

THE TRAFFORD COLLEGE GROUP

**Minutes of the Meeting of the Curriculum & Quality Committee
held on Thursday 6 March 2019 at 5.30 pm
in the Boardroom at Trafford College**

Present:	Sarah Drake	(Chairperson)
	Lesley Davies	(Principal and Chief Executive Officer)
	Margaret James	(Senior Tutor and Co-opted Member)
	Glad Capewell	
	Graham Luccock	
	Glynis Brown	
	Joaquin Llorente	(Staff Governor)
	Zoe Killis	(Student Governor)
Maureen Wilkins		
In Attendance:	Barry Watson	(Corporation Secretary)
	James Scott	(Vice Principal Curriculum & Quality – Campus Principal)
	Helen Wood	(Assistant Principal - Altrincham)
	Mark Harris	(Dean of Higher Education)
	Tristan Edwards	(Director of Quality)
	Carl Miles	(Director of Marketing)
	Emma Goodlet	(Assistant Principal 16-18 Study Programmes)
	Joan Scott	(Director of Adult Learning)
	Alex Fau- Goodwin	Assistant Principal –Stretford)

Minute No

Prior to the commencement of the meeting the Chairperson welcomed the newly appointed Staff Governor (JL) to his first Committee meeting and members and managers introduced themselves to him.

GC&Q/01/19 Apologies for Absence

The Corporation Secretary reported that no apologies for absence had been received.

It was noted that JK (Director of Apprenticeships) was not able to attend the meeting due to another commitment.

It was also noted that EL (Deputy Student Governor) was not able to attend the meeting.

GC&Q/02/19 Declaration of Direct or Indirect Interest in any of the following items

There were no declarations of either direct or indirect interest in any of the meeting's business items.

GC&Q/03/19 Minutes of the Curriculum & Quality Committee Meeting held on 8 November 2018

The minutes of the meeting were approved and accepted as a correct account of the meeting's proceedings.

GC&Q/04/19 Matters Arising from the Minutes

The Chairperson advised that she had discussed the actions arising from the last meeting with the Corporation Secretary and had confirmed that most of the agreed actions had either been completed or were on the agenda to be considered at the meeting.

Minute No

It was noted that the following matters arising had not been confirmed and the Chairperson asked the relevant manager to update the Committee concerning the actions as follows:

- i) GC&Q/45/18 – Matters Arising from the Minutes – Bespoke CPD Centre Stretford Campus.

In answer to a question raised by a member the Vice Principal C&Q – Campus Principal (VPCQP) advised that the work at the Stretford Campus had now been completed and the CPD centre was fully functional.

It was also advised that a CPD centre had been established at Stockport College and that it was also fully functional. The VPCQP confirmed that all 3 sites now had fully operative and working CPD centres.

The Committee welcomed the update and resolved that it be noted.

- ii) GC&Q/48/18 – Student Attendance Review – GCSE Maths and English – Improvement of Grades for Learners

The VPCQP advised that no definite decision had been made in respect of provision for students who sought to improve their GCSE grades due to the fact that the curriculum provision was still at the planning stage.

He explained the probable offer to Adult Learners in this respect and commented that it was likely that for younger learners requests would be considered on an individual basis and would be more than likely supported if it was a requirement linked to the student's progression.

There were no issues raised by members arising from the update and it was resolved that it be noted.

- iii) GC&Q/48/18 – Student Attendance Review – Meetings between the Principal and Student Governors

The Principal confirmed that she was scheduled to meet with the Student Governors and the Deputy Student Governor next week.

Action: Principal

- iv) GC&Q/49/18 – Post Induction Student Survey – Provision at Woodley Sports Centre

In response to the issue raised by members with regard to the future provision at the Woodley Sports Centre the VPCQP advised that the curriculum planning progress was being undertaken and that it was likely that the Group would continue to deliver at the Centre but that the provision might be smaller than during the current Academic Year.

He outlined in detail some of the opportunities that were currently under discussion in respect of the Centre including a possible partnership with Stockport County FC.

There were no issues raised by members arising from the update and it was resolved that it be noted.

There were no other matters raised by members arising from the minutes and it was resolved that they be noted.

**Minute No
GC&Q/05/19**

Qualification Achievement Rates 2017/2018

The VPCQP presented a report which provided the Committee with an update of achievement rates for learners for 2017/2018 demonstrating the Group's position from the Qualification Achievement Rate Report (QAR).

The report outlined to members the changed method of calculating overall performance in terms of success rates through the new QAR.

The report detailed the main issues arising from the findings for the following categories of provision:

- Classroom Based.
- Apprenticeship Overall.
- Apprenticeship Timely.
- 16-19 Performance measures. The VPCQP advised that the performance measures for 16-19s for the Group had not been produced by the Department for Education (DfE) due to the merger occurring mid-way through the 2017/2018 Academic Year.

Members discussed a number of issues arising from the report as follows:

- A general discussion around the Group's ability to calculate performance measures. The VPCQP outlined the range of performance measures tools that are used including Mapping Academic Performance (MAP) to measure in year progress, ALPs reports including re-runs following the Mock 'A' level outcomes. He further advised around the Added Value measurement for Vocational Education and commented that the outcomes were generally very positive, with the full set of performance measures needing to be in place regarding measuring student progress. In discussion it was agreed that the Assistant Principals should run a short training event for Governors in respect of MAP and the Corporation Secretary agreed to make the necessary arrangements.

Action: Corporation Secretary/ Assistant Principals (Stretford & Stockport and Altrincham)

- A member asked about the position in respect of Ofsted performance measures. The VPCQP advised on the details of the measures that Ofsted use and added that they had failed to include Stockport outcomes in this year's IDSR. With regard to Trafford outcomes he confirmed that there were no major changes. The Committee also had a general discussion relating to the impact of the new Ofsted Inspection framework particularly discussing the measure of "intent".

There were no further issues raised by members arising from the report and it was resolved that it be noted.

GC&Q/06/19

Outcomes of External Review into Curricular Areas of Provision

The Director of Quality (DQ) presented a report which provided the Committee with an overview summary of the External Reviews that had recently been undertaken as part of the quality assurance strategy and quality improvement process following the merger of Trafford and Stockport Colleges in April 2018.

The DQ provided members with information relating to how and by whom the external reviews had been undertaken and how Senior Practitioners (SP) for Teaching Learning and Assessment (TLA) had been involved in the reviews.

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It was advised that the reviews had been undertaken in the following curricular areas:

- Apprenticeships.
- Construction at Stockport College.
- Health & Social Care.
- Professional Studies.
- Special Education Needs and Disability.
- Maths and English.

The report also detailed the actions that had been undertaken following the conclusion of the review particularly with regard to the areas identified for improvement including actions relating to teaching staff identified as below expectations.

The DQ commented that the reviews had been really useful and detailed the post review actions that were being taken to improve all quality aspects of provision within the curricular areas.

The DQ went through each off the reviews identifying the following outcomes for each area of provision as follows:

- Number of observations undertaken with outcomes for each observation.
- Strengths.
- Areas for Improvement.
- Action completed to date.
- Over all summary of findings.

Members raised a number issues arising from the report and reviews as follows:

- Clarification around the meaning of the statements for outcomes from the observations of teaching and learning and how they equate to the current grading process. The VPCQP advised that "meets expectations" equated to good and accepted that it should be made clearer in future reports. In discussion it was agreed that the key issues arising from the reviews would be summarised in the reports.

Action: Director of Quality

- The statistic that one in five of the observations was not meeting expectations was a worrying statistic and one the Governors need to continually monitor. The VPCQP confirmed that this was an area of risk but advised that immediate and robust actions had been and are being taken to address the issue.
- With regard to workplace learning was the management team doing anything in practice outside of the classroom. The VPCQP confirmed that the Group was taking extensive action in this area and identified the activities outside the classroom that were being undertaken.
- The issue of the use of phones in the classroom. The DQ advised that this was being addressed with students as part of the values of the Group and that action had been taken in relation to the curricular area where it had been identified as an issue. The Committee had a broad ranging discussion relating to the positive use of phones in the learning environment.
- A member commented that it was a very useful report and could be used to drive CPD across the Group. The member further commented it would be helpful in respect of TLA to have a breakdown by campus and commented that one of the real issues in terms of TLA was low student attendance in some areas.

Minute No

The Principal outlined the monitoring that the Senior Managers undertake in this respect including monthly reporting from all Directors to the Leadership Team in respect of their risk areas. This included such issues as Attendance and punctuality. It was also advised that senior managers were going into classrooms to discuss attendance and other issues with learners.

There were no further issues raised by members arising from the report and after due discussion and consideration it was resolved that it be noted.

GC&Q/07/19**Teaching, Learning and Assessment Update Report**

The DQ provided the Committee with an update report in respect the Teaching, Learning and Assessment.

The report identified the ways in which the Group is seeking to deliver its strategy for Excellence in Teaching Learning and Assessment and outlined in detail the measures that are currently in operation to achieve this goal.

The update report also covered the following matters:

- Outcomes from the 112 formal observations that had been undertaken since the start of the Academic Year 2018/2019. This included actions taken to support staff who were below expectations and the review process for action planning.
- Development observations for new teaching and agency staff.
- TLA profile for the period 2016/2017 – 2018/2019.
- Learning Walks activity by department.
- Over view and impact for CPD of the Action Research Groups and the Basics of Teaching including teacher feedback.
- Quality Improvements and the TLA actions taken since the last update to the Committee.

Members raised a number of issues arising from the report update as follows:

- What was the up to date position with regard to staff attendance at CPD sessions/events. The DQ outlined the approach that is taken in respect of attendance at CPD sessions. It was noted that Tier 1 was compulsory whereas Tier 2 was not; it was further advised that staff who had development needs had compulsory sessions to attend. The member asked about levels of attendance at Tier 2 and the DQ advised that it was variable. He further commented that it was his intention to move away from the deficit model in this respect. The Chairperson asked the Staff Governor for his views on the matter and he advised that CPD was good and there was plenty of interesting and helpful events but that it was not always easy for staff to attend due to other commitments. He further commented that delivery was very good.
- What was the intent for the whole of study arrangements rather than one session delivery? The VPCQP advised that this was part of the curriculum planning process and detailed the intent arrangements particularly with regard to the Stockport College provision. He further commented that it was about changing TLA practice. The member asked where planning for class teaching was in the process and the DQ advised that this was addressed in a number of places. In discussion it was agreed that the DQ would add planning for assessment into the processes.

Action: Director of Quality.

There were no other specific issues raised by members arising from the report and after due discussion and consideration it was resolved that the report be noted.

Minute No**GC&Q/08/19****Quality Improvement Plan February 2019 Update**

The VPCQP provided members with a copy of the RAG rated and updated Quality Improvement Plan (QIP) – version 2 (February 2019).

The report identified the key 10 objectives each of which had been allocated to a member of the leadership team and advised that most actions were at an amber rating due to the fact that it was only mid-way through the Academic Year.

The VPCQP advised that the updated issues arising from the QIP were as follows:

- Retention was very strong with latest figures being for 16-18 learners 95% and Adults 98%. He further advised that there was no difference between Trafford and Stockport provision in this respect. It was noted that the lower levels in retention related to A Levels at 80% and Foundation Learning-Stockport 89% (small number of learners). A member commented that the retention figures were particularly pleasing and congratulated all concerned in achieving the levels as identified. In discussion it was suggested that it would be helpful if the in- year KPI's were presented alongside the QIP and the VPCQP advised that these were presented at Board but could include them with the QIP.

Action: Vice Principal Curriculum & Quality/ Campus Principal

- Most curriculum areas at Stockport College were showing clear evidence of sustained improvement to build further upon the gains made last year. It was further advised that the vast majority of areas were showing improved retention against the same point last year. It was noted that the key risks were in the areas of Painting & Decorating and Plumbing and that the Assistant Principal was working closely with the Head of Studies to improve the position within the areas.
- The approach to "Right Learner, Right Course" had shown evidence of positive impact with improved retention across the Group both pre and post the 42nd day qualifying period. Student feedback on the enrolment and induction process had been positive.
- The new approach to improving TLA through the "self-improving system" has commenced and is showing early signs of positive impact.
- Maths and English continued to be a key risk for the Group. The VPCQP advised that there is an attendance gap between Stockport and Trafford, with the former being particularly impacted upon by engagement of students across Construction Trades and Hair and Beauty. It was advised that a slightly different approach to attendance and entitlement was being trialed in Construction in the second half of the Spring Term. It was further advised that the quality of TLA in Maths at Stockport continued to be a concern and actions were being put in place to address this including doubling of classes where possible with team teaching to minimise the amount of provision where a weaker member of staff will have classes on their own; providing extra intervention in classes where this would have most impact and the use of an external agency to provide small group / 1-1 intervention.
- Student Progress was below target as at Mapping Academic Progress (MAP) 3. The VPCQP advised on the actions that were being taken to address this issue.

Minute No

- Work Experience is a key risk for the Group. The VPCQP advised that the Group had implemented a new system for recording work placements and careers education activity called Navigate, which was an external software product. He further commented that compliance with the system continued to be a work in progress, and that members of the Leadership Team were monitoring this weekly to ensure that requirements were being recorded. It was noted that approximately 50% of young people had external work experience and that this would increase by the end of the academic year. A member asked what the work placement position was at Stockport College and the VPCQP advised that it had improved but continued to be at low levels. In discussion it was agreed that a breakdown on the data could be provided to members together with trends of previous year's data.

Action: Vice Principal Curriculum & Quality / Campus Principal

- Activities to reduce achievement gaps was showing some impact at the mid-year point and that retention of students with declared mental health needs at Stockport and Trafford was high. It was further advised that retention of White British students at Stockport was much higher than the same point last year and that the retention of mixed ethnicity students was being closely monitored as this was slightly below all students combined. With regard to the retention of Looked after Children it was noted that it was below all Group data but that it had improved on last year position and that this was an area that was being closely monitored and supported through the Pastoral team.
- Retention on adult programmes was largely very strong; the VPCQP advised that there is a risk around accountancy which was being closely monitored by the Director of Adult Learning and the Head of Studies.
- There had been considerable activity to improve the quality of reviews and work-based assessing across the Apprenticeship teams and that overall retention for 2018/2019 was at 81%. The VPCQP advised that the Group would shortly be completing its projected timely and overall achievement exercise.
- Attendance rates were very slightly below target and that this continued to be a key focus of Course Tutors, the Pastoral team and managers.

There were no other further issues raised by members arising from the report and after due discussion and consideration it was resolved that the report be noted.

GC&Q/09/19**Curriculum Planning – Stockport College**

The VPCQP presented a report which provided the Committee with information relating to the establishment of a Steering Group (SG) as part of the curriculum planning process, to look specifically at the offer at Stockport College with a particular emphasis on 16-19 study programmes.

The VPCQP advised that the establishment of the SG arose from the historic 16-18 outcomes at Stockport and the acknowledgement that the needs of the cohort were arguably fundamentally different to those of the students at Trafford College.

The report outlined to the Committee the differences between the two Colleges' student populations and the VPCQP commented that, given the stark levels of disadvantage at Stockport the SG had commenced work on developing a curriculum offer which had a focus on intent, implementation and impact which would more effectively meet student needs. The VPCQP commented that the aim was a fundamental redesign of the architecture of study programmes and the removal of barriers to learning.

Minute No

The report advised of the 10 areas of focus for the SG and identified the lead manager for each strand. The VPCQP advised that full details relating to the strands would be provided to the Committee as the managers worked through the plans for each strand and that the overarching plan would be presented to the Committee in June 2019.

Action: Vice Principal Curriculum& Quality/ Campus Principal

The Principal outlined to the Committee how the delivery of the curriculum might work in practice and that the aim was to deliver a broader view to learners and he gave the example of how well being might be delivered both in the curriculum and as a support mechanism to learners.

The Principal further commented that in her view this was a superb piece of work and congratulated members on their work to date on the initiative.

Members also welcomed and supported the approach and had a broad discussion concerning the initiative relating to how at risk students would be provided with additional support, how the approach would underpin what had gone before and how the report might be expanded to explain in greater detail the excellent objectives of the initiative.

There were no further issues raised by members arising from the report and members looked forward to a progress report at the next meeting.

GC&Q/10/19**Higher Education Provision Update March- 2019**

The Dean of Higher Education (DHE) presented a report which updated the Committee in respect of the Group's Higher Education (HE) provision.

The report provided members with an update on HE performance in relation to the following matters:

- Summary of Student Outcomes 2017-2018.
- Teaching Excellence Framework. The DHE advised that the outcome from the Groups submission was expected in June 2019 and that the Group was taking part in the national subject pilot for TEF Year 4 and that feedback on progress would be provided in June 2019.

Action: Dean of HE

- Partnership Update which was duly noted.
- Student Satisfaction outcomes. The Dean commented that student satisfaction rates at 88% remained good and that individual programme areas with performance below expectation were being reviewed by curriculum leads, student engagement leads and student representatives. He further commented that the main areas for concern were Engineering at Stretford and Computing at Stockport.
- Curriculum Developments. The details relating to CPD priorities over the next term were noted together with details relating to the area of focus in terms of the Learning environment.
- Curriculum Update. The Dean provided the Committee with details of the curriculum developments for the September 2019 intake and also advised that no student complaints had been received since his last report.

Minute No

Members raised a number of issues arising from the report as follows :

- What was the current position in respect of progress against the Self Evaluation Document? The DHE advised that good progress was being made and that he would circulate a copy of the updated evaluation to members.

Action: Dean of Higher Education.

- What was the current position in respect of the registration application with the Office for Students (OfS)? The DHE advised that they had received initial feedback from OfS and that there were a number of issues that the OfS had asked the Group to address. It was noted that the Group had 28 days to respond and that the intention was to take a report and the relevant documentation to the Board at its meeting on 28 March 2019. Members had a general discussion relating to the registration which included issues around Fees and Income from HE provision, the Augur review and student loans and any impact the application may have relating to progression from FE at the Group.

Action: Dean of Higher Education

There were no further issues raised by members arising from the report and after due consideration and discussion it was resolved that the report be noted

GC&Q/11/19**Marketing Key Performance Indicator Report**

The Director of Marketing (DM) presented a report which provided the Committee with the performance against the following Marketing Key Performance Indicators for the period December 2018 – March 2019.

- Applications: The DM commented that applications were tracking ahead of last year's position with approximately 200 more applications but this was a bit of a moving feast. He advised that the main focus was conversion of applications to enrolments and outlined to the Committee the work that was being undertaken in this respect. The Principal advised that she was pleased to report an increase in Adult enrolments at Stockport in January 2019 (704) largely through ESOL provision but that enrolments of 19 + at Trafford were down considerably and she added that this was currently being looked at with work to be done in relation to recruitment at Trafford. The Principal further commented that it was critical that the Group improved its conversion rate.
- Footfall including Higher and Further Education Open Events, campaign costs. The DM commented that increased footfall numbers had been secured at Stockport this year with a reduction in spend of £12k. He advised that the Trafford event would be held in March 2019 and that from a student perspective things looked very positive with a successful Student Conference and hopes of an increase in 2nd Year returning students. A member commented that she was pleased to note the increased numbers at Stockport and asked if it was the view that the reputation of Stockport College in the local community was improving. The Principal commented that there was not a huge body of evidence to support this view, as yet, but that her take was that there was a greater feeling of positivity and she provided a wide range of examples to support her view. The Principal also explained some of the negative press that the Group had received due to the actions of local trades unions and that this was not helpful to the Group's reputation as it sought to move forward with increased student recruitment. The Principal also outlined the actions that were being taken at a local level to work with stakeholders including local MP's, Councillors and open evenings.

Minute No

- Effectiveness (Website) and Social Media. It was noted that the introduction of the new website had had a positive effect with significant improvement across all KPI's. The DM advised that on line applications were to be made available at Trafford College with the next stage being online payments.

Action: Director of Quality & Marketing

- Social Media. The DM advised that performance across all KPI's had now improved due to the websites going live.
- Public Relations. The DM advised that performance was tracking as expected and that open rates had been showing a slightly upward trend.
- Customer Service. It was advised that data was not available for January 2019 and that the volumes of calls were still quite high with the call abandonment rate being halved. The DM advised that the capacity of the Customer Service Team had been improved with a new full time post at Stockport College which should help calls to be managed more effectively.
- Schools Liaison. It was advised that the cancelled schools liaison visits were being re arranged and that some admissions data was showing some schools to be lower on applications compared to last year. The DM advised that interventions were being undertaken in order to seek to generate interest from potential students. A member asked why the visits to schools had been cancelled and the DM advised that it was largely due to sickness and a clash in timetables. In discussion a member asked how the RAG Ratings for the KPI's were decided. The Director advised that it was largely determined from past performance comparisons and commented that he would include RAG rating measures in his next report. In discussion it was also agreed that the DM would provide a report with the analysis identifying the key issues arising from the data.

Action: Director of Marketing

There were no further issues raised by members arising from the report and it was resolved that it be noted.

GC&Q/12/19**Student Voice Update Report including Outcomes from Student Conference 2019**

The DQ presented a report which updated the Committee regarding Student Voice issues and the Outcomes from the Student Conference 2019. The matters covered in the report included the following:

- Meetings of the Student Leadership and Course representative Teams.
- Training for Curriculum Course Representatives.
- Feedback and Actions arising from the Annual Student Conference February 2019.
- Outcomes from Student Surveys including areas for improvement. In answer to a question from a member the DQ advised that the issues raised by students had led to changes and the Student Governor commented about the action taken in relation to the use of laptops at Stockport College Library. The DQ further commented staff are listing and talking actions against all points raised from learner feedback and the Student Conference. The VPQCP commented that the recent Destinations report had indicated that there was a marked increase in satisfaction from students at Stockport College in relation to " impact on life and wellbeing ".
- FE Choices Learner Satisfaction Survey 2018/2019. The current response rate for the Group was noted.

Minute No

There were no other issues raised by members arising from the report and it was resolved that it be noted.

GC&Q/13/19**Safeguarding, Vulnerable Adults & Looked After Children Update Report**

The Assistant Principal 16-19 Study Programmes (AP16-19) provided the Committee with an update report which detailed the key issues and actions arising with regard to the implementation of the Groups Safeguarding Children and Young Persons Policy.

The report provided Committee members with the following information:

- The number of students that the Group had supported during the year within a Child Protection Plan including details of the current active caseload in terms of safeguarding referrals for children under 18 years of age. It was advised that the profile was similar to the last report considered by the Committee.
- Safe guarding referrals including reports of Bullying incidents, counselling referrals, mentor referrals and a breakdown of the 182 learners who had a declared mental health need. With regard to the increase in mental health referrals the AP16-19 outlined the action that had been taken in relation to additional counselling and support sessions for learners. With regard to mentor referrals it was also advised that an additional 0.5 mentor support post had been added to the establishment.
- The number of students that the Group had in relation to Looked after Children and Leaving Care Leavers. This also included a breakdown of Looked after Children by Curriculum Department.
- DBS update.
- Training Update.

In response to an issue raised by a member the AP16-19 advised that there was a LAC/Care Leavers Group at Stockport College and that there had been a number of sessions with more learners attending as the sessions developed. The member commented that this was a positive development.

There were no other specific issues raised by members and after due discussion and consideration it was resolved that the report be noted.

C&Q/14/19**Any Other Business**

The VPCQP advised the Committee of the up to date developments with regard to recent Partnership /Subcontracting arrangements.

It was noted that the Group were proposing 2 new partners, one which related to AEB provision and was a partnership relationship and therefore did not need to go to the Board of the Corporation for approval. The VPCQP provided the Committee with full details of the proposed arrangement and that it would significantly support the Group's AEB provision. The arrangements were duly noted.

With regard to the other proposal the VPCQP advised that this was a Sub Contracting proposal and would need Board of the Corporation approval for the contract to proceed. The VPCQP provided the Committee with full details of the proposed contract and arrangements and, in discussion, it was agreed that full details should be sent by email to all Board of the Corporation members in order to secure their approval for the immediate commencement of the contract.

Action: Vice Principal Curriculum & Quality / Campus Principal

The VPCQS also provide the Committee with an overview of the current position in respect of the organisational review that was currently being undertaken at the Group.

Minute No

The VPCQP advised that:

- Consultations regarding the review had commenced with the accredited Trades Unions which were currently ongoing.
- The review included a review of Student Services provision but that this was geared towards the provision of a more effective service rather than making efficiency savings.
- The review also included a review of Higher Education which included the management structure and teaching staff. The VPCQP advised that the review was required due to the reduction in student numbers.
- Appropriate Curriculum areas had been identified with regard to over staffing due to reductions in student numbers.
- A full update report would be provided to the Board of the Corporation at its next meeting.

Action: Principal

There were no issues raised by members arising from the update and it was resolved that it be noted.

C&Q/15/19**Date of Next Meeting**

It was agreed that the date of the next meeting would be held on Thursday 20 June 2019 in the Boardroom at Trafford College.

Action: Corporation Secretary

The meeting closed at 7.55.pm

Agenda item 11 Marketing Key Performance Indicators Report was considered as Agenda item 5 after which the Director of Marketing left the meeting at 6.06pm.