

SPARSHOLT COLLEGE HAMPSHIRE
MINUTES OF THE MEETING OF THE
BOARD OF GOVERNORS
held on 7 July 2022 at 09:00
at Sparsholt College

¹PRESENT: G Davies (E); J Emm (SCS); T Floyd (E); N Hopkins (E, Chair) (except minute 273-275); P Jordan* (E) (from minute 201); J Lander (E); M Lauder (E, Co-Vice Chair) (except minute 273-275); J Milburn (P); N Moody (E); G Morris (St); A Neal (E); C Wilson (E, Co-Vice Chair) (except minute 273-275).

In attendance: S Grant – Deputy Principal
N Heslop - Director of Finance
C James – Vice Principal & Dean of Higher Education (until minute 279)
R Price – Head of Learning & Quality (minutes 214 to 224)
B Stokes – Vice Principal Curriculum (Andover College) (until minute 279)
M Treagust – Vice Principal Curriculum (Sparsholt College) (until minute 279)
S Willson – Head of Corporate Governance (Clerk to the Corporation)

APOLOGIES

172. Apologies were received from S Morgan and H Perry.

DECLARATION OF INTERESTS

173. The College Group’s Register of Interests had been updated to record the appointments of N Hopkins as a director of Sheldrake Training Limited and A Neal as a trustee of Marwell Wildlife charity. There were no related conflicts of interest identified in relation to matters before the Board.

174. There were no other new interests to declare. The Board’s Register of Interests records members who hold (unremunerated) directorships of the College’s subsidiary companies.

MINUTES

175. **Resolved** – that the minutes of the meeting held on 31 March 2022 be confirmed as a correct record.

176. College history project (minutes 140-146/22): J Lander provided an update on his research and writing of the College’s history, noting that it was still his intention for the book to be available by the time of the College’s 125th anniversary in 2024 and thanking those involved with assisting with his research. J Lander explained that, following the endorsement of the selection of the publisher and printing options at the last meeting, he was awaiting the approval of the Principal and Director of Finance to covering the upfront funding in order to sign the agreement with the publishers and to pay the first part of the publishing costs. The Principal confirmed that it was her intention to complete

¹ (E) = External; (P) = Principal; (S) = Staff; (SCS) = Sparsholt College Services Staff Governor; (St) = Student

* Attended via online video conference

the process of reviewing of the book text, the final part of which she had recently received, so that she would then be in a position to agree the release of the marketing funding. It was noted that J Lander, as copyright holder, had granted the College Group permissions to use the contents of the book.

177. There were no matters arising not covered elsewhere on the agenda.

CHAIR OF GOVERNORS' REPORT

178. The Board had received and noted the report of the Chair which summarised activities he had undertaken since the 31 March 2022 meeting of the Board and forthcoming events and matters requiring his consideration.

PRINCIPAL'S REPORT AND STRATEGIC PLAN

2021-22

179. The Board had received the report of the Principal summarising key strategic developments and progress against the strategic plan, together with the latest College Group Covid-19 risk assessment.

180. The Principal highlighted a report by the Deputy Principal of the College Group's response to Storm Eunice which had been provided to the Audit Committee and had been also circulated to Board members; praising the teams involved and noting the update on related insurance matters.

181. The Board reviewed the student recruitment data, discussing the underlying factors for the year-on-year variations and noting the potential risks associated with the national increased cost of living economic factors, including the increased cost of travel. It was noted that, where possible, the College was seeking to mitigate these risks so that students were able to enrol on their chosen courses, for example through the bursary offer.

182. Members sought information about the forecast enrolments for 2022-23, particularly for Andover College and HE, and members of the SLT confirmed that detailed forecasting was being undertaken and that, while current forecasts were broadly in line with budget, there were an exceptional range of uncertainties, because of both the impact of the pandemic and the economic crisis, which could affect the outcome. For HE, changes to the UCAS procedures and planned changes to student loans were also potential factors.

183. Asked about the decline in adult education (19+) recruitment, the Deputy Principal explained that this was a common issue in the sector currently. Management was taking a number of actions to seek to address this, including expanding the adult offer at Andover College and working with partners to seek to refocus adult funding on relevant courses through the new Local Skills Improvement Plan.

184. The Board noted the updates on 'people' matters and employee relations and congratulated the nominees and winners of the Hampshire Education Awards which included the Co-Vice Chair, Chris Wilson, being recognised for his outstanding contribution to governance in education.

185. The Principal drew the Board's attention to the interim update on FE retention and expected outcomes, noting that, while Sparsholt College was around the same level as 2020-21, Andover College had seen a decline in retention in some areas. However, retention on both campuses was higher than pre-pandemic figures and actions were in

place where required. Predicted FE achievement at both campuses was also being closely analysed.

186. Members discussed a number of points from the progress updates on the annual milestone objectives, including in relation to GCSE and functional skills English and maths projected achievement rates, and indicators of successful support of learners with EHCPs.
187. A member sought further information about the importance of the Motor Vehicles curriculum area in relation to local skills needs and employers. Members of the SLT confirmed that the electrification of vehicles was a priority for the local authorities and there continued to be significant interest from students.
188. Members also noted the update on apprenticeship retention and expected outcomes, with a number of challenges which would impact the in-year achievement rates, although it was noted that these rates would improve once learners who carried over to the next academic year completed their End Point Assessments (EPAs).
189. The Board noted the planned submission of a capital funding bid to the Office for Students (OfS) of £4m for a small dedicated HE facility, as discussed with the Resources Committee.
190. The Board noted that revisions to the Access & Participation Plan for the academic year 2023-24 would be submitted to the OfS by 31 July in line with new requirements issued by the OfS, with plans to include a greater focus on supporting achievement in schools. The Vice Principal & Dean of HE discussed with members the intention to expand engagement work with Year 10s in schools and introduce a 'higher project' for Level 2 pupils, with a focus still on under-represented groups and more evaluation of the impact of activities.
191. The Vice Principal & Dean of HE tabled a summary of results from the National Student Survey (NSS) 2022, explaining which students had been in scope of the survey and providing context for the headline results.
192. The Principal reported indications that the joint Strategic Development Funding bid (aimed at supporting the development of skills for green jobs) would be approved very shortly.
193. The Board had received the updated College Group Covid-19 risk assessment and noted that the College was operating in line with the Government's 'Living with Covid' policies. The Principal also provided an update on staff Covid cases.

2022-23

194. The Board had received from the Principal the proposed College Group Strategic Operating Plan for 2022-23, which set out the annual milestone objectives and targets to progress the Strategic Plan 2021-2024.
195. Members noted the scope and ambition of the annual objectives and targets and questioned whether any of the targets were overly ambitious and how the SLT would respond to developing challenges in-year. The Principal agreed that high expectations were being set, in line with the College's 'journey to Outstanding, and assured the Board that underlying strategies and plans were being put in place to deliver the objectives, giving examples of how the College had responded to emerging performance challenges previously and some of the new initiatives being developed.
196. **Resolved** – that the Strategic Operating Plan for 2022-23 be endorsed.

HEALTHCHECK REPORT

197. The Board had received the latest College Healthcheck report (2022/05) and noted the discussion about student recruitment covered earlier in the meeting.
198. The Principal provided additional context to the learner survey results, noting the post-survey focus groups which had taken place and plans to increase levels of learner responses in 2022-23.
199. Members sought further information about the increase in staff turnover levels and the Principal and Deputy Principal provided details in relation to teaching and business support, noting that staff retention and recruitment was a challenge across the sector and more widely.

FINANCE

Management Accounts

200. The Board had received the latest monthly management accounts (to 31 May 2022), including an update on the in-year financial position 2021-22 and cash flow forecast to July 2023, together with the latest ESFA 'college governing body financial dashboard'. The College's 2020-21 financial health grade had been confirmed as 'Outstanding' following review of the audited financial statements.
201. The Director of Finance highlighted key points from the management accounts, noting the expenditure controls which had been implemented to manage the year end outturn.
202. Asked about the modelling of Cash Days in Hand, the Director of Finance confirmed that the financial plan aimed to remain above 45 days. It was noted that, although this was more prudent than the ESFA minimum benchmark of 25 days, it took into account the College's loan profile and that the Current Ratio was also a key measure for the College.
203. The Board noted the Office for National Statistics (ONS) review of the classification of colleges and that it was difficult to predict at this point the impact on colleges' financial management, including in relation to borrowing. The ESFA had requested that all colleges produce a debt schedule and give permission for the ESFA to liaise with colleges' banks.

Budget

204. The Board had received the report of the Director of Finance proposing the two-year financial forecast for 2022/23 – 2023/24 and the income and expenditure (I&E) budget for 2022-23 including capital expenditure, together with the key budgeting assumptions, a summary of changes in the staffing budget, an assessment of compliance with bank loan covenants, a sensitivity analysis, a cash flow forecast, and a summary of operating capital expenditure.
205. The budget had been scrutinised by the Resources Committee, with some robust challenge around the level of surplus, and was recommended to the Board for approval.
206. The Director of Finance explained the budgeting process, particularly in relation to identifying risks of cost inflation in the supply chain and highlighted that the budget assumed that the four T Level Capital Fund bids would be successful and that there would be no new impact from Covid-19. The budget proposed was intended to support delivering the strategic plan and the property strategy.

207. It was noted that, although there would be an 8.5% increase in ESFA 16-18 core funding, this was accompanied by an expectation of delivering an additional 40 hours of tuition, with the accompanying additional staffing costs, and did not address rising inflation or the previous underfunding in FE.
208. A number of points were raised by members in discussion and assurance was noted about the budget assumptions and sensitivity analysis, including in relation to the forecasting of income, the impact of the wider economic situation and the risk of higher inflation, the future of the language school business, future pension costs, the budget for staff costs, and the risks associated with volatility of utilities costs.
209. The Director of Finance gave examples of the management levers which could be exercised if required to reduce operational costs and confirmed that the SLT's aim was to deliver a surplus at year end.
210. The Chair highlighted that there would be an opportunity for the Board to review the budget position in the Autumn term, informed by student enrolment numbers and the latest economic situation.
211. The Board noted that the annual capital expenditure budget had been increased to £1.5m, although this included c£300k in relation to a new beef barn which would be required if the T Level capital bid for the dairy facilities was successful.
212. **Resolved** – that the following be approved and reflected in the Financial Forecasting Return to the ESFA:
- a) A budget for 2022-23 which shows a surplus of £100k before FRS 102 pension charges or credits
 - b) A high-level forecast for 2023-24 which shows a surplus of £106k before FRS 102 pension charges or credits
 - c) An operational capital spend allocation of £1.5m for 2022-23 and 2023-24 fully funded by the College.

LEARNERS/STUDENTS EXPERIENCE

Safeguarding Annual Report

213. The Board had received the annual report of the Vice Principal Curriculum (Andover) and Designated Safeguarding Lead (DSL) on Safeguarding, including Prevent, and the draft annual Child Protection Audit and Improvement Plan for Hampshire County Council.
214. The DSL drew the Board's attention to the trends in the numbers and profiles of safeguarding cases, and the processes to support learners, and explained the actions taken in relation to two safeguarding concerns which had been reported to the Local Authority Designated Officer (LADO). The DSL also highlighted the wider work in supporting 'Children Looked After' and young carers, as well as students with mental health challenges, and noted the continued use of the Warwick Edinburgh Mental Health and Wellbeing Survey to provide a framework for planning support and allocating resources. Other activities during the year had included education around consent and sexual harassment.

215. It was noted that the Safeguarding Learners Policy had been reviewed to reflect the latest Keeping Children Safe in Education (KCSiE) statutory guidance and was presented for approval under another agenda item.
216. Asked about the planned ‘See It, Say It’ initiative and how this would fit into other safeguarding reporting, the Head of Learning & Quality explained that this would enhance existing mechanisms for students to report concerns by providing a QR code on posters to raise concerns which would be immediately alerted to staff. This was hoped to be beneficial to students who might be more comfortable using a phone than speaking to a staff member face-to-face and would also provide a feedback route for wider wellbeing and health and safety concerns.
217. The Board welcomed confirmation that comprehensive and effective safeguarding practices existed within the College Group and that a culture of adherence to and continuous development of those practices had been established and was being maintained.
218. The Board endorsed the responses to the annual Child Protection Audit conducted for Hampshire County Council (HCC), noting that the partnership arrangement allowed for HCC to identify themes for possible inspection at education providers.

Curriculum Delivery, Teaching & Learning and Quality Improvement

219. The Board had received the report of the Vice Principal Curriculum (Sparsholt), Vice Principal Curriculum (Andover) and Head of Learning & Quality on the review of the FE Curriculum Delivery, Teaching & Learning and Quality Improvement Policy and Strategy.
220. The draft policy and strategy had been reviewed by the Quality & Standards Committee and recommended for approval. The strategy presented to the Board had been further updated to set out the approach to securing improvements in retention (and subsequently achievement), with substantial actions for the curriculum areas where achievement rates had declined in 2021-22 underway and to be reinforced in the Quality Improvement Plan to be presented to the committee and the Board in the Autumn term. A summary of the priorities was set out in the report to the Board for assurance and the Head of Learning & Quality and Vice Principal Curriculum (Sparsholt) gave some examples of specific actions.
221. The Board noted that the proposed documents reflected the increased impetus in recent years on establishing a consistent College-wide approach to teaching, learning and assessment through mechanisms including TALO, Learning Reviews, College Teaching & Learning Values and the EVE model. The strategy set out a range of further developments to support staff to have a positive impact and to strengthen the behaviours, attitudes and personal development of learners.
222. The Board noted that members would be invited to take part in the curriculum area SAR meetings.
223. **Resolved** – that the FE Curriculum Delivery, Teaching & Learning and Quality Improvement Policy and the FE Curriculum Delivery, Teaching & Learning and Quality Improvement Strategy 2022-23 be approved.

AUDIT COMMITTEE

224. The Board had received the unconfirmed minutes of the meeting of the Audit Committee held on 9 June 2022, together with the College's Risk Register Heat Map, the internal audit plan for 2022-23, the external audit plan and strategy for the year to 31 July 2022 and proposed updates to the committee's terms of reference.
225. The Committee Chair drew the attention of the Board to key points in the Audit Committee minutes, noting the positive outcomes of the internal audits of the risk management (risk 8 Hacking or cybersecurity breach or other IT/ systems failure), key financial controls (the online store) and learner number systems.
226. The Committee Chair also highlighted a report issued by RSM on the current strategic risk factors faced by the sector which had been reviewed by the Principal, with the resulting recommendation of adding to the risk register a risk of failure to develop and deliver appropriate curriculum provision, linked to the Government's curriculum and skills and training reforms.
227. The Board noted that the committee recommended the updated Risk Management Policy and risk register for 2022-23, subject to finalisation of the risk register for presentation at the October Board meeting.
228. **Resolved** – that the Internal Audit Plan for 2022-23 be approved.
229. **Resolved** – that the external audit plan and strategy for the year ending 31 July 2022 and the two-year extension period (from 19 October 2022) for Buzzacott LLP's appointment as the external auditors within the terms of the contract be approved.
230. **Resolved** – that the updated terms of reference of the Audit Committee, incorporating a more detailed definition of 'significant fraud' in line with the ESFA's Post-16 Audit Code of Practice 2021-22, be approved.

CURRICULUM, EMPLOYERS & MARKET REQUIREMENTS COMMITTEE

231. The Board had received the unconfirmed minutes of the meeting of the Curriculum, Employers Market Requirements Committee (CEMR) held on 26 May 2022.
232. The Committee Chair commended the Deputy Principal for the Strategic Development Fund (SDF) application, in partnership with colleges and employer representatives in the Enterprise M3 extended region, and on progress towards developing a Local Skills Improvement Plan (LSIP), and highlighted the adult education budget (AEB) community engagement initiative to support local job centres and charities to offer free places on courses to improve employment chances or to provide wider community benefit.
233. The Board noted that good progress was reported on the implementation plan for T Levels, delivery of the HE Access & Participation Plan (APP), and on the Career Strategy.
234. The Board also noted the committee's assessment of the HE Graduate Survey (2018/19 graduates) and concerns about the way in which the 'highly skilled employment' classification failed to recognise the value of the early career roles in some land-based sectors.
235. The committee had undertaken its annual performance review and identified a number of activities for further development during 2022-23.

QUALITY & STANDARDS COMMITTEE

236. The Board had received the draft minutes of the meeting of the Quality & Standards Committee (Q&S) held on 23 June 2022, together with proposed updates to the HE Admissions Policy and HE Student Engagement Policy.
237. The Committee Chair drew the Board’s attention to key points in the minutes in relation to FE in-year performance, including student retention, and in relation to HE education quality and performance, including the outcomes from the Spring and Summer term student surveys.
238. The Board also noted the committee’s considerations of the annual report assessing ‘complaints, comments and compliments’ received by the College Group and matters relating to student conduct, together with policy reviews.
239. **Resolved** – that the revised HE Admissions Policy and HE Student Engagement Policy be approved.
240. The committee had commended the outcome of the Ofsted inspection of residential provision (under the social care common inspection framework), subject to internal verification by Ofsted before confirmation and publication.
241. The committee had undertaken its annual performance review which had highlighted progress made in focusing the content of reports and discussions on key strategic performance matters, enabling constructive challenge and support from committee members.

RESOURCES COMMITTEE

242. The Board had received the unconfirmed minutes of the meeting of the Resources Committee held on 16 June 2022 (Part 1).
243. In addition to the scrutiny of the proposed 2022-23 budget covered earlier in the agenda, the Board noted the committee’s consideration of the annual report on tender waivers, HR matters, and progress with the property and sustainability strategies.
244. **Resolved** – that the Employee Engagement Strategy be approved.
245. The committee had undertaken its annual performance review, noting that reports on major capital projects would be introduced in 2022-23 subject to the outcome of the T Level capital funding applications.

GOVERNANCE & SEARCH COMMITTEE

246. The Board had received the unconfirmed minutes of the meeting of the Governance & Search Committee held on 1 July 2022.
247. The Chair highlighted the outcome of governor recruitment activity and the further review of board and committee membership, and actions arising.
248. **Resolved** – that the following membership matters be approved:
- a) Colin McCormack be appointed as a member of the Board of Governors from 1 September 2022 for a term of office of four years, subject to satisfactory references, DBS and fit and proper person checks.

- b) George Morris be appointed as FE Student Governor (Sparsholt) from 7 July 2022 for the duration of his enrolment at the College and appointed as a member of the Curriculum, Employers & Market Requirements Committee.
 - c) Sujan Rai be appointed as FE Student Governor (Andover) from 1 September 2022 for the duration of his enrolment at the College and be appointed as a member of Quality & Standards Committee.
 - d) N Moody be appointed as a member of the Governance & Search Committee.
 - e) authority be delegated to the Chair of Governors to approve the appointment of the new HE Student Governor if the nomination was confirmed between the October and December Board of Governors meetings.
249. The Chair highlighted the opportunity for governors to attend HE Board of Studies meetings, whether or not they were members of the Quality & Standards Committee, to provide oversight of this aspect of HE academic governance.
250. The Chair also noted that M Lauder had tendered her resignation as a governor as of 31 December 2022 with a resulting vacancy due to arise for a Co-Vice Chair and M Lauder offered to discuss her experience with any governors who might be interested in the role in the future.
251. The Board noted the requirement to undertake an external performance review between August 2021 and July 2024 (and every three years after that) and that the committee had endorsed the Head of Corporate Governance’s proposal for an external review to take place in the next 12-18 months, with an internal review to be undertaken in September 2022, in a similar format to previous years, which would also inform the scoping of the external review.

WELLBEING AND EQUALITY & DIVERSITY

Wellbeing Committee

252. The Board had received the unconfirmed minutes of the Wellbeing Committee held on 14 June 2022, which covered equality & diversity, health & safety, and safeguarding (including Prevent). The minutes included a summary of activity reported through the Safeguarding Working Group.
253. The Principal highlighted key points from the minutes and responded to governors’ questions about the programme of first aid training and the expectations on staff, and about the progress with and extent of the programme of independent fire risk assessments. It was also noted that a number of independent health and safety inspections had taken place as part of accreditation activities across four operational areas.
254. The Principal also drew the Board’s attention to Equality, Diversity and Inclusivity related activities, including PRIDE week events on both campuses and further assessment of the College Group’s Gender Pay Gap analysis.
255. The Board noted that the annual review of the Health & Safety Policy for Staff and the Health & Safety Policies for Students (Andover and Sparsholt campus versions) had been undertaken by the Health & Safety Officer and Wellbeing Committee and that there were no revisions recommended (other than to job titles) prior to republication for 2022-23.

256. The Board noted that the Safeguarding Learners Policy had been reviewed by the Designated Safeguarding Lead (DSL) to reflect recently changes to the Keeping Children Safe in Education (KCSiE) statutory guidance which would apply from September 2022 and was recommended for approval by the committee. The changes included greater emphasis on accountability for safeguarding in view of a number of high-profile cases and the addition of new information in several areas.
257. With reference to a new section which highlighted that being perceived or identified to be LGBTQ+ was a potential risk factor, a member noted that a similar increased risk could potentially also apply to those with other protected characteristics (under the Equality Act 2010) and questioned whether the proposed new text should be expanded to recognise this.
258. The DSL explained that the proposed change was designed to address the new section in the KCSiE guidance which was specifically about LGBTQ+ but undertook to consider whether the update to the policy could also recognise other protected characteristics risk factors.
259. **Resolved** – that the updated Safeguarding Learners Policy & Procedures, reflecting annual changes to Keeping Children Safe in Education (KCSiE) applicable from 1 September 2022, be approved with a potential clarification in relation to protected characteristics risk factors.
260. In response to a governor’s query about why the Wellbeing Committee was constituted as a management committee which reported to the Board of Governors (without governors as members) given that the committee’s remit related to important legal duties, it was agreed that this structure be reviewed by the Governance & Search Committee during 2022-23.

COLLEGE GROUP REPORTS

Andover Town Football Club

261. The Board had received and noted the minutes of the meeting of the Andover Town Football Club Ltd (ATFC) Board of Directors held on 13 May 2022.
262. The Principal (and Chair of ATFC) noted the discussions with Test Valley Borough Council and Andover Town Youth FC about whether there was potential for a 3G all-weather pitch at the Portway Stadium and updates on repairs following Storm Eunice.

Sparsholt College Services

263. The Board had received the minutes of the Sparsholt College Services Limited (SCS) Board of Directors meetings held on 21 June 2022,
264. The Chair of Governors (and Chair of the SCS Board) highlighted the continued cost savings achieved by the College Group since 2019 through the SCS pension arrangements.

GOVERNANCE

Written Resolutions and Chair of Governors’ Approvals

265. The Board had received the report of the Head of Corporate Governance on written resolutions by the Board and approvals by the Chair of Governors since the December meeting.

266. The Board noted that the Chair of Governors had approved a variation to the resolution at the 31 March Board meeting in relation to the Financial Regulations following clarification of HMRC rates. The Financial Regulations now provided for a 45p rate to apply to all staff vehicles (including electric).
267. The Board noted that the Chair of Governors had approved a variation of the membership of the Resources Committee to four external members (plus the Chair of Governors) and one co-opted member and the appointment of Paula Jordan as a member of the Resources Committee, together with the appointment of Marian Lauder as a member of the Governance & Search Committee.
268. It was noted that the Chair of Governors had endorsed the agreement by the Principal, on behalf the College, to a non-disclosure agreement between the College and a potential commercial partner regarding the anaerobic digester plant site.
269. There were no questions or comments arising from the report.

Governance Report

270. The Board had received the report of the Head of Corporate Governance updating on governance matters, including in relation to recent developments in the FE and HE regulatory environment and the Board's operations.
271. The Board noted the updates, including the 'summary of regulatory concerns' in the ESFA Post-16 Audit Code of Practice and the updated DfE FE & Sixth Form Colleges College Corporations governance guidance.
272. The Chair and Co-Vice Chairs left the meeting and did not take part in the following discussion or decisions about the recommendations which related to each individual member, other than to confirm their willingness to be appointed.
273. The Head of Corporate Governance reported the outcomes of the performance review of the Chair and Co-vice Chairs of Governors, confirming that ten members had responded to the surveys and that all had supported the confirmation of appointment of each of the Chair and Co-Vice Chairs.
274. **Resolved** – that the appointments of Neil Hopkins (Chair of Governors), Chris Wilson (Co-Vice Chair of Governors) and Marian Lauder (Co-Vice Chair of Governors) for 2022-23 be confirmed.

HIGHER EDUCATION

275. The Chair of Governors noted that this was the last Board meeting that Caroline James, Vice Principal & Dean of Higher Education, was scheduled to attend before her retirement and recorded the gratitude of the Board for her significant contribution to the development and quality of the higher education offer at University Centre Sparsholt.

CONFIDENTIAL BUSINESS

276. **Resolved** – that the minutes of the Board of Governors meeting held on 19 May 2022 (Part 2) be confirmed as a correct record.
277. The confidential minutes of the meetings of the Resources Committee held on 16 June 2022 (Part 2) had been received by the Board and were noted.
278. The meeting ended at 1.40 pm.