

The Viridis Schools Federation of Orchard, Southwold and Hoxton Garden Schools

**Resources Governing Body Sub-committee
Virtual Meeting via Microsoft Teams**

On Wednesday 4th November 2021 at 4.30pm

Committee Attendees

Sara Walsingham (SW)
Laura Theobald (LT)
Giuseppa Colella-Mare (GCM)
Clerk: Manna Ghidey

James Gowland (JG)
Hanna Lownsborough (HL)
Rachel Davie (RD)

1. Apologies/Consent for Absence

No apologies.

2. Governing Body Organisation

a. Membership

No changes or comments made.

b. Declarations of interest in items on the agenda & register of pecuniary interests for 2021-2022

Has been completed and no declarations made.

c. Acknowledgement of TOR

No changes or comments made.

d. Code of Conduct

No changes or comments made.

e. Governing Body Annual Calendar

All agreed with the resources meeting calendar. Next resources meeting is on 19th May 2022.

3. Agreements of the minutes from the last meeting

No changes or comments made, all in agreement.

4. $\frac{3}{4}$ Year Budget Review & Forecast, current status

$\frac{3}{4}$ year budget review report was presented to the governors prior to the meeting

a. Current status of budgets & changes

On 1st page of report - Income

(GCM) Noted there was no difference to the previous Year End prediction for the amount brought forward.

(GCM) Stated that the main difference was in I05 – pupil premium where there has been a small increase in funding. The majority of the increase in income is due to the Covid recovery premium.

(SW) Noted that the Covid recovery funding needed to be coded under I18c – Covid catch up grants not I05.

(GCM) Confirmed that the money has been transferred to I18 since the report was produced and any other Covid related funding received in the future would be put under I18.

The Recovery premium combined with the Covid catch-up funding and the additional money received for the FSM vouchers are the main reasons for the income difference, there is an approximate difference of £293K more than what was stated in the budget presented at the beginning of the year. GCM is forecasting that there will be less income from dinner money but this will be counter balanced in the catering expenditure as less dinner income corresponds to lower invoices paid. GCM noted that there is an increase in I12 – contributions to visits due to parents paying for the Kench Hill trip which is now going ahead this year in June.

On the 2nd page of the report - Expenditure

(GCM) Stated that the expenditure for salaries has been accurately forecasted as it has been projected using the December payroll figures and there is unlikely to be any changes/movement of staff in the last quarter of the financial year. GCM noted that there is likely to be an underspending of approximately 132K in teaching salaries and £195K in support staff salaries for TAs, HLTAs and Learning Mentors. This will however be reflected in E26/E27 – agency staff, as there has been an increase in expenditure of supply staff. With regards to E04/E05 - premises and administrative staff, the cost of salaries is likely to match the initial budget as there have been no changes in staffing; there is a pay award being paid to support staff of 1.75% from April 2021 which will be paid in March 2022, this however was included in the initial budget. There has been some savings in E08 - Indirect employee expenses as there have been some savings in advertising costs and a reduction in the number of taxi's being used for cross site movement. There has been small savings in E09 – Development and Training due to a small reduction of intervention by the specialist consultant.

(RD) Added that the consultant's number of days has been reduced to better suit The Federation wide CPD programme.

(GCM) Stated she is planning a forecast of £353K underspent overall in staffing expenditure. GCM noted that E12 - maintenance and improvements is on target to being spent in full. Less has been spent in E14-Cleaning Supplies as it was initially anticipated that more would needed to be spent due

to Covid. Less has been spent in E18 – other occupation cost due to a reduction in statutory testing. There will be savings of £70K overall in Premises.

By the end of the financial year, GCM predicts that E19 – Learning Resources will be overspent due to an increase in enrichment, subscriptions and reprographic costs. E20 – ICT Learning Resources will be overspent due to the last payment of the IT leases and due to an increase in software licences. E22 – Administrative supplies has been overspent due to the refurbishment of the communication technology across all 3 sites. There has been a decrease in expenditure in E25 – Catering due to a reduction in dinners numbers. More has been spent in E26/E27 – Agency Staff which is reflected in the underspending in salaries of teaching staff and support staff. E28 – ICT Services has been overspent by approx... £50k due to an IT GDPR audit and IT switches upgrade in all 3 schools to support modern/upgraded technologies.

(GCM) Noted that in E30 – Direct Revenue Financing, around £280K to be transferred at the end of the year into the capital budget for capital works and IT hardware that has been bought.

(GCM) Stated that the anticipated amount to be brought forward from the 21/22 financial year is £1.268million. GCM noted that this figure includes the approx... £400K committed amount for the Caretaker house. At the beginning of the financial year it was anticipated that the costs for the project would be spent in the 21/22 financial year but due to prolonged façade works at Hoxton Garden and the need to follow Hackney procurement protocol for this types of jobs, this has been delayed and will now be brought forward into the 22/23 carry forward. £400K will be ring fenced in the new budget for the caretaker house project.

(JG) Assumed it would be spent in this school year and noted that in the last financial year the assumed carry forward was £900K - £1mill including cost of the house, so in reality the expenditure has been less than what was initially predicted.

(RD) Stated that the façade works at HG have been delayed. The works started in September 2021 and was due to be completed in 3 months. However the works have not been completed. The contractors are due to be onsite for another 6 weeks because of works that need to happen to the outbuildings and the shelter next to the caretaker house. Therefore, the start of the Caretaker house project has been delayed.

(GCM) Explained that the difference in the initial prediction is due to the £236K received in extra funding due to the recovery premium. The initial prediction of approx. £1mill carry forward plus the extra £236K funding equates to the predicted £1.23 mill carry forward.

(JG) Queried if the cost of the house has increased.

(RD) Explained that the initial estimated costs was approx... £350K but the recent quotes received have increased that estimate due to the current climate issues and the rise in cost of materials, to approx. £400K.

(RD) Added that there is more knowledge of what the details of the works of the project will look like and so that is also why there has been an increase in the estimation of the costs.

(SW) Queried whether the outbuilding works would have to be revisited during the caretaker house refurbishment.

(RD) Stated that as the shelter is a protected building and it needs restoration works, if falls under the LA management works as part of the façade works.

(GCM) Noted that the building is a Grade II listed building and there is also an old outside toilet which needs to be repaired. This is welcomed as an outdoor storage space much needed for stock at HG.

3rd page - capital

(GCM) Stated that capital expenditure has mostly been spent on works carried out during the summer, in CE02 and CE04 – Information and Communications Technology which has included the cost for the new teachers' and EYFS iPads and the replacement of some old computers. GCM also noted that there are plans to upgrade the older PCs in the community spaces (halls and libraries) in all 3 schools. This would require additional 21 PCs.

b. Indicative Budget 2022/2023

Governors presented with Viridis' Indicative Budget for 2022/23

(GCM) Stated that the budget for 22/23 financial year is similar to the budget received in the current financial year.

(SW) Queried if the schools had received the quote for the supplementary grants from Hackney, which is the grant that covers the uplift in national insurance contributions.

(GCM) Stated that there has been no communication from Hackney regarding this but would make a note to chase this up.

(GCM) Stated that the provisional budget has been received from Hackney and this is the basis for the indicative budget. The funding received from the LA is predicted to be approx... £8.5mill. The SEN, /High Needs and Pupil Premium funding have been based on the current budget. This may change depending on the SEN and Nursery pupils on roll at each Census point in October, January & May.

(SW) Stated that pupil premium income should stay the same as it is based on the account of the October census and there may be a minor adjustment in December.

(GCM) Noted that there will be additional income will be received from facilities and services, contributions to educational visits, donations, community focused facilities and additional grants for schools, including the school led tutoring grant which will be received from Hackney. Overall the estimated budget for next financial year is £10.5mill. This budget is based on 1252 pupils.

(JG) Queried whether the Covid funding had stopped

(GCM) Stated that the recovery premium is based on the academic year so the remainder of the funding will be paid in the new financial year's budget.

(SW) Noted that the national tutoring grant is also Covid recovery funding but the schools will have to evidence the use, otherwise the schools may need to pay it back.

(RD) Noted that this will be evidenced using SIMs and would be identified in the census information. The Federation is not currently undertaking any specific school led tutoring due to a review of pupil data happening in the spring term. RD stated that the schools are thinking ahead to the summer term to ensure that the school led tutoring programme coincides appropriately with the internal provisions that are already in place which is within the PPG budget and not engaging further external tutors where there isn't a need to do so.

(SW) Queried whether the school led tutoring had to be external or whether it can be done internally and charged to the grant.

(RD) Noted that some of the tutoring can be charged to the grant but some of it has already been catered for and has been a long standing tuition prior to the tutor led funding being received. From the autumn and spring term census key children will be identified and the areas would be highlighted where it would be appropriate to use the tutor led funding.

(SW) Asked whether this would be included on the year end return for that grant.

(RD) Confirmed that it would be included.

5. Staffing Update (including risks to recruitment & retention)

- **Leadership Update**
- **Staffing Update**
- **Teaching Apprenticeship Update**
- **Finance and Administrative Update**

An update report was included in the pack presented to governors

(RD) Stated that there has been some changes to the Leadership structure at Orchard. The DHT left at Christmas and the responsibilities of that role have now been split amongst the two existing AHTs rather than recruiting in another new leader into the school when the upper school DHT only just joined in September. RD is providing mentoring and coaching support to the AHTs through this transition period which RD stated has been successful with good improvements across the Spring Term in both KS1 and EYFS. Two members of the SLT are currently on maternity leave and are due back in the summer term and a further two members of the SLT are due to go on maternity leave before the end of the school year. The CPD programme remains in place for SLT and this is taking place through external coaching with a specialist who has worked with The Federation for 3 years now. There is also a middle leadership CPD programme which is run by RD and the HTs. The focus this year is around deploying training around individual mental wellbeing and ensuring that the leadership is always enacted with this

in mind. In particular through communication, linking back to national agendas (which has been in place since September) but also in line with Orchard's recent Ofsted report.

(RD) Started that in terms of teacher and learning teams, the annual recruitment strategy programme has been running since September. RD stated that the number and quality of applications coming through has not been what was expected which is a cause for concern. Agency staffing where there usually a strong calibre of candidates is not the case at the moment. This has been felt across London not just particular to Viridis schools. RD stated that it was a worry in the sense of fore planning with recruitment and also thinking about those training programmes for ensuring an enhanced quality of learning and teaching is consistently happening across the schools with new recruits coming in in the next wave. RD is proactively interviewing as the applications come through, ensuring that the best candidates are captured as quickly as possible. Recruitment has already been established for September 2022 in part and will continue to support that through the next term.

(RD) Noted that staff teaching preference was collated in January, looking at which staff members might be staying, what they are looking for and any who might be considering leaving The Federation at the end of the academic year which is part of the forward planning model. In light of recent communications there is a need for consideration regarding where everyone will be in September 2022 based on HT changes that are happening.

The Federation is still struggling with the Covid context, which links partially with the agency concern about the number of quality teachers available to support at short notice. The last 2 terms have been the most challenging in terms of staff absences due to Covid isolation and managing the consistency of cover within the school because of the agency challenges occurring. It is manageable but the focus always needs to be on the stability for children and making sure that the schools are utilising internal covers as much as possible to minimise the disruptions to the children's learning. RD noted that Covid guidance has changed once again but RD has spoken to HR at HE who are currently unpicking the new guidance and what that will look like in terms of managing potential Covid outbreaks if members of staff test positive for Covid or suspect they have Covid and reducing the disruption to the children's learning.

(RD) Stated that Apprentice Teachers from the last academic year have successfully completed and passed their end point assessments. Three apprentice teachers were employed this academic year and are all on tract to pass their QTS this year. There have been 74 Apprentice Teacher applications for next academic year and 4 have already been recruited with the ambition to recruit another 3 applicants.

(RD) Explained that the Communications manager has now finished the induction process. The role has been substantiated and some data measures have been established which will underpin the basis of the performance management including the analysis of social media and websites.

(RD) Updated that the Finance teams and SLT have all undertaken Safer Recruitment training in the last 2 months which is important in terms of everyone's responsibility in that recruitment process and ensuring everyone's training is up to date. ½ termly meetings across sites is continuing for finance, office, premises and IT strategy meetings which are being undertaken to ensure that there is clear communication and information sharing related to technology as well as impact and review.

(SW) Asked when Aimee Walker would be leaving.

(RD) Confirmed that AW would be leaving at the end of the academic year for personal reasons. However, prior knowledge has been supportive and has enabled forward planning for ORC and SW in the next phase of the transition.

(HL) Asked whether there was concern regarding parental rebuttal due to HT changes or whether that is part of the process when there are leadership changes and therefore should hold course.

(RD) Stated that the plan is to hold course and to ensure the importance of transparency and clear communication around the changes. It is also the reason for communicating the changes now and recruiting in good time. It is hoped that in 6 weeks' time there will be good news regarding those changes. The potential concern is the unknown and given that ORC has fairly recently gone through a transition, there needs to be a steady leadership with the level of need that a larger school entails. Currently SW is stable but ORC needs a strong headship. SOB has been on the transitional journey before being head at HG first and then SW. RD noted that there will no doubt be upset amongst the SW community as a result of SOB moving on but there would be anyway if SOB chose to move on to seek other opportunities given that SOB has been at SW for 5 years now. This is also part of the retention strategy in terms of giving SOB that opportunity to exercise his skill set in a bigger setting.

(SW) Stated that RD's presence around the schools must give stability and ensuring familiarity and contact with parents.

(RD) Agreed that stability is important and that it is about the family of the three schools and all SLT, RD included, being present on the school gates in the morning and the evening, ensuring direct contact with the school communities and the parents. RD will be conducting the mentoring, support and stability for SW during the transitional stage.

(JG) Queried whether there would be further leadership structural changes, given that SOB will presumably want to make some changes once he is at ORC and likewise at SW when the new HT is recruited.

(RD) Stated that a projected staffing structure has been constructed in anticipation of the coming changes and what it would look like in terms of roles and who would be where within that setting. The known factor of the two AHTs who have taken on the split DHT responsibilities at ORC is essential to that as there is platform for two DHTs out of that one role so that there is capacity in SLT at DHT and AHT level.

(RD) Stated that all staff have essentially been placed and early conversations have happened for staff who will need to move sites to support that. All the pre-work has been done so that there is clarity on who the leaders of the schools are in terms of HTs and who will support that and who that 2nd layer are so that there is absolute security in terms of school communities of known people and also the right skill set in the right places to support the right people.

6. Financial Standards

a. Financial Value Standards Review

(GCM) Noted that similar to last years review, answers have remained the same apart from 4 questions noted on the 1st page of the report which have been answered in part. A comment has been noted detailing an action plan. The questions need to be reviewed and agreed and then signed by the Chair of Governors.

(GCM) Explained each of the questions that were answered in part

“Q1. In the view of the governing body and senior staff, does the governing body have adequate and up-to-date financial skills among its members to fulfil its role of challenge and support in the field of budget management and value for money? Is there a plan in place to address any gaps?”

(GCM) Noted that the governors, EHT and SBM need to update the Skills Matrix. GCM is to send the skill matrix to the resources committee to review and update. The updated matrix will be put together with the SFVS and submitted to Hackney.

“Q3. Does the governing body receive clear and concise monitoring reports of the school’s budget position at least 6 times a year?”

(GCM) Noted that as discussed previously, the resources committee does not meet 6 times a year. There are 3 meetings per year, once every term, where the governors are presented with clear and concise reports and updates regarding The Federation budget and all the resources committee is happy with the arrangements. There are no further actions to be taken.

“Q17. Does the school benchmark the size of its senior leadership team annually against that of similar schools?”

(GCM) Noted that currently The Federation does not benchmark the size of SLT against that of similar schools. This is due to HE benchmarking documents not separating SLT and teaching data.

(GCM) Stated that as the benchmarking data is based on 20/21 data, and this is a new question on the SFVS, GCM is hoping that once HE receives feedback from the SFVS, the benchmarking analysis will be conducted with this in mind and SLT and teaching teams data will be separated and then the question can be answered as Yes.

(SW) Queried whether the analysis was national and whether Hackney has a separate analysis.

(GCM) Stated that it is the procurement department that deals with the benchmarking documents and that the data must be taken from the finance teams. The analysis is only for Hackney schools where a number of schools are benchmarked against schools that are similar in size to each other.

“Q19. *Has the school leadership team considered the results of the self-assessment dashboard or other DfE benchmarking tools?*”

(GCM) Stated that this does not happen because the benchmarking document provided by HE does not provide a self-assessment dashboard or similar tools. However, GCM and RD will explore the use of the DfE Benchmarking site and endeavour to use the dashboard tool that the DfE provides to make that comparison.

(SW) Noted that the DfE benchmarking platform is a good tool where the schools can select which other schools to compare with. SW stated that it is free to access but as it is a national benchmarking platform it will be based on the last financial year's data.

(GCM) Stated that the SFVS document needs to be signed and submitted by the 31st of March.

Governors' all in agreement for the document to be signed. GCM to send the document to JG to be signed and returned. GCM will submit the signed document to HE by the deadline.

b. Benchmarking

(GCM) Stated that the schools that were selected for the benchmarking analysis consisted of 3 federations (Viridis, New Wave and Leap) and 2 individual schools (Millfields and Daubeney). GCM noted that not all the schools are similar in size and structure. The data analysis is based on last financial year's data so it is outdated. Since the benchmarking report has been collated, one of the single schools has joined a federation. Therefore GCM anticipates that next year, hopefully, Viridis will be benchmarked against Federations only. This will give a more appropriate comparison for the benchmarking report.

(JG) Noted that Viridis' revenue expenditure per pupil is far lower in comparison to the other schools in the report, including the single schools. JG queried why that is.

(GCM) Explained that there were a number of reasons for this. The main reason being due to the amount spent on agency staff compared to the other schools and the fact that Viridis' catering staff were not employed directly. A number of the other schools employ their catering staff directly and therefore incur higher salary costs.

(JG) Stated that regardless of where the catering comes from it is still an expenditure.

(GCM) Noted that staff contracted directly is more costly vs. tendering the contract out in terms of payroll costs. GCM noted that the report does not detail exactly what data has been used in each section as there are some areas of the report where Viridis has expenditure data that the other schools do not.

(SW) Queried what the surplus C/F is of the other schools.

(GCM) Explained this is not detailed on the report.

(GCM) Noted that if you read further in the report for example the expenditure for E01- Teaching Staff, Viridis is the 2nd school who spends the most behind New Wave, which is in line with the compared pupil numbers.

(JG) Pointed out that the graph below that shows that Viridis is below average in terms of the total teaching staff spend per pupil.

(GCM) Reiterated that it is not explained how HE extrapolates its data and the rationale behind the data as some of the comparisons are not effective. GCM also noted that when looking at the data it suggests that New Wave has spent the most on teaching staff but is one of the schools that spends the least on teaching staff per pupil, which doesn't correlate. GCM stated that the DfE benchmarking tool may offer a better comparison compared to HE benchmarking report.

(SW) Agreed that the benchmarking reports comparison was not very good and the issue is that the analysis is only as good as the information given.

(JG) Queried whether it is possible for teaching staff to be miss-coded.

(SW) Stated that if a school had a huge supply budget this might explain the difference.

(JG) Noted that according to the next section on benchmarking report suggests that Viridis is the only school that uses supply staff.

(GCM) Explained that E02 – supply staff is used for any overtime teachers may incur (for e.g. booster classes).

(SW) Suggested it would be a good idea to explore the DfE benchmarking tool with 3 other Hackney federations to compare.

(JG) Noted it was a shame that the benchmarking report isn't more useful and that the schools should be able use it as an external data point to challenge ourselves about various things but we can't. JG queried whether this should be reported back to LA or whether the schools should just use the national benchmarking tool.

(RD) Stated that both need to happen. RD stated that in the HE benchmarking report the two Federations were a good comparison. However, there needs to be more of a narrative about each section of the report. RD suggested that the benchmarking discussion be brought forward to the summer term meeting. Once RD and GCM have investigated the DfE benchmarking tool, the findings can be presented to the committee along with the comparison of Hackney's benchmarking report.

(SW) Noted that the key point of the report was the analysis of the per pupil expenditure costs.

(RD) Agreed and stated that there is some narrative in the report but clarity and more explanation was needed in order to evaluate the findings efficiently.

(SW) Noted that the national DfE benchmarking assessment does allow you to select the school to compare with and offers the opportunity to contact the schools you have benchmarked against to discuss how they do things differently.

7. Communications

- **Website & Social Media Analytics (Autumn 2021-22)**

Website and social media analysis report produced by the Communications Manager was shared with the governors prior to the meeting

(RD) Stated that the reason for this agenda point was to show the developments in the website and social media analysis compared to how it looks last year. Discussions have happened with the Communications Manager about expectations of the role and being able to evaluate on a term by term comparator from the year before about how the website and social media outlets are progressing and how that is reflected in in profiling the schools in terms of marketing.

(RD) Noted some key points of the analysis. One of which was the evaluation of the top 10 most visited pages on the websites and ensuring that those are the profile pages that are having the most attention in terms of the work that the Communications Manager (CM) is undertaking in developing the websites. There has been a consistency in the number of sessions on the website with some level of increase across that autumn term.

(RD) Noted that on the other side of the document was the social media analysis. There was a decrease of engagement across the autumn term but this was anticipated due to the handover of social media accounts from HTs to CM. RD and CM are tracking and evaluating that engagement. RD noted that Facebook views have decreased but twitter engagement has increased considerably across the 3 schools.

(RD) Stated that there is clear plan in place about how the Communications Manager is evaluating the data on a half termly basis and greater level of precision engagement is expected to be seen over a period of time. The CM is also tracking the reactions, retweets and engagements that are happening across the platforms and ensuring that the most popular items are being re-tweeted and re-posted in the half terms. During the most recent half term there was a “half term highlights” post including the trending posts from the autumn term. This supports the consistent profiling of the schools and it also helps in recruitment. RD noted that as expected, the community aspect is where the most engagement happens across the schools. The analysis will be revisited in greater detail in the future once that data is showing a clear trajectory of improvements.

(JG) Showed appreciation for the detail in the report and stated it was quite interesting to see the trending times that the websites were being accessed.

(HL) Queried whether parents are asked which social media platforms they use.

(RD) Confirmed that this is tracked through the parent survey and also through coffee mornings. In the last half term the CM presented a coffee morning at each site where the parents were asked which

social media platforms were preferred to view/receive information from. RD noted that the school Facebook community is mostly parents and the twitter community is other professional. By being able to track this it means that the information posted can be more efficiently targeting to the audience.

(JG) Noted that it was a great use of support staff investment.

8. Premises Update

a. Caretaker House at Hoxton Garden (procurement)

(RD) Stated that three quotes from three different companies have been received and need to be considered. They include the costs for both the architectural project, management, quantity surveying and principle designing. And also an estimation for construction costs. The estimates are reasonable based on discussions and meetings that have happened around the property. The biggest difference is the estimate between the top end figure and the lower end cost projection.

(RD) Stated that McBains are the company who are currently undertaking the façade works at HG and also have the best knowledge of the school. RD found that McBains were the most competent in terms of clear analysis of the building works and included the knowledge about the low bearing walls and how the flooring would need to be re-enforced. This instilled RD with a greater level of trust in that there had been some analytical thinking about the content of the estimate of the cost of construction. Daniel Connal has a greater sense of precision about what was being said. RD stated a decision needed to be made about the decision of who to move forward with.

(SW) Asked whether it was within the Resources Committee remit or whether the proposal needed to be brought forward to the FGB due to the threshold.

(GCM) Stated that the 1st appointment that needed to be made is to the architect/company that will carry out the architectural project management, quantity surveyor and principal designer. The 2nd part of the quote is the costs of the works which is only an estimation. Once the architect is appointed and the surveys, designs and planning permission has been conducted, then that company will need to tender to construction companies. These quotes will be presented to the school and considered following some discussions. A decision needs to be made on the 1st part of the quote. The 2nd part is just an estimation of the costs but there will be another tendering process for this.

(SW) Noted that presumably a decision was being made on who will oversee the whole project as one company was not going to be picked for the architecture/designing process and then another company for the construction. Queried whether the resources committee would therefore be committing to a contract above their signing level.

(RD) Explained that because they don't have a confirmed construction costs, essentially a decision was to be made based off the architectural/project management quotes. That company will undertake the next step of tendering out to 4 companies for the construction costs. However, due to the fact that the commitment is being made to one company for the whole project it may be the case that it is above the remit of the resources committee's decision to the 2nd part of the estimate

(LT) Stated that it would depend on whether the school is tied in at the point of appointing the architect.

(RD) Confirmed that they would be tied in and committing to that company overseeing the whole project.

(SW) Stated it would therefore need to be brought forward to a FGB decisions but a recommendation could be put forward by the resources committee on who to propose to move forward with the project.

(SW) Queried whether the vote could happen remotely.

(RD) Stated that it is a possibility, but in terms of transparency of the discussion it would be better held within the context of the FGB meeting.

All in agreement, the quotes will be taken to the FGB for a final decision.

b. Façade Update

(RD) Noted that it was discussed earlier in the meeting. There are another 6 weeks remaining until the works are completed.

9. Policies

a. IT Policy

Agreed to be moved to the next resources meeting as it is not an urgent point of discussion.

10. Any Other Business

No other business.

11. Glossary of Common Terms

Meeting Concluded: 5.55pm