

## AGENDA

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A meeting of the Finance, Commercial and Estates Committee will be held on Tuesday 14 September 2021 at 9.30am via Microsoft Teams.

No	Item	Action	Lead	Pages
1	Welcome, Apologies and Declarations of Interests	Note	JT	N/A
2	Minutes of the Previous Meeting: 8 June 2021	Approve	JT	2-5
3	Matters Arising / Actions Outstanding	Note	JT	6-6
4	Digital Services Update	Note	KG	7-12
5	Estates Update	Note	SR	13-17
	5.1 New Build Project Board Minutes:	Note	SR	N/A
	• <a href="#">4 August 2021</a>			
	• <a href="#">1 September 2021</a>			
6	Financial Update	Note	SD	18-27
7	Commercial Activity Update	Note	SD	28-32
8	Three Year Financial Forecast	Note	SD	33-42
9	Business Development Update	Note	SD	43-48
10	Procurement Update	Note	SD	49-52
11	Annual Report to Board of Governors	Approval	JT	53-58
12	Review of Meeting	Discuss	All	N/A
13	Date of Next Meeting	Note	JT	N/A
	Thursday 18 November 2021 at 4.00pm			