

Finance Audit & Risk Committee
Minutes of the Meeting held on Tuesday 28th January 2025
at 6pm at the Sherwood Hill Campus

PART A



Steve Cooper (SC)	Co-opted Governor	Present
Gemma Davies (GD)	Co-opted Governor	Present
David Murden (DM)	Ex-Officio Governor / Executive Headteacher	Present (from 6:23pm)
Lindsay Sedola (LS)	Co-opted Governor (Chair)	Present
Samata Razak-Oudirangou (SRO)	Co-opted Governor	Present
Riyaz Dayal (RD)	School Business Leader	Present (from 6:23pm)
Rosemary Viggiani (RV)	Governance Professional	Present

Item	Action
<p>1. Welcome; Apologies for absence and quorum (3) LS opened the meeting at 6:00pm and welcomed everyone present to the meeting. DM and RD were delayed in a meeting with the external auditors; they joined the meeting from 6:23pm.</p> <p>Declarations of Interest There were no declarations of interest in items on the agenda.</p>	
<p>2. Minutes of the previous meeting held on 10th December 2024 (Part A & B) DECISION: Governors approved the minutes of the meetings held on 10th December 2024 (Part A and B) as a true and complete record of the meeting. Matters arising (see action list below)</p>	
<p>3. Update re approval of the Budget by the Local Authority: outcomes from recent meetings An email had been received on 11th December from Carol Worne confirming that the LA have agreed to cover the closing 2023/24 cumulative deficit amount, which is £1,400,854 and that the budget for 2024/25 had been accepted by the LA. RD confirmed that they had submitted the Period 9 figures to the LA and met with them to review the current finances. The 2025/26 budget is due to be submitted to the LA by June 20th. Governors thanked DM and RD for securing this agreement but noted that the deficit is still showing in the BMR to the end of December 2024 (M9) and requested that the appropriate adjustments be made to the 24/25 accounts through Journal adjustments agreed with the LA and mirrored in the LA accounts. ACTION: RD to liaise with the LA to agree the Journal adjustments required to both the school and LA accounts to transfer the deficit brought forwards from the 2023/24 financial year (£1,400,854) away from the school and back to the LA. RD explained that the current forecast for the end of year for 2024/25 predicts a surplus of c£11k which is below that agreed in the budget. The LA are content with this but it needs to be closely monitored to ensure that there is no further drift. <i>Governors thanked RD for this helpful update.</i></p>	16
<p>4. Management Accounts <u>End of Year Accounts for 2023/24</u> (to note the accounts as circulated on 10/12/24) Governors thanked RD for circulating the end of year papers prior to the meeting. The end of year accounts were noted.</p>	

Item**Action**Management Accounts / BMR Report to the end of December 2024 (M9 / Q3)

Governors queried the format of the BMR and requested an explanation of some of the figures which seem to read contrary to the way finances are normally reported. For example, negative figures reported in red under expenditure are actually reporting a position that is better than the budget.

RD explained that this was the format required by the LA and to reformat it would require significant additional work.

As per the discussion in the previous item, Governors noted that the deficit needs adjustment to reflect the agreement reached with the LA.

Governors thanked RD for his Financial Report as circulated prior to the meeting and asked about a number of items.

Governors asked about the current concerns regarding income from lettings?

RD explained that this was due to swimming companies pushing back on the proposed increase in prices for lets. Having benchmarked against other pools our fees do seem to be higher and this is being further considered.

RD also confirmed that the school has approached both the LA and HMRC with regards to VAT and HMRC have confirmed that the school do not need to charge VAT for lettings in most circumstances and that lets for sports related purposes are free of VAT.

Governors recommended that the circumstances in which VAT would be charged on a let be made clear in the lettings policy.

It was further noted that the auditors had picked up that the booking form for Lets needs updating. RD also reported that the school are also following up with other swimming companies who are potentially interested in letting the pool.

Governors asked about the coding issues with respect to the catering income and how this relates to the school dinner debt and whether this is leading to additional debts arising?

RD said that the coding of the income and the accounting for free school meals within the system is being investigated.

DM noted that, more generally, there is a significant amount of work to be done with regards to coding within the system and this should give rise to a number of opportunities.

RD confirmed that the management of Parent Pay is being moved away from the admin team and into the finance office and the aim is to clean the system up by the end of March.

The external Audit has provided a list of things that the school can do which will help and be a positive step forward.

Governors asked about the income for both Sutton Learners and out-of-borough children and why the Pathway Rates with Sutton had recently been reduced? (Point 5 of the Finance Report)

RD explained how the process used for claiming the sums owed by the LA each month for Sutton Learners has recently changed. Also how the Pathways rates had changed because of the agreement at the start of the year to provide a fixed top-up sum; the revised rates reflect this agreement and ensure that the overall funding for the current year remains within the agreed envelope.

RD also explained how he had had concerns that the wrong Pathway rates appear to have been used for the most recent payments and that he is following this up with Sutton. An adjustment may be needed to a future payment before March to correct this.

RD stated that he has no concerns re cashflow for January and February but has some concerns re March. He is currently chasing around £225k of out of borough income.

RD has also spoken with the auditors regarding plans for a more realistic cashflow analysis.

Item**Action**

DM noted that the changes to the out-of-borough rates is part of a staged process; this is not the end of the journey and ideally the arrangements will ultimately match with the UTS bands.

As regards expenditure, RD outlined some of the plans to improve the management of staff sickness. The Staff Absence Management Tool (SAM) was adopted by the school several years ago but not used; training is being arranged for the new HR manager as well as other admin and finance staff. SAMS also interacts with SIMS which also has the potential for better usage. The school's licence with SIMS expires this time next year and the school will review the best options moving forwards. Both FMS and SIMS have a six month notice period.

Governors also noted the lead time required by the school to get any new systems aligned. The importance of ensuring that all systems align and work together was noted. The value of an MIS expert was also recognised.

RD referenced his previous experience with a move to Access and Arbour noting that they are user friendly with less repetition of data entry.

DM gave a brief overview of the work being carried out to restructure and update the Risk Register and how the Audit is useful in this regard highlighting the need for priorities and a plan to address all areas across the school. This can be taken forward when the new managers are in place.

Governors asked about the historical issues with the Capital Budgets?

RD stated that he had met with Kieran Holliday from the Local Authority and it had been noted that the school had paid out for a number of items under the school's capital budgets and may not yet have claimed them back. This needs a reconciliation from the LA which the school are still awaiting.

DM noted that the auditors had pick this up and are OK with the plan. The are not concerned re the capital plan but asked if we had not claimed back all capital funding. Sherwood Park is not alone in this regard; other Heads are experiencing the same issues.

RD gave reassurance to Governors that, from April, a new projects drive will be set up. Each project will have a folder with all tenders and other documents held together. The school can then better plan and have the monies in the budget from April where appropriate – we can then claim on time in future.

Governors asked about an anomaly in the reporting of the Capital income and expenditure?

RD agreed that there did appear to be an anomaly in the Capital reporting. DM noted that the auditors had also picked that up and this will be addressed in the reconciliation of the Capital Funds with the LA.

ACTION: RD to report back to governors on the apparent anomaly in the reporting of Capital income and expenditure as reported in the December BMR.

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Governors asked about progress on the hiring of the Finance Manager?

DM noted that they have been appointed and will be starting with the school on 18th February. The newly appointed HR Manager is starting on Monday.

End of Year Forecast / matters arising

This was included in the reporting and included in the discussions above.

Cashflow Forecast / Monitoring the payment schedule

Governors asked about the cashflow forecast?

DM noted that the cash flow forecast is still under development and will be actioned in the near future. Meanwhile cash flow remains a standing item for future agendas.

Pupil Premium budget report: actuals for 2023/24 and budget for 2024/25 (for the website)

Governors asked about the Pupil Premium Budget and how it was set, asking that, in future years, the budget is conservatively set.



Item**Action**

RD explained that the budget is set on the same basis as the funding from the DfE using the information from the October Census. That said, as maintained schools operate on a fiscal year of April to March, this is not entirely predictable. The school are budgeting £60k for the 2025/26 financial year. DM noted that what is important from an audit perspective is that the school have a rationale for the budget and a strategy for its use.

Governors thanked the school for the PP Report noting that it had already been published on the website according to the statutory requirements. It was noted that in future years it should be presented to governors earlier to ensure that there is scrutiny prior to it being published.

Governors noted some points for correction in the statement.

It was noted that Key Stage 1 children have not been achieving that targets and should be included as a target area for improvement moving forwards.

ACTION: Clerk to forward points for correction to Meg and Luka for action and to replace the Pupil Premium report on the website.

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Sports Premium budget report: actuals for 2023/24 and budget for 2024/25 (on the website)

This was **noted** for submission to FGB and publication on the website.

5. **Approval of contracts / planned expenditure as required under the Scheme of Delegation**

Update re preparation of tenders for the:

Catering contract

Photocopiers

Fire Alarms Servicing

It was noted that RD is undertaking a review of Service Level Agreements and these are included in that process.

Other updates: Cleaning contract

RD explained that an extension to the catering contract is required since the contract lapsed in June 2024. The background is noted in the paper circulated via Governor Hub prior to the meeting.

RD talked through the circumstances resulting in the need to now contract an extension to the cleaning contract, the current situation and future plans for tendering.

As a result of the lapse of the prior contract, the services had continued leading to the current request for an interim extension which is now required urgently.

The Chair expressed concern for the lack of planning leading to this need for urgent action and the request for it to be signed via Chair's Action. Prior to agreeing to sign she wished to have the Committee scrutinise the contract and provide feedback to the school and support for her action.

RD is working with the new Facilities Manager to gather the information required for the tender for the longer-term contract, noting that it is a large contract with the potential for it to cover the site at Carew if the school takes that on. RD is currently seeking to appoint a company to manage the tender through. The timeline is for appointment in August and there is the need to tender for both cleaning and catering services. RD will budget for this work to be undertaken in April.

Governors asked a range of questions about the contract including roughly how many people would be needed for the cleaning and what hours would be covered?

RD gave an outline of the numbers and hours required at both the Park and the Hill noting that cleaning is mainly undertaken at the Park in the evening and the Hill in the morning; there is also the potential need to cover weekend lets as well.

Item**Action**

RD and DM summarised the feedback from the auditors, noting that the current rolling contracts are expensive; there is an urgent need for a better contract but the current arrangement is providing continuity and covering the time required to scrutinise in the meantime.

The auditors have requested that the school have an SLA summary document which is also required to help build budget and manage cash flow. It needs to be a collaborative, accessible document and there is also the need for centralised filing.

Governors asked about the value for money aspects balanced against the need for continuity and the lead time for tendering and contracting. Noting that there is also the need to be clear about notice periods and termination costs.

The school acknowledged these points. It was also noted that the school are also beginning this process for the photocopiers. They will then deal consistently with all companies; there will be the need for many conversations along the way. In the meantime, the school will conservatively budget for the current contract costs plus 10%.

DM said that the Audit has been very helpful. It was highlighted that the school has an unusually high number direct debits which makes it hard to manage cashflow and also leads to concerns regarding the sufficiency of controls.

RD noted the auditors' expectations for bank reconciliations to be carried out daily and not monthly as per current practice.

As regards the requested Chair's action for the cleaning contract, it was noted that this cannot be approved by the Committee and cannot wait for FGB.

It was **agreed** that it was necessary to approve the extension to the cleaning contract by Chair's Action in the interim and that the Chair was willing to do this on the understanding that all the points considered above are noted by the school and that the contract needs review before being put out to tender. It will also need noting at FGB.

ACTION: Chair to approve the extension to the Cleaning Contract using Chair's action and for this to be on the agenda for FGB to note in March.

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The Head said that the Auditors were impressed by how welcoming and transparent the school has been – they have been through the whole two-day process openly, helping the auditors to scrutinise everything. They appreciated DM's appropriate use of humour. A few points have still to be covered.

It was also noted that governance had been noted as a key strength; the auditors had looked at this year and also considered the impact of the Board over the past four years; the governors' questioning, accountability, transparency and level of challenge was recognised. The commented that there was very little that governors were not aware of and that they had challenged and pushed back where appropriate giving reassurance for everyone with regards to the scrutiny provided.

The Chair thanked the Head for his update and noted that she is very proud of the Board and all their individual and collective contributions; all are volunteers and all want the best for the school, its students, parents and staff; all work in partnership with the same goal.

6. **Three Year Plan****Presentation of the assumptions to underpin the 3-year plan for 2025/26 : 27/28 – discussion**

RD noted that he is freezing the Curriculum and Resources budgets for the current year on 14th February to aid the year end work and planning for the coming year.

As regards the three-year plan moving forwards he is seeking input from the Heads of School – the first time they have been asked to engage in detail in creating their budget.

Looking ahead the school are having a more thorough look on how vacancies deployed and the budget for 2025/26 is being created on a 5/7 months basis taking account of the differences between the current and new academic year from September.



Item**Action**

The school are looking at the implications of Carew coming on Board with a contribution to central services. There would be no addition to the central management team but there would be the need for some local management resources.

The Head noted that there would be a £250k grant to cover set up costs.

RD noted that he is planning to meet with SMS in the week commencing 15th February as there will need to be changes made to the finance system to split expenditure by site; the auditors agreed the structure in outline.

RD has also been undertaking some modelling to assist with the decision making. He shared his laptop on the screen.

He explained the split between the Hill and the Park and how the data for Teachers is input and how the impact of different assumptions and potential changes to staffing can be modelled.

Other tabs in the workbook are likewise used to model assumptions around STA's, TA's and Mid-days.

A further tab is used to model Learners by class with income. It is then easy to change when learners / staff circumstances change. This allows the school to model the financial loss / surplus class by class and by campus etc

Supply staff are on a separate tab and this helps identify which agencies to use.

A 10% cushion is being added for contingency at the current time.

As regards the Business Teams, all posts are within the spreadsheet and it can separate out to a class contribution.

Modelling the income is fairly secure. There are top ups of £1,830,000 and the pathway figures are known.

Most of the work in setting the budget is required on the expenditure side where different assumptions / needs can be modelled.

DM noted that the challenge is getting the SLT on board as there is a feeling that we have done this over many years. We need to be regaining their trust and confidence. There have been discussions about the need for family liaison, welfare etc for a long time and this will be a key document for securing their trust and ownership.

Governors thanked RD and DM for their work on this budget tool noting that it is helpful in aiding an evolving discussion. It should help to identify problems at an earlier stage.

Governors asked about the timeline for reviewing and approving the budget?

RD said that a draft should be available by the end of February and the LA need the budget approved by June 20th

By freezing the budgets for this year on 14th February this will help the school with a stabilised run between now and the March end of year.

For the February FAR meeting the school can bring another BMR.

DM noted the Governors need for reassurance re the budgets for the current school and the potential implications of taking on Carew. The consultation started on Monday and, in February DM and RD should be able to provide reassurance regarding the assumptions around Carew.

Governors emphasised the importance of having a three-year plan for review; if necessary, this can lead to discussion around any measures to address any remaining issues and how they will impact on the budget. It is a red flag with regards to Carew if we don't have the capacity in place to create the three-year budget at this point.

RD noted that Carew offers more funds to support centralised costs - albeit from September. So it should ease, rather than hinder, the support costs and financial management.

Governors emphasised the need for a clearer, better budget for our schools; there should be no surprises.

Item	Action
<p>DM and RD summarised discussions that they have already held with the LA including the support staff; the need for an IT apprentice to support the Network Manager was one potential option discussed.</p> <p><i>Governors asked about the timeline on the process?</i></p> <p>DM noted that there is a four-week consultation period and then time required for objections to be received and then responded to, followed by four weeks for responders to appeal against the decision – a 12-week period in total.</p> <p>The timeline requires teachers to be recruited for Carew, by April / May, should it go ahead. We already have teacher vacancies so that helps as we will already be going out to advert.</p> <p><i>Governors asked what the school require from the Board?</i></p> <p>DM said that it would be helpful to know what information the Board require to support their decision.</p> <p><i>Governors asked whether the school are ready to act if the consultation and LA are in support of Sherwood Park taking on Carew?</i></p> <p>The need for a Business Plan was noted.</p> <p>The challenge of what scale point for teachers should be used when modelling the finances. The school can use M6 but may need teachers with greater experience and skills. Getting this balance is always a challenge.</p> <p>It was noted that it is important to ensure that the modelling does not plan for a deficit.</p> <p>It was further noted that Carew will be modelled on the basis of 24 pupils but the costs of utilities, SLAs etc are more challenging to estimate.</p> <p>ACTION: DM to ask Emma to Model the budgets to show what it would look like to the best of our current knowledge – the model should be able to flex as we gain more information.</p>	20
<p>7. Risk Management</p>	
<p><u>Review of the Risk Register - update re key risks</u></p> <p>A proposed new template was shared prior to the meeting but there is substantial work still needed to review the risks and translate them over from the current Register, taking into account the feedback from the Audit which has not yet been formally reported back.</p> <p>It is also important to have robust discussions with the SLT and Governors to ensure that the updated Risk Register reflects the culture of the school.</p>	
<p>ACTION: To provide an updated Risk Register to the February FAR Meeting.</p>	21
<p><u>Review of actions against the 2024 SFVS</u></p> <p>Governors noted the SFVS from last year and discussed how bet to review and update this for 2025, taking into account the feedback from the recent audit.</p>	
<p>ACTION: RD to review and update the template for 2025 prior to discussing this with LS; the aim is to bring a jointly developed and agreed draft of the 2025 SFVS to FAR in February.</p>	22
<p><u>Standing item: reporting re any GDPR Breaches</u></p> <p>Discussions under this item are recorded in the Part B Minutes.</p>	
<p>8. Update re Policies</p>	
<p>To note: Sutton Scheme for Financing Schools for 2024/25</p> <p>For referral to FGB for approval:</p> <ul style="list-style-type: none"> – Finance Policy and Procedures – Pay Policy 2025/26 	

Item	Action								
<p><u>Pay Policy:</u></p> <p>It was noted that the school had changed bands to Band 7 about 2 years ago based on the formula as set out in the STPCD. This was due to the increase in the number of staff and pupils.</p> <p>DECISION: The Committee recommended the Pay Policy to FGB for approval subject to taking the reference to the Capability Policy out of the Pay Policy.</p> <p>ACTION: Remove the reference to the Capability out of the poor performance section of the Pay Policy.</p>	23								
<p><u>Finance Policy & Procedure</u></p> <p>This has been reviewed by RD and notes shared with DM.</p> <p>A new draft policy was shared with the auditors to receive feedback to ensure that the roles and responsibilities under the new structure are appropriate.</p> <p>ACTION: RD to share the updated Finance policy for review at the FAR in February.</p>	24								
<p>9. Confidential items</p> <p>Some of the discussions under Items 7 were deemed to be confidential.</p>									
<p>9. Any other business / Dates of future meetings</p> <p>It was noted that the consultation re Carew has been widely circulated - including MPs Councillors, staff, parents and the local community.</p> <p>ACTION: Invite the LA Commissioner to the FGB on 25th March to speak with Governors to talk round ideas from the Carew consultation and finances.</p> <p><u>Forthcoming Meetings:</u></p> <table border="0"> <tr> <td>Premises Health & Safety</td> <td>13th February 2025</td> </tr> <tr> <td>Finance, Audit & Risk:</td> <td>25th February 2025</td> </tr> <tr> <td>Staffing & Curriculum</td> <td>11th March 2025</td> </tr> <tr> <td>FGB</td> <td>25th March 2025</td> </tr> </table>	Premises Health & Safety	13 th February 2025	Finance, Audit & Risk:	25 th February 2025	Staffing & Curriculum	11 th March 2025	FGB	25 th March 2025	25
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FGB	25 th March 2025								
The meeting closed at 9:02pm									

Signed: <u>L Sedola</u>	Print Name: <u>Lindsay Sedola</u>
Chair	Date: <u>29/04/25</u>



Action list

#	Action point	Who	By when	Update
Actions arising from the meeting of 8 th March 2023				
48	DM to follow up regarding the outstanding parent debt for school dinners and report back to Governors at the next Finance Committee. Management to ensure that the school follows its published process for managing payment/non-payment for school meals. Also to explore support for families to claim free school meals and to signpost to support to enable them to access wider benefits as appropriate.	DM	March 2025	It was noted that this issue had also been raised through the audit with some guidance provided by the external auditors. Action remains open.
Actions arising from the meeting of 27 th February 2024				
78	DM to nudge Beth Brookes re the transfer from the School Fund bank account.	DM	Easter 25	Action remains open.
Actions arising from the meeting of 30 th April 2024				
90	RD to follow up Data Privacy Statements ensuring their availability for FGB in Jan 2025.	RD	FAR Feb 25	RD to present statements to FAR in Feb 2025. Action remains open
Actions arising from the meeting of 29 th May 2024				
92	DM to enquire how other maintained schools in the SET gain reassurance regarding their financial processes though some form of internal / external audit.	DM	Sept 24	External audit in process; action closed
Actions arising from the meeting of 25 th July 2024				
102	To have a standing agenda item to monitor the payment schedule at each meeting.	RV/DM	Ongoing	Ongoing – action closed
103	DM to present a proposal for a new catering contract to the Board. (For Agenda items on PHS, FAR and the FGB in the Spring Term 2025)	DM	2024/25	For discussion at PHS; to be agreed by FGB in March 25.
Actions arising from the meeting of 17 th September 2024				
1	DM to request a letter from the LA confirming the position regarding their approval of the school's budget for 2024/25 and the write off of the School's Deficit.	DM	Oct 24	Email confirmation now received. Action closed

#	Action point	Who	By when	Update
Actions arising from the meeting of 10 th December 2024				
5	RD to work with LS to review the SFVS and prepare an updated SFVS for FAR on 25 th February 2025 and final approval at FGB on 25 th March 2025.	RD / LS	FAR Feb 2025	Action remains open.
6	RV to arrange meeting with DM two weeks before each meeting to review the actions.	RV	Jan 2025	Arranged for Tuesday mornings, 9am pre SLT; 3 weeks before each meeting; action closed.
7	DM to circulate the End of Year Accounts for 2023/24 to Governors	DM	Dec 24	Circulated on 10/12/24; action closed
8	RD to communicate to those using the PP budget that it has reduced. (<i>Note post meeting: The PP Budget Document on the website also needs updating</i>)	RV	Dec 24	PP Report on the agenda; action closed
9	RD to circulate the BMR for December as soon as it is available.	RD	Jan 25	On the agenda; action closed
10	DM & RD to present the three-year plan at FAR in January.	DM/RD	Jan 25	The underpinning discussions are to be discussed in the January Meeting with the plan presented in February. Action closed
11	RD to update and circulate an updated Risk Register ahead of FAR in January.	RD	Jan 25	Main risks to be discussed in Jan; full update for Feb. Action closed
12	The 2024/25 Pay Policy to be presented for approval at FGB on 16 th December 2024	LS, RD, DM	Dec 24	On the agenda; action closed
13	DM / RD to review the Finance Policy to ensure that it aligns with the updated Sutton Scheme.	DM/RD	Jan 25	On the agenda; action closed
14	DM / RD to undertake a more in-depth review of the Finance Policy for presentation to FAR and approval by FGB in the Spring Term	DM / RD	Feb 25 FAR	Governors noted that the current policy is compliant against the Sutton Scheme of Delegation and that it remains in force despite being past the review date. An updated policy will be presented to the February FAR Meeting. Action remains open.
15	RV and DM to meet to review the Policies Schedule to ensure that the most important policies are updated as soon as possible.	RV / DM	Jan 25	Being progressed; for presentation at Feb FAR.
Actions arising from the meeting of 28 th January 2025				
16	RD to liaise with the LA to agree the Journal adjustments required to both the school and LA accounts to transfer the deficit brought forwards from the 2023/24 financial year (£1,400,854) away from the school and back to the LA.	RD	Feb 25 FAR	
17	RD to report back to governors on the apparent anomaly in the reporting of Capital income and expenditure as reported in the December BMR.	RD	Feb 25 FAR	

#	Action point	Who	By when	Update
18	Clerk to forward points for correction to Meg and Luka for action and to replace the Pupil Premium report on the website.	Clerk	Feb 25 FAR	
19	Chair to approve the extension to the Cleaning Contract using Chair's action and for this to be on the agenda for FGB to note in March.	Chair	Feb 25 FAR	
20	DM to ask Emma to Model the budgets to show what it would look like to the best of our current knowledge – the model should be able to flex as we gain more information.	DM	Feb 25 FAR	
21	To provide an updated Risk Register to the February FAR Meeting.	RD	Feb 25 FAR	
22	RD to review and update the template for 2025 prior to discussing this with LS; the aim is to bring a jointly developed and agreed draft of the 2025 SFVS to FAR in February.	RD	Feb 25 FAR	
23	Remove the reference to the Capability out of the poor performance section of the Pay Policy.	RD	Feb 25 FAR	
24	RD to share the updated Finance policy for review at the FAR in February.	RD	Feb 25 FAR	
25	Invite the LA Commissioner to the FGB on 25 th March to speak with Governors to talk round ideas from the Carew consultation and finances.	DM	March 25 FGB	