

Finance and Employment Committee Minutes

Meeting held on Wednesday 22nd June 2022 at 5.30 pm, SRC 301

- Present:** Fabienne Bailey, Phil Cook (Chief Executive and Group Principal) and Louise Davies (Chair)
- Officials:** Jason Faulkner (College Principal Redcar and Cleveland College (RCC)), Phil Hastie (Group Executive Director Planning and Infrastructure), Erika Marshall (Group Director of Marketing), Gary Potts (Group Vice Principal Business, Innovation and Partnerships), Fiona Sharp (Group Executive Director Finance), Kay Taylor (Group Director of HR), Sarah Thompson (Clerk to the Corporation) and Sam Young (Governance Support Officer)
- Apologies:** Martin Gray and Mark White

Fabienne Bailey joined the meeting via Teams. There were no declarations of interest in items on the agenda and the Chair confirmed that the meeting was quorate.

The committee agreed to consider Agenda Items 15 and 16 at the beginning of the meeting; these were deemed confidential to governors. The Group Director of HR was in attendance for these items.

F22/26 Agenda Item 15 – Performance Related Pay Update

This item was deemed confidential to governors.

Sarah Thompson left the meeting for agenda item 16.

F22/27 Agenda Item 16 – Feedback from Remuneration Committee

The Group Director of HR presented the circulated report which provided feedback from the Remuneration Committee meeting held on 16 June 2022.

The remainder of this item was deemed confidential to governors.

Jason Faulkner, Phil Hastie, Erika Marshall, Gary Potts, Fiona Sharp and Sarah Thompson joined the meeting.

F22/28 Agenda Item 1 - Minutes of Previous Meetings

The minutes of a Finance and Employment Committee meeting held on 31 March 2022 had been circulated and were **approved** as an accurate record of the meeting.

All actions due had been completed, with one action, to review the impact of the social value statement on procurement, due in October 2022; progress against actions was **noted**.

F22/29 Agenda Item 2 – Group Monthly Management Accounts (MMA9 incorporating Etc., NETA and TVC)

The Group Executive Director Finance presented the monthly management accounts (MMAs) for period 9, updating the year to 30th April 2022, and explained that further detail would be

given in the budget monitoring reports under agenda item 3. She highlighted that the budget forecast, updated following a full review at Performance Review 9 (PR9), during May and June, had been set conservatively and could improve by year end. The bank covenants for 2021-22 were showing as compliant and would be formally assessed by Barclays on 31st July; the Education and Skills Funding Agency (ESFA) financial health grade would be based on the year-end position and was showing as safely within Good, as expected. In addition, nil balances remained on the NETA and Tees Valley Catering (TVC) intercompany loans and were forecast to remain at nil to the end of year. As previously requested by the committee, benchmarking of funding stream proportions against other Tees Valley colleges using data from the 2020-21 finance record published by the ESFA had been included in the report; as in 2019-20, Etc.'s reliance on funding body grants as a percentage of total income was lower than other Tees Valley colleges. Governors commented that this demonstrated the strength of Etc.'s diverse income streams.

In response to a governor's question about the possible reasons for the [REDACTED] reduction in Etc.'s reliance on funding body grants, the Group Executive Director Finance noted that this was possibly as a result of NETA full cost income or grant income but agreed to undertake some further analysis.

A governor asked about the increase in the level of aged debt over the year and the Group Executive Director Finance explained that this was partly due to the way in which student debt was registered on the system then paid off in instalments. She confirmed that a process for debt recovery was in place and that fee non-payment was highlighted at departmental PR meetings, with support offered to students as needed.

A governor asked if the shortfall on the forecasted surplus related to any specific departments or was across the group. The Group Executive Director Planning and Infrastructure explained that there were variations between departments and governors agreed that it would be useful for the Group Executive Director Finance to consider a reporting mechanism on particularly strong or weak departmental financial performance.

Governors **noted** the Group Monthly Management Accounts period 9 (MMA9).

Agenda Item 3 – Group Budget Monitoring Reports

Reports on the following Group budgets had been circulated with the meeting papers:

F22/30 Agenda Item 3.1 – Core Income

The Group Executive Director Planning and Infrastructure reported that core income remained broadly in line with previous reports to the committee; Adult Education Budget (AEB) and apprenticeship income remained below budget levels due to lower recruitment relating to the position of the labour market and the impact of Covid.

In response to a governor's question, the College Principal Redcar and Cleveland College (RCC) confirmed that smaller group sizes [REDACTED] had been a contributing factor; [REDACTED] He added that, due to employer demand, courses would still run with less than ten students and the group would work with the Tees Valley Combined Authority (TVCA) on any possible adjustments for running AEB provision with lower numbers.

In response to a governor's suggestion, it was agreed that an assessment of income lines from PR3 in 2022-23, including any of particular risk and resulting expenditure reduction, would be discussed at the autumn term meeting.

Governors **noted** Core Income at period 9.

F22/31 Agenda Item 3.2 – Non-Core Income

The Group Executive Director Planning and Infrastructure highlighted that Advanced Learner Loan (ALL) income was forecast below budget expectations as a result of lower than planned Access programme recruitment; some provision previously funded through ALLs had also transferred to National Skills Pilot funding. Full cost income was also forecast lower than budget, mainly due to the impact of the summer 'pingdemic' on NETA sales, though NETA's commercial income had subsequently improved to more normal operational levels.

In response to a governor's question, the Group Executive Director Planning and Infrastructure explained that the position at year end was expected to remain as currently forecast for the full year.

Governors **noted** Non-Core Income at Period 9.

F22/32 Agenda Item 3.3 – High Needs Income

The College Principal RCC explained that Element 2 funding for High Needs learners would be delivered in line with budget and that planned Element 3 funding was above budget, with all submitted Annex 1s now agreed by the local authorities. He added that both High Needs commissioned places, Element 2, and Element 3 funding were expected to increase for 2022-23, though the level of Element 3 funding was based on Annex 1 applications to be agreed by the local authorities.

In response to a governor's comment that local authorities were seeking to increase in-borough provision, the College Principal RCC agreed that Redcar and Cleveland Borough Council had created some new provision in Redcar in order to keep high needs provision within area, but that this was limited on places. He added that there could be a possibility of re-negotiating tariffs for 2023-24 with local authorities and explained that, unlike schools, colleges already reported on actual support hours, with support evidenced, although the new SEND (Special Educational Needs and Disabilities) code of practice would provide more focus on schools' reporting of actual spend of special needs funding.

Governors **noted** High Needs Income at Period 9.

-

F22/33 Agenda Item 3.4 – Learner Support Funds

In the absence of the College Principal Bede, the Group Executive Director Finance presented the update and reported that the College Principal Bede had no concerns to raise in relation to Learner Support Funds. These were currently forecast on budget for 2021-22 and had undergone the same scrutiny through PR as other income streams.

Governors **noted** Learner Support Funds income at Period 9.

F22/34 Agenda Item 3.5 – Capital Grants

The Group Executive Director Finance explained that capital grants received by the group were held on the balance sheet as 'Deferred Capital Grants' and released to the Income and Expenditure account on a monthly basis in line with depreciation of the capital assets purchased related to the grant. The forecast full year was showing as slightly above the full year budget. She noted that the release of grant relating to major capital schemes would be released following completion of the schemes and was therefore expected to be higher in 2022-23.

In response to a query about the Higher Education (HE) Capital Grant held on the balance sheet, the Group Executive Director Finance explained that this was the remaining funding, received from Teesside University for capital assets for the HE centres at Stockton Riverside College (SRC) and RCC, yet to be released.

Governors **noted** Capital Grants Income at Period 9.

F22/35 Agenda Item 3.6 – Project Income

The Group Vice Principal Business, Innovation and Partnerships presented an update on project income at period 9 and the updated position regarding group projects, with the status of all projects and forecast income for the year included in the appendix to the report. Project income was forecast to deliver above budget, primarily due to additional projects not factored into budgets, such as the Strategic Development Fund (SDF) and additional Taking Teaching Further posts.

The Chief Executive added that a bid had been submitted to round 2 of the SDF, with a decision expected in July; if successful, the College Principal RCC would report on this to the committee. The Group Vice Principal Business, Innovation and Partnerships explained that the Department for Education (DfE) had sought some clarifications and the bid had then been re-submitted; there was some confidence that the bid would be successful.

The Group Executive Director Finance clarified that the financial data presented in the projects table in this report differed to the MMA, under agenda item 2, as the MMA included SDF funding released to revenue in the ESFA Other income line.

Governors **noted** Project Income at Period 9.

F22/36 Agenda Item 3.7 – Other Income

The Group Executive Director Finance explained that Other Income, including interest receivable and commercial income, was broadly in line with budget; the potential VAT reclaim reported at the last meeting had now been received, plus interest, which resulted in higher forecasted Other Income at full year.

Governors **noted** Other Income at Period 9.

F22/37 Agenda Item 3.8 – Subcontracting

The Group Vice Principal Business, Innovation and Partnerships presented the circulated report providing information on subcontracting as per the MMAs as at Period 9 and at RO9 and forecast for 2021-22. Full details of Business Development Unit (BDU) and Prince's Trust partner contracts had been included in an appendix with the report summarising key changes. There had been two contract variations [REDACTED]

Governors agreed that, given the positive comments on subcontracting in the Ofsted report, a letter should be sent to subcontracting partners from the Corporation Chair as part of the communications plan to coincide with publication of the final report.

Governors **noted** revised subcontracting levels as outlined in the report and **agreed** to recommend their approval to Corporation.

F22/38 Agenda Item 3.9 – Pay Costs

The Group Executive Director Finance explained that pay costs had been aligned to reflect reduced levels of income and were forecasted below the budget set. The Group Director of HR added that the variance on hourly paid and agency staff to cover vacancies had been as a result of recruitment issues to some posts.

Governors **noted** Pay Costs as at Period 9.

F22/39 Agenda Item 3.10 – Non-Pay Costs

The Group Executive Director Finance confirmed that, although there were inflationary pressures on non-pay costs, utilities currently remained on fixed tariffs. The Group Executive Director Planning and Infrastructure added that, with two years left on the current fixed contract, higher utilities costs could be a concern in the future. The Group Executive Director Finance also reported that increases in some costs, as detailed in the report, related to additional activities funded through the SDF project and consultancy costs related to the estates strategy.

In response to a governor's question about reduced exam fees, the College Principal RCC explained that this had been as a result of lower recruitment to apprenticeships and 19+ provision. The Group Executive Director Finance also clarified that the group budget differed from the college budget with the inclusion of NETA and Tees Valley Catering (TVC).

Governors **noted** Non-Pay Costs at Period 9.

F22/40 Agenda Item 4 – Finance Reports (Subsidiary Companies)

Agenda Item 4.1 – NETA Finance Update

The Group Executive Director Finance presented the circulated report outlining NETA's financial position as reported to the NETA board at their meeting on 17th June; the financial position was broadly in line with budget, with a healthy forecast cash balance and key performance indicators forecast to be largely met. She added that a departmental recharge was now in place and that NETA had received some SDF project income for scaffolding

provision. From 1st August 2022, all activity for NETA would take place within the Etc. departmental structure.

Agenda Item 4.2 – Tees Valley Catering (TVC) Finance Update

The Group Executive Director Finance also presented a report outlining TVC's financial position as at period 9 and a forecast to year end as reported to the TVC Board on 17th June, with a full year surplus of £12k forecasted compared with the budget break even position. She added that a prudent budget had been set due to Covid but that income had picked up over the year. The Chief Executive clarified that the group set these parameters with the aim that the service operated at a break-even position and offered good quality for students. The Group Executive Director Finance added that the new Group Head of Estates was working closely with TVC staff.

Governors **noted** the subsidiary company updates.

F22/41 Agenda Item 5 – ESFA Financial Health Grade and Finance Dashboard

The Group Executive Director Finance explained that the ESFA Health Grade and Finance Dashboard circulated with the meeting papers was as presented to the FE Corporation at their meeting on 12th May and confirmed that there were no areas for concern. She reminded governors that the ESFA now published interactive finance dashboards online and encouraged governors to access them by requesting an IDAMS (Identity and Access Management System) log in through the Governance Team. Governors commented that the dashboard was clear and easy to understand, even for governors with non-finance backgrounds.

Governors **noted** the report and the ESFA's letter confirming the group's current financial health as Good.

F22/42 Agenda Item 6 – Student Recruitment Update

The Group Director of Marketing presented the circulated update on 16 – 18 and HE student recruitment for the current and 2022-23 academic years and current apprenticeship numbers, including those awaiting sign-up. She added that, since the update had been circulated, offers had increased slightly and interviews held at RCC the previous evening had been very busy. In response to the current high levels of applicants awaiting interview, marketing and curriculum teams were working together to close these out and, for this year, both applicants and their parents were being contacted following any non-attendance at interviews to ascertain whether applicants were still interested. Recruitment activity would continue to be strong, targeted and in large volume to achieve maximum conversion to achieve the ambitious 16-18 recruitment target for 2022-23.

The Group Director of Marketing highlighted that, though HE recruitment was slightly behind the same point the previous year, anecdotally, the group compared favourably against others in the sector. [REDACTED] Business Development Coordinators (BDCs) would continue to work to recruit to current vacancies and towards target in the final quarter of the year [REDACTED]

In response to a governor's question about marketing activities at events, the Group Director of Marketing explained that the team had a presence at many events, such as Teesside Airshow and Hardwick Live, using creative ideas and a broad approach to attract interest from

prospective students. She also highlighted other creative campaigns including the use of TikToks by the Construction team, with a new one having gone live that day.

A governor asked whether there was any scope for short AEB provision in the last six weeks of the academic year; the Group Executive Director Planning and Infrastructure confirmed that this was already taking place, though the amount of provision would not be substantial. [REDACTED] He added that the group was working hard to minimise the shortfall, including checking through Individual Learner Records (ILRs) to ensure accuracy.

Governors **noted** the student recruitment update.

Agenda Item 7 – Draft Budgets 2022-23 and Financial Forecasts

F22/43 Agenda Item 7.1 – Funding Allocations

The Group Executive Director Planning and Infrastructure presented the circulated report setting out the allocations for 2022-23 from the group's main sources of public funding, with a comparison against 2021-22 allocations. This was intended as supporting information to the budget development papers, with key headlines highlighted in the report. He added that there had been some minor changes since the list was presented to the last meeting and that the level of 16-19 Tuition Fund allocation had been confirmed that day [REDACTED]. Governors noted the complexity of FE funding, with over 60 funding streams, many of which were subject to funding caps with no potential to vire between funding streams and clawback. The Group Executive Director Planning and Infrastructure confirmed that heads of department were responsible for managing budgets.

A governor asked if there were any risks involved in the increase [REDACTED] assumed for Advanced Learner Loans (ALL) income and the Group Executive Director Planning and Infrastructure explained that there had been a decrease in ALL uptake in 2021-22, related to Covid and lower recruitment to Access and other courses, but that the group was confident that this could be delivered more in line with previous years in 2022-23. The difficulties of predicting how many learners would be eligible for ALLs were discussed and the Group Executive Director Planning and Infrastructure confirmed that, as well as September starts, the group recruited eligible learners throughout the year and also to pre-Access courses over the summer.

In response to a governor's question, the Group Executive Director Planning and Infrastructure explained that apprenticeship funding had been moving from an allocation to an employer-led model with virtually all apprenticeships now advertised through the Digital Apprenticeship Service (DAS), which was proving complex particularly for small employers. The Group Vice Principal Business, Innovation and Partnerships added that this was further complicated by employers needing to have PAYE in place to register with the DAS. A governor asked how much confidence there was in apprenticeship projections and the forecasting tool in place and the Group Vice Principal Business, Innovation and Partnerships confirmed that forecasting accuracy had been discussed during Business Planning (BP), with the right mitigations now in place and sensitivity analysis improved.

Governors **noted** the report.

F22/44 Agenda Item 7.2 – Proposed Subcontracting 2022-23

The Group Vice Principal Business, Innovation and Partnerships presented the circulated report outlining proposed subcontracting for 2022-23; full details of proposed subcontracting partners and forecast contract values, strategic and education rationale, and rationale for any management fees exceeding 20% had been included in the appendix to the report. In line with changes to funding rules, there would be no new subcontracted apprenticeship starts in 2022-23 and proposed subcontracting for 2022-23 was [REDACTED] lower than the 2021-22 budget. One new Education and Skills Funding Agency (ESFA) Adult Education Budget (AEB) partnership was proposed; [REDACTED] The Group Vice Principal Business, Innovation and Partnerships also commented on the positive feedback from Ofsted inspectors on RelyOn Nutec's provision [REDACTED].

The College Principal Redcar and Cleveland College (RCC), also strategic lead for Prince's Trust provision, explained that there had been quality concerns with [REDACTED] but that these were being addressed; the committee would be updated if there were any further quality concerns.

In response to a governor's question about the rationale for management fees over 20%; the Group Vice Principal Business, Innovation and Partnerships explained that these had been scrutinised through internal audit, with a rationale sent to the ESFA and all instances approved.

Governors **agreed** to recommend approval of the parameters, with the partners stated, for proposed subcontracting activity for 2022-23 to the FE Corporation.

F22/45 Agenda Item 7.3 – Draft Revenue and Capital Budgets and Financial Forecasts

The Group Executive Director Finance presented the circulated draft revenue and capital budgets and financial forecasts and explained that these had been thoroughly tested through BP for 2022-23, which had been completed on 16th June. She confirmed that the budget presented to the FE Corporation would be further refined in the coming weeks but would be based on these budgets; the forecast for 2023-24 would be included in the College Financial Forecast Return (CFFR) to be submitted to the ESFA by 31st July. The draft budget was showing a surplus [REDACTED], slightly lower than the CFFR submitted to the ESFA in April 2022, but the Financial Health Grade was expected to remain as Good; this would be confirmed upon final completion of the CFFR. Income and Pay and Non Pay costs assumptions had been outlined in the report [REDACTED]. It was uncertain whether the National Living Wage would increase to £10 per hour from April 2023 and there was the potential for an increase in employer contributions to the Local Government Pension Scheme (LGPS) from April 2023. Inflationary pressures on Non Pay costs would continue to be addressed through BP / PR.

The standard group Capital budget [REDACTED] had been included in the 2022-23 budget but with the majority likely to be ring fenced for match funding towards the major capital schemes. The bank covenants attached to the long-term loan had been assessed against the draft budget as achievable, but would continue to be tested internally on a monthly basis.

The CFFR had been formulated at a high level for submission to the ESFA and would be refined for the FE Corporation papers [REDACTED]. Governors confirmed that the Group Executive Director Finance had provided comprehensive information and that they had no questions.

Governors **agreed** to recommend approval of the draft revenue and capital budgets and financial forecasts to the FE Corporation.

F22/46 Agenda Item 8 – Great Place to Work Update

The Group Director of HR outlined key information from the circulated Great Place to Work update, under the seven themes. [REDACTED] Absence levels were still being closely monitored and an additional service, Able Futures, had been recently added to the targeted support services offered and would be promoted to support staff with poor mental health whilst in employment. She noted that the people data included in the report currently excluded NETA staff and the intention was to present this to the committee in greater detail going forward.

A governor asked how Etc.'s sickness absence rates compared against national rates; the Group Director of HR explained that, as 1% related to Covid where the individual was unable to work from home, the overall rate [REDACTED] as at 1st June was just above the group's target of 3%; this was not out of sync with the FE sector and managers worked closely with HR advisers to manage long term cases and capability. In response to a governor's comment that hybrid working helped reduce absence, the Group Director of HR agreed that numbers of staff working from home due to having Covid had been monitored and that sickness absence rates had dropped significantly during lockdowns when staff had been working from home.

A governor also asked if disciplinary and grievance levels were in line with trends and the Group Director of HR confirmed that they were and that HR managed cases effectively; the Disciplinary Policy was currently under review in consultation with unions and the group was focused on tackling any issues early, with training for managers, particularly those new to the role. A governor also commented on the staff age profile which was comparatively balanced across the age ranges, including those aged 16 to 29.

A governor asked about staff turnover levels and whether turnover increased around resignation deadlines; the Group Director of HR commented that the hourly paid staff turnover [REDACTED] was included in the overall staff turnover rate and that the Group Head of HR was working on refining this. The Chief Executive confirmed that the FE sector did not follow the same teacher resignation parameters as set in schools and sixth forms; he also noted that staff would often move on after a positive Ofsted outcome.

Governors **noted** the update.

F22/47 Agenda Item 9 – Capital Projects Update

The Group Executive Director Planning and Infrastructure presented the circulated update outlining progress on major capital projects, as also reported through the Capital Group. He noted that projects were all progressing and that Treasury confirmation of the Thornaby Town

Deal funding and the T Level Wave 4 bid decision were expected in July. A ground-breaking event would be held at Bede in August.

In response to a governor's question, the Group Executive Director Planning and Infrastructure confirmed that planning permission for Bede would be raised during a meeting with Stockton Borough Council the following week.

Governors **noted** the capital projects update.

Agenda Item 10 – Policies

F22/48 10.1 – Tuition Fee Policy

The Group Executive Director Planning and Infrastructure confirmed that changes to the policy reflected changes to guidance; these had been summarised in the circulated covering report and highlighted in the policy. Income levels had been updated and eligibility for the Level 3 courses for jobs offer had been added in line with national guidance; there were no fundamental changes.

Governors **approved** the Tuition Fee Policy 2022-23.

F22/49 10.2 – Subcontracting Fees and Charges Policy

The Group Vice Principal Business, Innovation and Partnerships outlined that there were very few changes to the policy following a full review in recent years; a sentence had been added to highlight the new mandatory requirements under the new ESFA Subcontracting Standard from 2022-23. The Group Executive Director Planning and Infrastructure's email address had also been substituted for that of the Group Vice Principal Business, Innovation and Partnerships' and the Clerk confirmed that, as Accounting Officer, the Chief Executive would also sign to approve the policy. Once approved, the policy would be published on the Etc. website before the ESFA's deadline of 31st October 2022.

Governors **approved** the Subcontracting Fees and Charges Policy for 2022-23.

F22/50 10.3 – HR Policies

The Group Director of HR advised governors that this was the annual refresh of Human Resources (HR) related policies and that both the Disciplinary and Grievance policies, which would usually be approved at the same time, were out at consultation with the unions. A governor queried the £10 limit for declaring gifts and the Group Director of HR confirmed that this level had never caused concern; the Clerk added that she was responsible for collating records of gifts received by staff and that this was reviewed by the external auditors each year.

Governors **approved** the updated:

- i) Staff Code of Conduct
- ii) Harassment, discrimination and bullying policy
- iii) Redundancy policy
- iv) Family Friendly policy

F22/51 Agenda Item 11 – Any Other Business

The Group Executive Director Finance reported that the Office for National Statistics (ONS) was currently reviewing the classification of FE colleges; the group had been asked to provide a debt return and consent to approach lenders which had been signed by the Chief Executive. The committee chair confirmed that this had been discussed at the recent Association of Colleges' network meeting for chairs of finance and audit committees and it had been noted that a reclassification was expected to have minimal impact and would determine where the FE sector's debt would sit in the public accounts.

In recognition of his last governors' meeting in post as Group Vice Principal Business, Innovation and Partnerships, the committee chair thanked Gary Potts for his contribution to the Corporation and to the Finance and Employment Committee, in particular.

There were no additional items of other business.

F22/52 Agenda Item 12 – Approval of Documents for Inspection

It was **agreed** that the agenda for the current meeting be made available for public inspection; supporting papers for all agenda items were deemed commercial in confidence. Policies would be published on the website or in house Gateway as appropriate. Minutes of this meeting would be made available for public inspection following committee approval.

F22/53 Agenda Item 13 – Dates and times of future meetings

The following dates had been circulated with the meeting papers:

Thursday 17 November 2022, 5.30 pm

Thursday 30 March 2023, 5.30 pm

Thursday 22 June 2023, 5.30pm

However, the Clerk advised that some of the meetings could be changed to Tuesdays due to governor availability. Governors agreed that they would prefer meetings to be held in person with the option of hybrid or online meetings if required.

The following meeting dates were subsequently agreed:

Tuesday 22 November 2022; Tuesday 28 March and Tuesday 20 June 2023.

F22/54 Agenda Item 15 – Key Themes

The following items were identified as key themes:

- Considered an update on Performance Related Pay and agreed Remuneration Committee recommendations
- Consideration of Monthly Management Accounts (MMA9) to 30 April 2022 and budget monitoring reports, including consideration of future reporting on particularly strong or weak departmental financial performance
- Agreed to send final Ofsted report and letters of thanks from the Corporation Chair to subcontracting partners in recognition of positive Ofsted feedback
- Updates on student recruitment, Great Place to Work Strategy and capital projects
- Agreed to recommend draft budgets 2022-23 and financial forecasts to the FE Corporation

- Approved the Tuition Fee Policy, Subcontracting Fees and Charges Policy and a suite of HR policies (Staff Code of Conduct, Harassment, discrimination and bullying, Redundancy and Family Friendly)
- Thanks extended to Gary Potts, Group Vice Principal Business, Innovation and Partnerships, on behalf of the FE Corporation

The meeting ended at 7.30 pm

Approved at a meeting held on 22 November 2022