

THE TRAFFORD COLLEGE GROUP

**Minutes of the Meeting of the Resources Committee
held at 5.30 pm on Wednesday 22 June 2022 in the Boardroom at the Altrincham Campus**

Present:	Janet Grant James Scott Alison Hewitt Graham Luccock Louise Richardson Jeremy Woodside Jill Bottomley	(Chairperson) (Principal and CEO)
In Attendance:	Barry Watson *Alison Duncalf Natasha Bintley Carmen Gonzalez-Eslava *Naomi Harrop Kal Kay Michelle Leslie Kelly Wright	(Corporation Secretary) (Deputy Corporation Secretary) (Director of Finance) (Deputy Principal) (Director of Human Resources and Performance) (Chief Finance Officer) (Vice Principal Corporate Services & Planning) (Assistant Principal Planning, Funding and Performance)

* Joined the meeting via Microsoft Teams

Minute No:

RES/28/22 Apologies for Absence

The Corporation Secretary (CS) reported that apologies for absence had been received from Sabine Van der Veer and Ayo Oyebode.

RES/29/22 Declarations of Direct or Indirect Interest in any of the meetings business items

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

RES/30/22 Minutes of the meeting held on 28 April 2022

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

RES/31/22 Matters Arising from the Minutes

The Chairperson referred members to the previously circulated summary of the actions arising from the minutes and the progress attained therein.

i) RES/21/22 – Learner Numbers and Funding Audit 2021/2022

It was noted that the introduction of blended adult programmes and the determination of suitable programmes continued to be ongoing.

Action: Deputy Principal

ii) RES/24/22 – Partner Sub-Contracting Activities

Minute No:

There was confirmation that the reporting on the outcomes in respect of Curriculum Development Area Reviews (CDARs) would be made to the next meeting of the FE Curriculum and Quality Committee scheduled to take place on 29 June 2022.

Action: FE Curriculum and Quality Committee

There were no further matters arising from the minutes that were not on the agenda of the meeting.

RES/32/22 Leadership and Management Development with Pacific Institute - Costs

The Principal and Chief Executive Officer (PCEO) presented a report detailing the costs for the Leadership and Management Development as part of the Cultural Alignment Programme (CAP) through the Pacific Institute.

The PCEO advised the Committee that the initiative was part of the Group's Strategic Priority 2 and provided details of the CAP (Blueprint) and Leadership Development Mindset Programme (MP) that had been undertaken in the latter half of the current academic year. He commented that the MP was used as a driver of cultural and behavioural change in the merged entity.

The PCEO indicated that as part of next year's development it was proposed that the MP be widened out to all colleagues at the Group who had any form of leadership or management responsibility.

In addition, it was reported that a small-scale pilot to introduce the Pacific Institute programme to young people, as part of the Group's approach to supporting students with the challenges they continue to face in the post Covid world, was to be progressed.

The following costings (excluding VAT) for the MP's were advised:

- Leadership Development- £41,500 for delivery to around 100 colleagues over a 12-month period.
- Student Pilot - £8,760 for the training of 6 colleagues to initially deliver the programme to 50 students.

The Chief Finance Officer (CFO) added that some costs would be incurred in the current financial year and some in the financial year 2022/2023.

Questions and comments from members were invited.

- A member commented that in her view it was a really positive step to extend the MP to managers across the Group and that the additional expenditure should be supported.
- A member asked how the students would be selected for the pilot MP.

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The PCEO responded that the intention was to look at the key defined student groups where it was likely to have an impact and to take a view on roll out once the pilot had been completed.

There was support from the Committee for the approach, initiatives and costs and the benefits that would be accrued from the PM's particularly in the context of Student Mental Health.

There were no further questions or comments from members and following due discussion consideration it was resolved that the report be received and supported.

RES/33/22**Draft Budget 2022/2023 and Financial Plan to July 2025**

The Chief Finance Officer (CFO) referred members to the previously circulated report and presented proposals in relation to the Draft Budget 2022/2023 and Financial Plan to July 2025.

There was confirmation that the Financial Plan (FP) had been extended through to July 2025 to provide alignment with the Group's ongoing capital developments and to provide Governors with assurance in respect of the Group's financial position over that period.

The CFO took members through each section of the Draft Budget 2022/2023 and Financial Plan to July 2025 and highlighted the following:

- **Strategic Aims and Executive Summary**

There was confirmation that this section set out the Group's strategic aims, priorities and enablers and that the Executive Summary presented the rationale for both the Budget and Financial Plan. The CFO advised that the proposals represented a cautious but realistic Budget taking into account both staffing and financial pressures.

Reference was made to the pictorial data in the Executive Summary which presented information over the life of the FP and comparative benchmark information in relation to the Group's key financial performance indicators.

The following key messages were outlined:

- the Financial Health rating would go down to good from outstanding, as expected.
- the staff to income ratio had increased and was slightly higher than benchmark, however the position was consistent with the national picture and was not a significant drift from the trend.
- EBITDA was largely unchanged with the percentage income going down and was just in the good grading criteria.
- the surplus position for the previous year was reflective of the merger; in the current year a subsequent accounting adjustment had been made and that moving forward surpluses of circa 1% were forecast which was around the FE benchmark.

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- In terms of the cash position the information presented illustrated the actual and the mid-case forecast, the underlying cash position (actual and forecast) and the covenant requirement position. The CFO stated that there was cash in the medium to long term, adding that there was a dip each March but that even at these low points there would continue to be headroom of £1m cash
- **Economic and Operating Context including forecasting for inflation**

The CFO summarised the position and drew the Committee's attention to the outcomes of the government's 3-year spending review, the trend for 16-19 enrolments, the impact of the Skills for Jobs White Paper, the position in relation to HE, issues around recruitment and pay awards, and rising inflationary pressures.

- **The process for budget setting and performance against Strategic Key Performance Indicators, banking covenants and a fully costed Curriculum Plan**

The CFO outlined the process that had been undertaken to set the current budget and forecast proposals and provided an overview of the performance and forecast against each of the key performance indicators for the 3 Year period. The CFO specifically commented around the following issues:

- the Strategic KPIs set in the context of the Strategic Plan targets to 2025
- Financial Health scores and the movement to Good from 2023 onwards
- the banking covenants and confirmation that the Group was comfortably exceeding the covenant requirements
- the fully costed curriculum plan which had been prepared to meet allocation where relevant.
- **Financial Forecast for 2021/2022**

The provision of an extract from the April 2022 Management Accounts and the forecasted position through to the end of the academic year was provided. The CFO advised that there were no surprises regarding the forecasted outcomes.

- **Budget 2022 to 2023 and Financial Health Plan to the end of July 2025 including assumptions**

The CFO advised the Committee that the 2022/2023 budget was based on a set of known costs, allocations and assumptions and provided full details for the following aspects of the draft budget:

- learner numbers
- the curriculum plan
- income
- that core 16-19 provision allocation and growth in recruitment numbers
- AEB and Apprenticeship budget
- Higher Education budget and fee provisions.

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- Sub-contracted provision.
- pay costs and the allowance for a pay award in 2022/2023
- additional teaching costs to cover the 40 study hours for 16–19-year-olds
- non-pay costs considering inflationary and energy price pressures
- the EBITDA,
- capital and an increase negotiated with Barclays Bank to raise the limit on net capital expenditure to £1.5m
- the Estates Strategy
- the cashflow position
- sensitivity analysis and potential mitigations.
- Risks and opportunities and the mitigations that could be taken in instances of financial stress.

The CFO sought comments from members regarding the proposals before any recommendations were made to the Board of the Corporation.

- A member commented about the opportunities for income generation from sponsorship and the CFO outlined the actions that were currently being taken and considered regarding this, especially around capital equipment.
- A member commented on the proposals for pay for 2022/2023 and asked, given the current national position in respect of pay and the level of inflation running at over 9%, whether the current proposals would be adequate to help retain and recruit staff going forward.

A wide-ranging discussion followed on pay, affordability, the national, regional and local picture both within and without FE. Discussions were also held around other rewards that could be considered in relation to staff outside of pay. The Vice Principal Corporate Services and Planning (VPCSP) outlined the next phase of Group's modernisation approach particularly in the context of Cheadle and Marple and an equal pay perspective.

The CFO reiterated that the Group was pushing itself in terms of the parameters that were being proposed particularly in the context of maintaining a good Financial Health score and that any further enhancement to the current proposals could lead to financial difficulties due to a lack of affordability.

The PCEO added that were no longer national pay recommendations and colleges set their own terms and conditions meaning that each was at a different starting point. It was stated that the starting position of the TTCG was good in comparative terms.

A member commented that it needed to be recognised that the pay parameters that had been set presented a risk not just as a percentage but also in terms of the softer aspects such as feeling valued and supported. The VPCSP concurred and that this was being addressed through the People and Culture Strategy which would be presented to the Board at its next meeting but added that the real current pressure was all about pay.

The member further suggested that the more tangible aspects would benefit from being presented as a reward statement.

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- A question was asked by a member in relation to the forecast for 16-19 students showing an increase of 500 learners. The PCEO confirmed that the forecasted increase was correct and that applications were up across all the Group's campuses and reminded members of the ESFA's approach to lagged funding.
- A member commented that the Draft Budget and Financial Plan presented a realistic and cautious approach. It was suggested that the Group was starting from a good position with opportunities for student growth but that there were uncertainties and risk attached to the costs and budgets for planned developments and the rate of inflation.

There were no further questions or comments from members and following due consideration and deliberation it was resolved that the Draft Budget 2022/2023 and Financial Plan to 2025 be recommended to the Board of the Corporation for approval.

Action: Board of the Corporation**RES/34/22 Management Accounts for the Period Ending 30 April 2022**

The Director of Finance (DF) referred members to the previously circulated report and the draft management accounts for the period to 30 April 2022.

The DF reported on the following key issues identifying any risk factors relating to each key issue:

- AEB was significantly behind plan and actions to address the shortfall were identified.
- Pay was £800,000 under forecast but this was in advance of the pay award and a risk factor related to Agency Staffing Costs with the Group being 57 FTE under complement.
- Non-Pay was £310k over forecast due to examinations but this would flatten out in June/July.
- the financial health score remained outstanding.
- income and expenditure, with the income position presented being pre the payment of a pay award to most staff and non-pay costs being largely reflective of exam costs which would not be incurred in June and July 2022
- the balance sheets
- cashflow which was strong and ahead of forecast and including the cash flow statement and detailed cashflows which reflected the focusing and phasing of the Stockport Phase 2 development
- loans, other KPI's, Capital and Sub -contracted activity and known changes to future years budgets.

The DF advised that the operating performance for the year to date was an education specific EBITDA of £2,780k, which was £377k better than budget.

It was stated however that, from the mid-case forecast, this was largely expected to be a timing difference with the mid-case forecast being £227k above budget, and with the intention that this surplus be used to support the Group's contribution to the capital works on the Cheadle Estate.

Minute No:

Members raised several issues arising from the report as follows:

- A member commented that when the Group had held its Strategic Conversation with the ESFA and the FE Commissioners Office they had expressed the view that the Group was in a very strong position in terms of pay/income ratio given the recent merger and the relatively high Sixth Form teaching costs which had been absorbed.

The PCEO responded that the Group was only one year on from the merger and that as reported under the previous item staff costs as a percentage of income currently stood at 65% and was rising.

- A member asked if the mid-case position had been that which had been taken forward as the starting point for next year's budget proposals and whether the DF was confident that that base line would be delivered and hence be a valid position in terms of next year's budget.

The DF advised the Committee that the mid case forecast had been used as the base line for next year's budget and that with only 6 weeks to go she was confident with the current position and forecasts going forward. The DF added that the Group Payroll position was very stable.

There were no further questions or comments made by members and following due consideration and deliberation it was resolved that the Management Accounts for the period ending 30 April 2022 be recommended to the Board of the Corporation for approval.

Action: Board of the Corporation

RES/35/22 Data for Gender Pay Gap Report

The Director of Human Resources and Performance (DHRP) referred members to the previously circulated report and information on the Gender Pay Gap using the snapshot date of 31 March 2022.

There was confirmation that this was the first annual report since Cheadle and Marple College (CAM) had joined the Group which had resulted in approximatley 200 additional employees.

The following DHRP highlighted and went through the up-to-date trends and data and commented that the numbers for the Group were very positive in comparison to the whole of the economy and the FE sector.

Questions and comments from members were invited.

- A member commented on and welcomed the positive report in respect of the positioning of the Group's figures both within the sector and nationally.
- It was also commented by a member that whilst there was a commitment to reducing the pay gap there was a need to place emphasis upon roles and equity across the board.

Minute No:

There were no further questions or comments from members and following due consideration it was resolved that the Gender Pay Gap Report be received and noted in advance of its publication.

RES/36/22 Draft People and Culture Strategy 2022-2025

The DHRP referred members to the previously circulated report and information on the draft People and Culture Strategy (DPCS) 2022-2025.

There was confirmation that the DPCS outlined the proposed objectives for the DPCS and set out the direction of travel for the next 3 years for the Group.

The collaborative approach was highlighted, and it was added that the Group would continue to develop the objectives over the coming week and seek feedback in anticipation of presenting the final DPCS to the Board of the Corporation for approval in July 2022.

Action: Director of Human Resources and Performance

The DHRP commented that organisational culture was a new priority and that the DPCS focused on the following inter-related strategic priorities:

- Organisational Culture.
- Attraction of Talent.
- Employee and Organisational Development.
- Employee Experience.

Questions and comments from members were invited.

- A member welcomed the DPCS highlighting the transformation to the Strategy that had occurred in recent years and asked if the Group had looked at the Wider Employer Value Proposition.

The DHRP confirmed that the Group were currently looking at it and it was suggested by the DHRP that there may be a need to define this area more clearly which could subsequently support recruitment and retention.

Action: Director of Human Resources and Performance

The PCEO advised in detail of some of the new and innovative actions that the Group had put in place to seek attract talent to the Group. The DHRP added that in terms of attraction of talent this needed to be a joint effort. It was added that there needed to a focus upon how the Group presented itself in the marketplace and that requests such as hybrid or flexible working be considered where feasible.

The DHRP stated that there was a need to bring together these various elements into a formalised format.

Action: Director of Human Resources and Performance

Minute No:

The PCEO reported that post Covid and the return to face-to-face inductions a question was asked as to why an individual had chosen to join the Group. It was indicated that the vast majority of responses had been that they had family members or friends working at the Group who had recommended the Group or that they had previously been a student.

- A member praised the benefits of employee activism and asked if employees were renumerated for referring a friend for employment. The VPCSP advised that the Group did not operate such an approach and commented that the Group worked through a partnership and network approach in terms of internal recruitment.
- A further question was asked by a member as to whether the Group had an Equality, Diversity, and Inclusion (EDI) champion and was there EDI connectivity especially regarding attracting talent and inclusivity.

The VPCSP responded that the EDI Strategy was separate to the DPCS but added that the strategies were very closely integrated and aligned and that the People and Culture Strategy was delivered through the lens of an EDI Strategy which included a substantial section on People and Staffing.

The VPCSP added that whilst the Group does not have an EDI Champion as such reference to the Group's approach to this are detailed in the EDI Strategy in respect of Inclusive Allies.

There were no further questions or comments and following due consideration and discussion it was resolved that the draft People and Culture Strategy 2022-225 be received and noted with a view to it being updated before final consideration at the Board of the Corporation meeting on 20 July 2022.

Action: Director of Human Resources and Performance & Board of the Corporation

RES/37/22 Higher Education Fees 2023/2024

The Director of Finance (DF) presented a report in relation to a proposed increase in Higher Education (HE) fees effect from September 2023.

There was confirmation that in order to amend the fees, changes were required to be reported to the Office for Students (OfS) in the September preceding the year of the proposed increase.

The DF outlined the proposals for an increase in fees across the various programmes offered by the Group which were for full-time programmes an increase from £7,995 to £8,200 and for other undergraduate programmes (Foundation Degrees and Higher Nationals) an increase from £6,995 to £8,000.

The DF also provided additional information relating to the following:

- The requirements of the OfS in respect of transparency and Value for Money in the context of the fees that are charged to students.
- The options available in terms of fee charging, including ranges for the mode of study and the historical approach that had previously been adopted by the Group.

Minute No:

- An analysis of fees charged by other providers in the Greater Manchester Region by programme of study.
- The financial impact of the fee increase proposal should it be approved.

There was confirmation that increasing fee income as detailed would result in a 5% increase in the 2023-2024 contribution rate which would support staffing and overhead costs and further place the Group's HE fees in line with other providers.

Members raised several issues in relation to the proposal in which the following issues were discussed:

- Clarification that Sandwich programmes were not run by the Group and that there was therefore no impact on fees from that perspective.
- The likely impact on the increase in fees on student recruitment. The FD advised that that it was unlikely that an increase in the fees would impact on recruitment consistent with payment for full-time courses largely being supported by student loans. It was added that the position in relation to part-time courses was slightly different as the funding arrangements were different. It was added that the Group had not raised fees since 2019 and that the current fee charging proposals remained very competitive.
- The comparative data for the cost of full-time degree courses stating that the cost of the Group's tuition fees currently stood at £7,995 as compared to some other local providers who currently set their fees at £7,500. The member advised that this is about the individual course offer which differs from institution to institution and that in real terms the Group's offer is cheaper than its competitors. There was recognition that the Group needed to become better at explaining to potential HE students how the Group's offer differentiated from other providers particularly in terms of aspects such as smaller classes and additional support.
- Other support to Students. The Deputy Principal advised in detail of the Bursary and HE Hardship Fund support arrangements that were in place to support students financially.

There were no further questions or comments raised by members and following due consideration it was resolved that the proposed increase in Higher Education Fees 2023/2024 as detailed in report be recommended to the Board of the Corporation for approval.

Action: Board of the Corporation

RES/38/22

Learner Numbers and Funding 2021/2022

The Assistant Principal Funding Performance and Planning (APFPP) referred members to the previously circulated paper and a summary update of the current and expected year end position for recruitment in relation to student numbers and funding.

The APFPP highlighted the following issues:

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- The RAG Rated Executive Summary and headlines, the figures for which cross referenced to the Management Accounts.
- that there were no changes since the last report in relation to 16-19 revenue funding.
- AEB Funding – ESFA Non-devolved Areas, there was confirmation that the expected outturn in relation to the allocation, of £525k, was £351k, and that following a review of the in-year recovery plan this had been reduced by £93k since the previous reporting period.
- that there were no changes to the National Skills Fund since the last report.
- GMCA- AEB Funding there had been a reduction of £483k, based on recruitment, since the last reporting period and that the mid case expected outturn was £4,997k against an allocation of £5,868k. There was confirmation that an additional 469 GMCA AEB enrolments had taken place since the last report but that the mix of qualifications meant there continued to be an income risk.
- Apprenticeships - against a budget plan of £3,806k it was currently expected that £3,297k would be achieved at the year-end which was a reduction of £115k since the previous reporting period.
- that there were no changes since the last report in relation to Higher Education.

There were no questions or issues raised by members and it was resolved that the Learner Numbers and Funding 2021/2022 update report be received and noted.

RES/39/22**Review of Partner Subcontracting Procedure 2022/2023**

The CFO presented a report and an annual update of the Group's Subcontracting Procedures for 2022/2023 and it was confirmed that there were no changes to the procedures to those previously approved by the Board of the Corporation.

The CFO advised the Committee concerning the addition of an appendix detailing the Subcontracting Annual Cycle and summarising main tasks, responsibilities, and key dates.

There were no questions raised by members arising from the report and following due consideration it was resolved that the Subcontracting Procedure 2022/2023 be recommended to the Board of the Corporation for approval.

Action: Board of the Corporation**RES/40/22****Partner Subcontracting Activities Year End Update 2021/2022**

The APFPP referred members to the previously circulated report and an update on Partner Subcontracting activities for 2021/2022.

An overview of the subcontracting and partnership activity was presented and the APFPP confirmed that the position continued to very much as that which was reported to the last meeting of the Committee except for the income increase in income with Code Nation as detailed in the report.

There were no questions or issues raised by members and it was resolved that the update report in respect of Partner Subcontracting Activities for the Year ending 2021/2022 be received and noted.

Minute No:**RES/41/22 Accommodation Update June 2022**

The VPCSP referred members to the previously circulated report and an update on accommodation strategy activities for the Group.

The following key aspects were highlighted:

- **Stockport Campus Redevelopment**

It was reported that the Phase 2 works remained on target to meet the completion date of 8 December 2022 and that the costs remained within the budget. It was added that there were pressures on the contingency but that controls were in place.

In relation to the Vernon building, it was confirmed that following a tender exercise it had been agreed that Aspire Construction should be appointed to undertake the works including the ground floor windows, replacement of the surrounding external paving and entrance works.

- **Cheadle Campus- Capital Application**

It was reported that earlier in the day the Group had received written confirmation of the Group's application for a capital grant under the Further Education Capital Transformation Fund. It was noted that the grant conditions were all established conditions.

There was confirmation that the total project in October 2021 had been costed at £27m but that as previously reported there had been significant inflationary pressures for construction costs which were likely to impact on the cost of the current design. The VPCSP added that as result of this the Group would be working with the design team to identify potential savings to enable the original budget sum to be achieved.

- **Disposal Plans**

The VPCSP provided the following updates:

- discussions with Trafford Council were continuing in relation to the Group's aspirations to dispose of surplus land at the Altrincham site including a sports pitch and overflow car park
- the Group had been advised that the appeals process for the Sale Sports Club application had commenced with a decision anticipated by the end of 2022
- discussions were ongoing with another local education provider regarding a potential mitigation scheme
- the Group had been advised that Investar were awaiting formal feedback from the local authority concerning a potential scheme on the Stockport campus which may result in an offer for the mothballed Lyme building and car park.

There were no questions or issues raised by members and it was resolved that the accommodation update report be received and noted.

RES/42/22 Tender for Security, Catering and Cleaning Contracts

Minute No:

The VPCSP referred members to the previously circulated report and information concerning the recent tender exercise conducted in respect of security, catering, and cleaning contracts.

There was confirmation that the three contracts had been tendered by the Group's Contracts and Services Manager with a view to securing a best value service and to move to a single contractor across all 5 sites for each service.

The VPCSP advised the Committee that there had been a relatively small pool of respondents and that cost was not the only criteria taken into account during the tender review process and that an emphasis was placed on the ability to attain a consistent level of services across the whole of Group.

It was reported that based on the tender activities performed it had been recommended that the following awards be made:

- Security Services – Constant Security Service Limited
- Catering Contractors – Taylor Shaw Limited
- Cleaning Services – Bulloughs Cleaning Services Limited.

Questions from members were invited.

- A question was asked in relation to whether any Employment Relations issues had been encountered as part the process.

The VPCSP advised concerning the process and discussions that had been held with the accredited Trades Unions and that the Group would be complying with TUPE throughout the process. It was further advised that the process was moving along satisfactorily and that it was on track.

There were no further questions or comments from members, and it was resolved that the information and the award of the three tendered contract areas be received and supported.

RES/43/22 Variation to Barclays Funding Agreement

The CFO presented a report in relation to proposals to vary the terms of the loan facility with Barclays Bank.

The CFO indicated that verbal confirmation had been received from the Department for Education (DFE) that the Group's bid to the FE Capital Transformation Fund (CTF) to re-develop the Cheadle site had been approved. It was confirmed that the scheme included a contribution from the Group of £6.9m.

The CFO stated that the arrangements in place with Barclays Bank included specific covenants and conditions on how the Group could spend its monies. It was added that in order to commence the redevelopment there was a need to change some of the conditions and wording of the funding agreement due to the restrictions in relation to the amount of Capital that can be spent by the Group.

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The CFO took members through the proposed changes in the wording, and it was confirmed that the revised wording had been approved in principle by Barclays Bank and that in order to progress the changes final approval from the Board of the Corporation would be required.

There were no questions or issues raised by members and following due consideration it was resolved that the variations to Barclays Funding Agreement be recommended to the Board of the Corporation for approval.

Action: Board of the Corporation

It was further advised that the signing of the DfE acceptance of Grant Funding Letter and conditions of the Grant would be required to take place in advance of the next scheduled meeting of the Board of the Corporation.

It was agreed that, in order to meet external agencies timing requirements, the Corporation Secretary undertake to secure email resolution from members of the Board of the Corporation in relation to the approval of the Grant Funding Letter, the Terms and Conditions of the Grant Funding Agreement with the DfE together with authority for the Principal and CEO to sign and submit the acceptance on behalf of the Group.

Action: Corporation Secretary

The Corporation Secretary confirmed that the resolution would subsequently be ratified by the Board of the Corporation at its meeting on 20 July 2022.

Action: Board of the Corporation**RES/44/22 Any Other Business**

There were no matters arising under any other business.

RES/45/22 Date of the Next Meeting

It was agreed that the next meeting of the Committee would be held on Tuesday 11 October 2022 at 5.30pm.

The Director of Human Resources and Performance left the meeting at 6.20 pm following consideration of agenda item 9.

The meeting closed at 7.15pm