

## AGENDA

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A meeting of the Finance, Commercial and Estates Committee will be held on Thursday 18 November 2021 from 4.10pm to 5.30pm. Please join 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: 14 September 2021	Approve	JT	2-4
3	Matters Arising / Actions Outstanding	Note	JT	5-5
4	Digital Services Update	Note	KG	6-11
5	Estates Update	Note	JL	12-15
	5.1 New Build Project Board Minutes:	Note	SR	N/A
	• <a href="#">6 October 2021</a>			
	• <a href="#">3 November 2021</a>			
6	Financial Update	Approve	SD	16-24
7	Commercial Activity Update	Note	SD	25-29
8	2021/22 F1 Forecast	Note	SD	30-30
9	Academic Fees 2022-23	Approve	SD	31-33
10	Procurement Update	Note	SD	34-40
	10.1 Procurement Annual Report	Approve	SD	41-57
11	Review of Meeting	Discuss	All	N/A
12	Date of Next Meeting	Note	JT	N/A
	Tuesday 8 March 2022 at 9.30am			