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SOUTH THAMES COLLEGES GROUP

Minutes Finance, Planning and Resources Committee

(All resolutions passed were the unanimous decision of the Finance, Planning and Resources Committee members present unless otherwise stated)

Meeting Title	Finance, Planning and Resources Committee
Date	6 March 2018
Members	Mr G. Allen Dr J. Brumwell Mr D. Cheema Mr E. Gilbert Mr J. Hick Mr P. Mayhew-Smith - Group Principal / CEO
In Attendance	Ms. R. Devan - Director of Finance Mr D. Fraser - Director of HR Mr R Greenaway - Deputy CEO Mr M.Tweedale - Principal, Kingston College Mr C. Wright - Deputy CEO Mrs H Meredith - Head of Governance
Key Meeting Outcomes	
1.	**APOLOGIES AND DECLARATION OF INTEREST**
1.1	Apologies were received from Mr Hossain and from the Director of Facilities.
1,2	The Chair declared that he works for KPMG as a new interest in relation to Item 5. Members confirmed that they did not have any other new pecuniary or other interest in any item on the agenda other than interests which have previously been declared.
2.	**MINUTES OF MEETING OF 22 JANUARY 2018 AND MATTERS ARISING**
2.1	<u>Accuracy</u>. The minutes were accepted as an accurate record and signed by the chair.
2.2	<u>Matters arising</u> Members reviewed the action log noting that most of the items were being covered as Agenda Items at this meeting as follows:

Election of vice chair deferred to next meeting and nominations to be invited in advance	HoG	See Item 3
KPI Measures from letter from ESFA to be included in Management accounts E.g. staff utilisation and class size	DoF	To be changed for 2018-19
Termly report on franchising –and how to protect targets when not hitting targets.	DoF	See Item 6
Estate utilisation to come to next meeting	Group Principal / DoF	See Item 7

3.	**ELECTION OF VICE- CHAIR**
3.1	Mr Cheema was proposed as vice-chair, there being no other nomination, Mr Cheema was elected to serve as Vice-Chair for the year.
4.	**DECEMBER 2017 , JANUARY 2018 MANAGEMENT ACCOUNTS**
4.1	The Director of Finance presented the December 2017 management accounts and tabled and presented the January 2018 management accounts. Governors reviewed and asked questions about each, focussing on the detailed commentary on variances from forecast.
4.1.1	**<u>December 2017 Management Accounts</u>** The main positive variance was from HE franchise income; arising from an increase in funding per STC learner, in line with the rate negotiated by Kingston College. This was a direct merger benefit. Another positive variance was £115k from work placement pilots (delivered by the Business Centre).
4.1.2	A detailed analysis of Staff Costs budgets/ forecasts for each Campus / business support

	area was reviewed by the Committee noting that merger savings came mostly from STC budget E.g. reductions in permanent staff including the Principal, Clerk and Head of College which should have provided significant savings. Governors asked the reason behind the large variance between budget and forecast for STC salaries. The Director of Finance reported that both Merton and STC are overspending but that as the budget was set pre-merger the calculations of this are not available. Also the construction of the centre budget for STC is quite different from the treatment of corporate service functions at KC and CC.
4.1.3	The franchising cost forecast had been reduced based on the maximum amount of franchising agreed with partners. The Adult Education Budget forecast based on current delivery as well as planned future enrolments and franchising agreements indicates that the Group will be marginally above the minimum amount of funding it needs to generate in order to avoid claw back of funds (97%). The assumed level of franchising contained within this forecast is the contracted amount of £2,100,000. The significant levels of future in-year funding contained within the forecasts means that the risk of falling below the minimum threshold of 97% of the allocation still remains, and the franchising forecast has been maintained at £2.1m in order to provide a margin for error.
4.1.4	The Chair asked about Adult Learning Loans noting that every campus is behind budget, particularly KC and CC. The Group Principal/CEO responded that 19+ learners have not taken up loans to the same extent as the previous grant funding. Members also noted that there is aggressive competition from universities who have reduced their entrance requirements or started year zero courses for 19 + students.
	Mr Gilbert joined the meeting at 7:10pm
4.2	**January 2018 Management accounts**
4.2.1	The Director of Finance drew members' attention to changes in presentation requested by this committee in relation to cashflow forecast and contribution and staff costs.
4.2.2	Members reviewed Key Performance Indicators noting the difference in the forecast year-end cash balance for July 2018 of £8.6m against budget £10.5m which is due to the diminished performance.
4.2.3	The contingent staffing allowance of £450k had been reduced to £250k due to the risk of overspend having materialised. While the Business centre remains confident of delivering their AEB budget, as a large part of this is still due to be delivered (between February and July 2018), and taking into account that historically income targets for delivery in June have not been met, it had been decided to discount their forecast by 20% although the Head of the Business Centre is fully aware that the team retains the target of £1.8m.
4.2.4	Governors asked for assurance about the action which the Director of Finance takes to interrogate the figures. The Director of Finance confirmed that the Management accounts are reviewed by the GLT every month. The GLT carries out a moderation process by applying a top level discount so as to treat numbers with some caution. The Director of Finance reported that the fact that historically STC's income forecasts, including late in-year forecasts, have not been delivered at year-end adds to the heightened sense of risk averseness. More discounting has been applied to STC's forecasts than to KC's because more credibility in forecasting has been established by KC. There had also been some discounting of apprenticeship targets and some additional parts of the AEB such as Merton Adult Learning.
4.2.5	Members reviewed the Headlines noting that the forecast EBITDA remains £2.3m below budget and asked why this had declined in the January Management accounts by £553k from the last forecast. The Director of Finance reminded members that she had only been in post for 3 weeks before producing the December management accounts and since then other factors had come to light from greater exposure to the performance of what was formerly STC including increased facilities costs. The Deputy CEO pointed out that further uncertainties also remain such as tuition fees and AEB. Members noted that overall deficit is now looking to be about £2.8m worse than budget.
4.2.6	It was **resolved**: to note the management accounts.

4.3 4.3.1	**<u>Financial Recovery Plan</u>** The Recovery Plan was presented by the Group Principal / CEO who reported that this remained unchanged since the January version. This will be updated following the January management accounts in relation to the decline in EBITDA and further interventions needed in relation to staff cost overspends. In response to a question from the Chair, the Director of Finance felt that although agency costs are significant they are not the cause of the overspend; some curriculum areas use higher levels of agency staff to provide greater flexibility allowing them to make a higher contribution. The issue is that some curriculum areas have not shed sufficient permanent staff in the downturn.
4.3.2	Members discussed the action proposed in the Recovery Plan to avoid the College breaching covenants with the bank. The Group Principal / CEO reported on plans for significant staff cuts. The College will continue to present realistic management accounts and will continue to discuss with the Bank ways in which to offset cash at bank against the Bank loans.
4.3.3	It was **<u>resolved</u>** to note the Recovery Plan.
5.	*Mr Hick left the meeting at 7:40pm due to a declared conflict of interest. Mr Cheema chaired this Item* **VAT – UPDATE ON LEGACY STC LENNARTZ ACCOUNTING**
5.1	The Finance Director presented a paper explaining that South Thames College has operated Lennartz VAT accounting since August 2009. Under Lennartz, the College reclaimed the VAT on the development of the Wandsworth site during 2007-09. This enabled STC to defer the cashflow impact of the £6m VAT on a major capital project, by spreading the payment over a ten year period ending 31 July 2019. At the time, the Lennartz scheme would have been viewed as an interest free loan which provided a cash-flow advantage.
5.2	HMRC require the tax payer to treat Lennartz payments as output VAT rather than repayment of input VAT reclaimed. When the VAT rate increased from 17.5% to 20% in 2011, the College was disadvantaged by having to pay output tax at a higher rate (20%) than rate of input tax it had reclaimed. As a result, the cumulative total of payments over the 10 year period is estimated to exceed the amount of VAT claimed by approximately £955k. The cumulative payment will begin to exceed the original amount claimed in the July 2018 quarter. STC had the opportunity to withdraw from the scheme in 2011, but opted not to as this would have meant having to repay VAT of over £6.5million at the time. The College's VAT advisor challenged HMRC, at the time of the rate change, on the matter of the overpayment, but HMRC rejected the challenge and gave a formal ruling confirming that Lennartz rules are being applied correctly. At the merger the Lennartz VAT still to be repaid was about £1.6m.
5.3	The College has been approached by KPMG who have invested resources in reviewing the Lennartz calculations, and the rationale for Lennartz output tax adjustments and developed a challenge that they consider to be robust. If KPMG are successful in challenging HMRC on their stance this is likely to lead to the 'output tax' being limited to the amount of input tax originally recovered on the Lennartz asset, meaning a cashflow saving of up to £955k. KPMG propose to perform this work on a contingency fee basis, with the fee calculated by reference to the value of the future adjustments forgone. They consider that this will require negotiation with HMRC but do not envisage that this will require litigation.
5.4	Members reviewed and discussed the Director of Finance's paper which set out the proposed grounds for the challenge and advantages and disadvantages of the proposals.
5.5	It was **<u>resolved</u>** to: • Note the reasons for the proposed challenge to HMRC's position on Lennartz accounting • Note the risks associated with proceeding; • Proceed with the challenge as the potential benefits exceeded the associated risks; • Agree the proposal to appoint KPMG to negotiate with HMRC on the College's behalf subject to negotiating a lower contingency fee with KPMG. *Mr Hick rejoined the meeting at 7:52pm*

6.	**PARTNERSHIP PROVISION REPORT**
6.1	The Deputy CEO presented a report on partnership provision – subcontracting- by the College of ESFA funded courses to another provider for delivery.
6.2	The report detailed the volume of contract provision and achievement rates for each provider and members asked about the controls for monitoring the quality of provision provided by sub-contractors. The Deputy CEO confirmed there is a detailed contract and risk management process with regular monitoring visits. In response to a question from a governor, the Deputy CEO confirmed that there have been a few previous occasions where STC had withdrawn provision from a subcontractor if this was not of sufficiently high quality.
6.3	The Group Principal / CEO suggested reviewing the Group's long term strategic plan in relation to sub-contracted provision; with a longer term view to moving delivery of this provision in-house or to discontinue with sub-contracting. This will be discussed at the Corporation Strategic Planning Day.
6.4	Members asked about an article in this week's 'FE Week' about VAT on subcontracting suggesting that HMRC are setting up an investigation to find out why colleges have not been charging VAT on their management fees in relation to sub-contracting. The Director of Finance is, as a result, taking advice on this and had received preliminary advice by the College's VAT advisor that this is a misunderstanding of the rules. The Chair asked for a worst case quantification for the next meeting if this were found to apply and HMRC were to attempt to claim back unpaid VAT for previous years.
6.5	It was **resolved** to note the Report
7.	**ACCOMMODATION AND CAPITAL PLAN UPDATE**
7.1	The Deputy CEO presented an update report on progress made in delivering the approved capital programme for the year, accommodation developments. and work to initiate estate rationalisation. The report provided an updated forecast of expenditure in the current year and identified critical dates for the substantive commitment to project costs. Members noted that the College has initiated a range of studies to review options for rationalisation in order to improve utilisation and remove/repurpose surplus accommodation which will provide the basis for the development of the Property Strategy in the summer term- which will be informed by the wider Strategic Plan and curriculum requirements.
7.2	At the November meeting, the Committee received a report on ongoing capital projects and forecast costs in 2017/18. The Committee approved expenditure of £1m in respect of these projects and asked for details of the commitment dates for the substantive expenditure on each project. The paper provided a detailed update on these capital projects. In addition the Deputy CEO confirmed that recurrent capital expenditure included items such as computer replacement costs and smaller projects managed through the budget planning process. The Deputy CEO reported that the total expenditure forecast for 2017/18 has increased by £98K.
7.3	**Capital projects** The report provided an update for each of the following projects: **1.** Kingston Hall Road –Replacement Windows. This project had become more critical because a window pane dislodged from the Tower and fell onto a lower roof. Protective film has been placed over the windows to reduce the risk of any further incidents. Planning consent was expected by the end of March with the appointment of the contractor at the end of April. The critical date for the commitment of expenditure on this project is 21st May 2018– the appointment of the contractor. **2.** Kingston Hall Road – Lift Update. This project is on track and is within budget with two lifts to be replaced this summer and two next summer. The nature of the proposed contract and the timing of the work will bring forward expenditure into 2017/18. The critical date for expenditure commitment is 9th April 2018, when the contractor is appointed. **3.** Kingston Hall Road - Front Entrance & First Floor. A review has been undertaken of the RIBA Stage 1 design to consider the curriculum requirements. The costs of the application stage in 2017/18 are £400K, partly offset by GLA fee support grant of £100k The proposed approach to the stage 2 design and application is to set a budget of £15m and ensure that the project delivers value for money

	within this threshold. The funding package for the budget would be £5m of GLA LEAP support and £10m from rationalisation disposal receipts. The substantive commitment to the project would be in Spring 2019.
7.4	**Estate rationalisation – addressing utilisation** The report also detailed activity to rationalise the estate to generate receipts for reinvestment. The property strategy development will be informed by the curriculum planning process being currently undertaken this March. The outputs from the planning process will include space requirements across the colleges. The outputs of the capacity studies, market appraisals and progress with capital projects will be reported to the next Committee meeting to inform the approach to the capital programme and property strategy. A Property Strategy Presentation by the College's property advisors is being organised for all governors on 27 March 2018
7.5	Members discussed the proposed projects at Kingston Hall Road noting that the cost of bringing the entire building to a Grade B standard could be £40m. Members agreed that the College needs to generate receipts from disposals or capital grants for reinvestment to support the proposed capital projects. Members asked whether alternative options such as any possible new building had been exhausted before commencing work on the current Kingston Hall Road building. The Group Principal confirmed that any plan would take at least 5 years to realise and that the window and lifts replacement needs to be undertaken now for staff and student safety. The Deputy CEO reminded the committee that KC Corporation last year approved the expenditure on the lifts and windows. The Committee Chair commented that this expenditure is not revenue enhancing but the Chair of the Corporation confirmed that STC knew about the need for this expenditure prior to the merger and confirmed the need for putting safety first in carrying out this work.
7.6	Capital expenditure decisions for 2018-19 will be agreed as part of the approval of the capital budget presented to the June meeting. The Chair asked for a timetable for proposed disposals and indicative ranges for anticipated receipts to be available to help the committee in making those decisions. It was also agreed that the Committee should receive a capital update report each meeting
7.7	It was **<u>resolved</u>** to note the Report
8.	**CARSHALTON / MERTON RATIONALISATION - presentation**
8.1	The Group Principal / CEO made a presentation of plans for estate rationalisation between Carshalton and Merton Colleges. The two colleges are 2.5 miles apart with many areas of overlapping curriculum. The presentation outlined a proposed solution to bring the colleges' curriculum areas together at either Merton or Carshalton for better efficiency but also taking into account trying to maintain the best gender balance possible at both sites.
8.2	The Group Principal / CEO reported that a Working Group of senior staff is carrying out integrated curriculum planning. The plans should result in a part of the Carshalton site becoming available for disposal and will include a full staff consultation. In response to questions about financial modelling the Deputy CEO indicated that the Institutional Review will work towards staff savings of about £1m across the sites. Members asked whether the whole provision could be fitted onto one site but this was not under consideration. The merger was based on the importance of keeping each college open. The Chair asked for details of space utilisation based on the square footage for the next meeting.
8.3	It was **<u>resolved</u>** to note the Report
9.	**BUDGET ASSSUMPTIONS 2018/2019**
9.1	The Deputy CEO presented a report on budget assumptions outlining the annual process of curriculum and budget planning to confirm the course offer and resourcing for the following year involving curriculum and service managers. The curriculum and resourcing plan provides the basis of the budget and 2 year Financial Plan which will be presented to this Committee in June 2018 for recommendation to the Corporation in July.

9.2	Prior to the commencement of the planning process a top level 2018-19 income and expenditure plan is produced. The report set out the interim plan which was reviewed in detail by the committee which noted that the aims are as follows: 1. to plan and confirm a broad, relevance and high quality range of courses to meet the needs of students, employers and the community served by the group 2. to secure a financial health rating of at least "Good" 3. to reduce costs and improve efficiencies in curriculum and service delivery 4. to provide the funds necessary for investment in capital requirements 5. to reference national benchmarks for financial performance.
9.3	The committee considered the assumptions around these aims: **2. To secure a financial health rating of at least "Good"** The Financial Health would just remain Good but any further reduction in EBITDA or the current ratio will impact this assessment. **3. To reduce costs** The assumptions were based on a further decline in income of approximately £2.5m. Members discussed the need to reduce the staff cost base noting that a reduction in staffing costs by £2.5m equates to a reduction in staffing levels of around 63 FTE. In order to be able to cover the costs of a 1% pay award and incremental progression plus increasing resources to deliver greater levels of work experience in was estimated thatf a further £900k of savings would be required which would then result in staffing cuts of about 80-85 FTE. To add to this, the information that EBITDA had worsened in the Januray Management Accounts and this may make it necessaryto increase staff savings by another 0.5m. Members discussed the impact of cuts of this level on staff morale and the quality of teaching, which have to be balanced against the need to right size the college. **4. To provide the funds necessary for investment in capital requirements** Cash moves from £12.4m to £9.1m by the end of July 18. The forecast cash position at July 2019 after spending on lifts and windows would be £5.6m. **5. To reference national benchmarks for financial performance** Barclays Bank has set a number of minimum indicators that the group is required to meet under its loan agreement. Based on the interim financial plan, the College should remain within these covenants but members questioned whether the plan goes far enough to manage the risk of the College dipping below any of the financial covenants set by the Bank.
9.4	The Committee discussed planning parameters and principles including the College's Reserves Policy. The Director of Finance advised that the Funding Body used to suggest holding Reserves of 25 cash days in hand which would be £4.8m. The Bank's indicator for cash reserves is £5m. After discussion it was **<u>resolved</u>** that the College should adopt the following financial planning parameters: 1. The College can only commit to capital expenditure through what it receives each year from cash generated by EBITDA, less other cash movements such as repayment of loans plus any capital grant funding or in year property disposal receipts 2. The College will not commit to capital expenditure were such a commit would breach the Reserves Policy. 3. The College will not commit to capital expenditure which is reliant on property disposal receipts or capital grant before they have been received 4. The College will not increase its current level of borrowing 5. The College has surplus building space and needs to work toward identifying and realising property disposal opportunities in order to generate cash to reinvest in the College estate.
9.5	It was **<u>resolved</u>** to note the Report and to request that a Reserves Policy be brought to the Committee for consideration at a future meeting.

10.	**DIRECTOR OF HUMAN RESOURCES REPORT**
10.1	The Director of Human Resources presented a paper providing detailed metrics for HR issues across the College Group and took questions from members on this. Members noted that 1,567 staff are currently employed by the Group. 69% of the workforce are employed on permanent hours contracts, whereas the remaining 31% are employed on sessional or variable hours contracts. Over the whole group there are just over 500 sessional staff.
10.2	The staff turnover rate is currently 8.7%, which is based on 136 leavers since 1 August 2017. This results in a projected annual turnover rate of 17.4%, which would be equivalent to 272 leavers. Creation of the group has not had an impact on turnover.
10.3	The absence rate is currently 5.32%, which is based on 5,266 days lost to sickness absence At STC currently over 20% of sickness absence is related to work-related stress despite the teaching staff at STC having the lowest contact hours across the Group (23 against 24 hours a week) This is a significant issue which needs to be addressed. The Chair asked for more information about the reason for that in a future report.
10.4	**<u>Gender Pay Gap</u>**
10.4.1	The Director of Human Resources tabled a report on Gender Pay Gap reporting which was based on KC data (as at 31st March 2017). The mean gender pay gap as at 31st March 2017 was 13.3% based on the gross hourly pay of female employees and male employees. Nationally the average is around 18%. Members noted the limitations drawing conclusions from this snapshot bearing in mind the merger which has since taken place.
10.4.2	It was **<u>resolved</u>** to note the Report and that this information will be published on the College website and uploaded to the government website.
11.	**INSTITUTIONAL REVIEW TIMETABLE**
11.1	The Director of Human Resources presented the proposed indicative timeline for the Institutional Review. The proposed Voluntary Redundancy Scheme was not available at the date of the meeting.
11.2	Members noted that if there are to be more than 100 staff cuts there will need to be a 45 day consultation period which will impact on the proposed IR timetable.
11.3	Members noted that due to the need to offer suitable alternative employment options on redundancy could entail putting up to 300-400 staff at risk of redundancy because of the need to put others at risk at other sites.
11.4	The Chair asked about harmonisation of pay and the Director of Human Resources indicated that despite the intention to review that this year this will not be taking place as there is no ability to resource this at present.
11.5	It was **<u>resolved</u>** to note the Report
12.	**POLICIES FOR APPROVAL**
12.1	**FINANCIAL REGULATIONS**
12.1.1	The Director of Finance presented a report on a review of the College's Financial Regulations proposing some changes to current procurement and approval levels. Members noted that following the merger there will need to be a new set of Financial Regulations which is a major piece of work which has not yet been completed.
12.1.2	It was **<u>resolved</u>**: to recommend that the Corporation approve the proposed changes.
12.2	**FEES POLICY**
12.2.1	Members received a report on the review of the College's Fees Policy which provides a framework for setting tuition fees.
12.2.2	It was **<u>resolved</u>**: to recommend that the Corporation approve the Fees Policy.

12.3 **SCHEME OF DELEGATION**

12.3.1 The Head of Governance presented a Draft Scheme of Delegation intended to codify into one document the various delegations which are currently found in a number of documents.

12.3.2 The committee noted that the only changes to existing practice set out in the document are the new procurement limits proposed under Item 12.1 above

12.3.3 It was **resolved**: to recommend that the Corporation approve the Scheme of Delegation

13. **REVIEW OF BOARD ASSURANCE RISK AREAS**

13.1 Under the Board Assurance Framework and Risk Management Policy each committee provides to the Audit Committee an assessment and opinion on risk areas falling within their Terms of Reference. The committee reviewed the four Risk Areas delegated to this Committee. The Deputy CEO reported how the risks had been assessed by College managers and the factors which contributed to each overall risk score.

Severity of Risk	Minor <20	Medium 21-34	Critical >35	
Level of Assurance	High	Medium	Low	None

Assurance / Risk Areas	Risk Assessment: Cross Reference to Risk Register	Risk Assessment: Gross	Risk Assessment: Net	Overall Assessment of Assurance Level	Risk Area Responsibility: Governing Body Committee
Declining Financial Position	5,6	36	25		FPR
Failure of lack of availability of key infrastructure services	7a,7b,11,15	69	37		FPR
Staff performance detrimentally impacts on learners	8,9,10	37	16		FPR
Failure to embrace, co contribute to, or to deliver on the Government and London LEP vision for FE and translate it into the work of the College Group.	19,20	48	20		FPR

13.2 Under the Board Assurance Framework and Risk Management Policy the committee assessed the four risk areas (above) delegated to this Committee:

Declining financial position

There is a risk that the financial position of the College will decline but a high level of assurance that the actions and controls will identify and/or manage in year financial issues that may arise.

Failure or lack of availability of key infrastructure services

There is a medium risk that key infrastructure services will fail or if they do the College would not be able to mitigate the impact of such a failure but a good level of assurance that the actions and controls in place will ensure the College does not experience such a failure.

Staff performance detrimentally impacts on learners

This risk area is made up of a number of factors with the level of assurance about mitigating controls and actions assessed as medium.

Failure to embrace, to contribute to, or to deliver on the Government and London LEP vision for FE and translate it into the work of the two Colleges

The significant amount of work being undertaken to ensure the College maximises the

13.3	opportunities that arise from the introduction of the Apprenticeship Levy and the Area Review process provides a high level of assurance that the actions will deliver on the opportunities so that this is a low risk. After discussion it was **resolved** that: • as the EBITDA position had declined in the January management accounts the net risk re the declining financial performance should be re-assessed as a high (red) risk; • the Committee were satisfied that the risk level for each of the other risks was correct and that sufficient controls and/or actions are being taken to manage the risks.
14.	**MEETING DATES - TO NOTE:** The next meeting for monitoring of the management accounts will take place on Tuesday 17 April at 6:30pm. Although this was scheduled to be by Conference Call only the Head of Governance will also arrange a meeting room to give members the option to attend by telephone or in person. The next full meeting will be on Tuesday 19 June 2018 @6:30pm at Carshalton College The meeting closed at 9:50 pm. Signed: ………………………...........Date:…………………………….

Action points		**Responsible**	**Deadline**	**Signed off**
From this meeting				
1	VAT on subcontracting management - the Chair asked for a worst case quantification for the next meeting	DoF	April 2018	
2	The Committee should receive a capital update report each meeting	DCEO	June 2018	
3	Carshalton/ Merton rationalisation: the Chair asked for details of space utilisation based on the square footage for the next meeting.	DCEO	June 2018	
4	A clear Reserves Policy should be agreed at the next meeting;	DoF	June 2018	
5	The Chair asked for more information about the reason for the levels of work related stress at STC.	DHR	June 2018	