeting of the Standards Committee held on 24 November 2009 (Paper No CB/16.12.09/I-2.1) were received and noted.

2.2 **Matters Arising**

There were no matters arising.

3-1 **AUDIT COMMITTEE**

3.1 The minutes of the meeting of the Audit Committee held on 25 November 2009 (Paper No CB/16.12.09/I-3.1) were received and noted.

3.2 **Matters Arising**

There were no matters arising.

4-1 **FINANCE AND GENERAL PURPOSES COMMITTEE**

4.1 The minutes of the meeting of the Finance and General Purposes Committee held on 1 December 2009 (Paper No CB/16.12.09/I-4.1) were received and noted.

4.2 **Matters Arising**

The Director of Finance and Systems referred to the discussions at the meeting in relation to the £5m to be placed on deposit in the short term until expenditure on the capital project was required. The Clerk referred the Director of Finance and Systems to the Financial Memorandum and the necessity to check such document to ascertain any restrictions upon investments. Subject to checking the document, members agreed to allow Chairman's action, following his further discussions with the Director of Finance and Systems.

I-5 **MANAGEMENT ACCOUNTS TO OCTOBER 2009**

Members received and noted the Management Accounts to October 2009 (Paper No CB/16.12.09/I-5).

I-6 **TREND IN FINANCIAL PERFORMANCE, REVIEW OVER THE LAST 9 YEARS** *(to be read in conjunction with R-4.1)*

Members noted the Trend in Financial Performance (Paper No CB/16.12.09/I-6).

I-7 **CAPITAL PROJECT STATUS REPORT, NOVEMBER 2009**

Members received and noted the Capital Project Status Report as at November 2009 (Paper No CB/16.12.09/I-7). The Principal referred

Action

DFS

members to page 6 of the Report in relation to the final building contract. He tabled documentation from Norman Rourke Pryme, Construction Consultants, relating to the appointment of BAM Construction Limited (Paper No CB/16.12.09/I-7.1 (tabled)).

The Principal explained that it was now appropriate to formalise the agreement with BAM, following the issue of letters of intent during the last few months, and enter into contract with BAM Construction Limited. Members were satisfied with such action and, as proposed by Dr Finney and seconded by Mr Parkes, it was

RESOLVED *to endorse the recommendation to issue contracts to BAM Construction Limited for the Dartford capital project in the sum of £31,574,950, as detailed in Paper No CB/16.12.09/I-7.1 (tabled).*

I-8 USE OF CORPORATION SEAL 2009/2010

Members received and noted that the Corporation Seal had not been used during the period 1 October 2009 and 8 December 2009 (Paper No CB/16.12.09/I-8).

I-9 APPOINTMENT OF MS BIRCHENOUGH AS CHAIRMAN OF ESTATES COMMITTEE

This was discussed earlier in the meeting.

C-1 ANY OTHER BUSINESS

None was raised.

C-2 DATE AND TIME OF NEXT MEETING

5.30pm, Tuesday, 26 January 2010 in the Training Restaurant at Gravesend