



# St Michael's CE Primary School

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*Cultivating Respect, Persevering, and Learning with Courage*

## Minutes of the Full Governing Board (FGB) Meeting held on 2<sup>nd</sup> February 2023 5.30pm (virtual meeting)

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| <b>Present:</b>       | Robin Conway (RC) - Co-opted Governor – Chair<br>Hayley Leyshon-Brady (HLB) – Headteacher<br>Nigel Goode (NG) – Local Authority Governor<br>Ruth Gardiner (RG) – Staff Governor<br>Tim Owen (TO) – Co-opted Governor, Vice Chair<br>Alex Rennie-Lis – (ARL) – Parent Governor<br>Ann Parham (AP) – Co-opted Governor<br>Kathryn Mendus (KM) – Foundation Governor<br>Philip Sutton (PS) – Foundation Governor |
| <b>Apologies:</b>     | Sam Shaw – (SS) – Co-opted Governor<br>Adele Frankum (AF) – Parent Governor   |
| <b>Absent:</b>        | None  |
| <b>Vacancies:</b>     | Foundation Governor / Co-opted Governor / Parent Governor   |
| <b>In attendance:</b> | Nicole Brooks (NB) Local Authority (LA) Clerk   |

| Item | Details  | Action |
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| 1.   | <p><b>Welcome and Opening Prayer and Admission of Observers</b></p> <p>The meeting was held virtually, via Google meets and started at 5.31pm. RC welcomed everyone to the meeting. He informed the board that there are two prospective governors who would like to join the meeting (Steve Green who attended the last meeting, and Tui Solomon). The board were in agreement for both to attend as observers until agenda item 15 as confidential items may be discussed after that point. RC will admit them to meeting when they open the meeting link.</p> <p>PS opened the meeting with a prayer.</p> |        |
| 2.   | <p><b>Apologies for absence</b></p> <p>As RC reported at the last FGB meeting, due to work commitments, SS is unable to attend FGB meetings on a Thursday for this academic year and the board have accepted this.</p> <p>Apologies were received and accepted from <b>Adele Frankum (AF)</b> – Parent Governor and <b>Sam Shaw – (SS)</b> – Co-opted Governor</p> <p>The meeting was quorate and remained quorate throughout.</p>   |        |
| 3.   | <p><b>Urgent Additional Items –</b></p> <p><u>St Michael's staff statement – strikes</u> (<a href="#">Appendix A</a>)</p> <p>HLB has loaded the staff statement on the strike action on 1<sup>st</sup> February 2023. She spoke of the enormous amount of support from parents regarding this issue. The staff</p>   |        |

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|    | submitted this statement as a collective. HLB confirmed that the school was fully open on the 1st of February.   |    |
| 4. | <b>Declarations of Interest</b> – No interests in agenda items were declared.  |    |
| 5. | <b>Approval of FGB Minutes</b><br><b>5.1 Minutes of 08.12.2022</b> ( <i>Appendix B</i> )<br>The minutes were agreed as an accurate record.<br><b>Action:</b> Chair to sign minutes of 08.12.2022 & file at school.<br><br><b>5.2 Action log (to note – relevant actions on agenda)</b><br>The link to the action log is on the agenda. This document is a google doc on the shared drive. Actions not yet completed are covered within the meeting tonight.  | RC |
| 6. | <b>Matters arising not covered on the agenda</b> – None  |    |
| 7. | <b>HT report</b><br><b>7.1 HT report</b> ( <i>Appendix C</i> )<br>HLB invited questions.<br><b>Governor question</b> – regarding unauthorised absence. Can HLB provide further information on the reasons?<br>HLB stated that holiday had been taken during term-time and persistent lateness / school refusal.<br><b>Governor question</b> – Re: persistent absence / lateness. What can / has the school done and can further support be offered?<br>HLB answered and there was a short discussion on support that the school offers. There are strategies the school can employ. When early help is in place the situation improves, but only lasts as long as early help lasts. The school tries every option they have. If parents don't engage it is a difficult and frustrating situation.<br><b>Governor question</b> – The attendance for free school meals (FSM) pupils is also lower. Is this the same pupils?<br>HLB confirmed this is correct but there are some additional pupils in that cohort aswell. They are using early help to support families.<br><b>Governor question</b> – re: suspensions. Clarification on the dates provided and the number of days of suspensions in total.<br>HLB confirmed the dates are September 2022 – February 2023 and the total number of days should read as 5. She gave a brief overview of the situation and that there was a full de-brief after the incident. As per the report, there is a strategy in place to try and prevent this type of incident occurring again.<br><br><p style="text-align: center;"><i>Discussion recorded under confidential minutes</i></p> <b>Governor question</b> – applications for September intake are 80 in total (36 1 <sup>st</sup> preference). How many can the school take?<br>HLB confirmed they can accept 30.<br><b>Governor support</b> – This is a phenomenal testament to HLB and the team at St Michael's.<br><b>Governor support</b> – Attendance is very much in the spotlight at the moment. It is noted that St Michael's attendance is above the national average and clearly on the right track in difficult circumstances.<br><b>Governor comment</b> – Staff stress survey – ( <i>Appendix D</i> )<br>There are lots of boxes highlighted green.<br>HLB stated that a high number of staff have completed the survey. She is chasing up the few who have not yet completed it. The one box that is orange is related to non-work-related stresses. Overall, the staff are satisfied with the support / policies that are in place for staff well-being. |    |

Data (Appendix E)

This is layer 2 data usually used for SLT analysis. The data shows % of children reaching age related expectation (ARE). This data relates to the Autumn term. Targets are for the whole year.

There is support in place for Y2, but the rest of the school is doing well.

The targets for Y2 will be revised in Term 4. They were set incorrectly and need to be revised.

**Governor question** – Girls are outperforming boys in most areas except for Y3. What is happening in that year group?

HLB explained that there is very strong teaching for Y3.

The governors agree this is noticeably better and that the good practice should be spread across the school.

**Governor question** – The data for FSM pupil is lower. Why is this?

HLB replied. This is largely due to parental engagement and attendance issues

**Governor question** – Can we take anything from the Education Endowment Foundation (EEF) guide that could improve this?

HLB stated that a lot of support and strategies have already been used.

There was a short discussion, speaking to other schools might be helpful. Another school may have a strategy that has had some success.

HLB spoke. The EEF document is a guide to engaging parents of primary school children. The St Michael's strategy is drawn from there.

There was a discussion around what engagement looks like and the ideas HLB has had to reach out to families. They have to date been largely unsuccessful. HLB ensures that the school offers enrichment / sporting activities to give pupils opportunities and experiences they wouldn't normally have. They also make sure there are daily reading opportunities.

**Governor support** – The governors fully support the efforts that HLB makes. They have to hold the HT to account and ask questions, but they also can see that she and the school are doing a very good job. There is plenty of evidence to show this and the board wants to acknowledge this fact.

HLB acknowledges that although they employ evidence informed strategies there are no promises this will get every parent on board.

**Governor comment** – If a parent doesn't engage. It is often a result of their own school experience that creates their reluctance.

It was agreed that finding someone who has that ability to connect with and build trust / relationships with parents would be beneficial. HLB has discussed this at the SLT meeting this week. A home school link model.

**Governor question** – At the last FGB meeting HLB was going to look into PP pupil engagement with after-school clubs. Is there any report on this yet?

HLB has not carried out this work yet.

**Governor question** – At the last FGB meeting the governors discussed the definition of bullying. HLB was going to consult with staff and parents. Is there an update?

This is still work in progress. Consultation with parents has been taking place. The school held a forum but only one parent turned up. A google form was also sent out to all parents. Although 173 have seen the form, only 13 responses have been received. One of the questions asked if they would like to be involved in developing the anti-bullying policy but only 3 have said yes to this.

The governors discussed this. Maybe because bullying is not an issue at St Michael's the parents are not so interested.

The governors agreed that HLB has done the right thing by consulting the parent community and inviting them to be part of the process.

SEND visit report (Appendix F)

Questions were invited.

**Governor question** – it was noted in the report that the number of girls on the SEN register are extremely low. School to consider if this is an accurate reflection or if

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|            | <p>there are girls 'under the radar' that should be identified. How do we know which is the case?</p> <p>HLB replied. With girls, behaviours at home are often different to school and girls are better at masking symptoms.</p> <p>There are no signposts as to how the schools will consider this. There is one girl they are monitoring, but this could well be an accurate reflection of the school. The SENCO has noticed that partnership schools report the same statistics. During school closures in lockdown, girls engaged with home learning considerably more than boys. It was acknowledged that the report states very positive comments about SEN pupil engagement during the visit.</p> <p>The next FGB meeting will have a focus on SEND inclusion. AP will book a SEND monitoring visit before the FGB meeting</p> <p><b>Action:</b> SEND monitoring visit before the next FGB meeting (AP)</p> <p><u>Andy Heyes feedback report</u> (<a href="#">Appendix G</a>)</p> <p><b>Governor question</b> – There are a number of recommendations made by Andy Heyes. How does HLB feel about these? In addition, how do the staff feel about the grouping and seating of children during class time?</p> <p>HLB is taking the feedback on board and will break it down into what is appropriate and achievable and what will work.</p> <p>She has not yet spoken to the staff about the seating / grouping, but she does plan to do so at the next staff meeting.</p> <p><b>Governor support</b> - The board noted that the HT report and visit reports are very positive. Particularly the feedback on how far the school has come in the last 18 months and the well-being survey results.</p> <p><b>Governor question</b> (aimed at the governors) – How much do we know about the curriculum and how it is taught. AP has struggled to find information on the website. How can the governors improve their understanding?</p> <p>HLB stated that there is information on the website, but this does need to improve. It was agreed to put this as a focus area for the FGB meeting at the end of June. In the meantime, RC and TO will have a discussion outside of this meeting and discuss ideas to bring to future FGB meetings.</p> <p><b>Action:</b> Curriculum understanding for governors. Discuss ideas to bring to future FGB meetings (RC/TO)</p> <p><b>Action:</b> Curriculum understanding for governors on FGB agenda 28.06.23</p> | <p><b>AP</b></p> <p><b>RC/TO</b></p> <p><b>Clerk</b></p> |
| <b>8.</b>  | <p><b>School Self Evaluation Form &amp; Improvement Plan (SEFIP)</b></p> <p>9.1 SEFIP</p> <p>This was included within the HT report.</p>   |  |
| <b>9.</b>  | <p><b>Update from the Chair –</b></p> <p>RC reported that he attended the recent OCC HT and Chair of Governors briefing. There were updates on transport and funding, but no particular updates to feedback to the board on this occasion.</p>   |  |
| <b>10.</b> | <p><b>Governance 2022-23: strategic development and self-evaluation</b></p> <p><b><u>Becoming an evidence informed governor</u></b> (<a href="#">Appendix H</a>)</p> <p>Education Endowment Foundation (EEF)</p> <p>What can we do as governors to become a more effective board.</p> <p>The EEF has brought together evidence-based research to support schools to improve teaching and learning with a view to closing the gap.</p> <p>RC displayed the EEF website on the screen and drew attention to the documents that can be downloaded, plus a summary of recommendations document. This summary was also shared on the screen.</p> <p>RC highlighted the recommendations.</p> <p>It is worth reading this document when the board is working a particular theme. It is</p>  |  |

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|  | <p>also worth noting that there are other bodies of research and not every strategy will be relevant to each school, but it is a really good starting point for discussion at FGB meetings and prompting questions for the HT that will improve governor understanding.</p> <p>HLB agreed with this, she added that there are lots of suggestions in this tool kit and you do have to apply them to your context.</p> <p>There is also a cost vs impact table (RC shared this on the screen). There are a number of strategies listed with a scale of strategy cost and impact attached.</p> <p><b>Governor comment</b> – AP has in the past used the Families and Schools database. There is currently no up to date data so the site has been suspended. Has HLB ever used this?</p> <p>HLB has not used this resource before. RC has and he found it to be a really useful toolkit. It is out of date (due to the pandemic), and it is not useful currently, but when up to date information is loaded it would be worth looking at.</p> <p><b>Governor question</b> – looking at the cost vs impact page, would these costs be in addition to the normal costs in a year? If the school wanted to employ any strategies that are cost heavy would they need to think about that now while the budget setting is taking place?</p> <p>HLB replied. It is hard to answer definitively, but if you chose a completely new strategy it would cost more. The decision would be based on need and the best / most likely option to get pupils engaged.</p> <p><b>Governor comment / observation</b> – A lot of the discussion has been around closing the gap, but focus must still be given to those gifted and talented pupils who need to be stretched further.</p> <p>HLB agreed. She stated that is why they have moved to the HQRT method because it is a highly effective model to support all abilities.</p> <p><b>Governor question</b> – Regarding the use of pupil premium (PP). How does HLB decide on the best use of PP funding, for example, concentrate the funding on PP pupils or expand the quality of provision across the whole school?</p> <p>HLB strongly believes that by upskilling all staff then everyone benefits. She ensures that opportunities and experiences are made more accessible to PP pupils, but a large proportion is spent in a way that benefits all pupils.</p> <p><b>10.1 Guide to becoming a parent governor</b> (<a href="#">Appendix I</a>)</p> <p>HLB recognises that there is a fine line to tread as a parent governor. Parent governor role is to bring a 'parent lens' to the board, not parent issues. It can also be difficult for some parent governors who find other parents approaching them with issues/concerns.</p> <p>There is not a lot of information available and no job description, so she has created this guide to help parents navigate this and understand what their role is if they are elected as a parent governor.</p> <p>RC and HLB asked ARL what his thoughts were.</p> <p>ARL has read the guide and fed back that it is a good document and achieve its purpose. He has raised questions to HLB separately as a parent and sometime these questions can have overlap into governor business. He gave an example of pupil engagement with school dinners. There was also a financial angle of this that would form a legitimate budget discussion.</p> <p>HLB explained that ARL's initial question as a parent led to a cost review of the current food supplier to ensure best value for money.</p> <p><b>Governor support</b> – This is a good document. Being a parent governor does come up in governor induction courses, but this guide does help to decide what you would go to the HT about and what you would bring to a GB meeting.</p> <p><b>Governor question</b> – Will this be circulated during a parent governor recruitment process?</p> <p>Yes, it will.</p> <p><b>Governor question</b> - Excellent document, can it be published on the school website?</p> <p>Yes it can.</p> <p>The board thanked HLB for her work on this document.</p> |  |
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| 11. | <p><b>Governor Business and Communications</b></p> <p><u>Governor vacancies</u><br/> TS and SG have not joined the meeting tonight. SG attended the last meeting. HLB will contact TS to see if she is still interested in becoming a governor. There is one parent governor vacancy. There is always the option to co-opt one of these candidates.<br/> <b>Action:</b> Confirm if TS is still interested in being a governor and start the parent election process</p> <p><u>Governor communication</u><br/> RC has circulated a communication to be sent to parents. He apologised for the lateness in circulating the link.<br/> RC will wait until the end of this week for further comments and feedback on the newsletter. Governors are happy with the content. No suggestions for change.<br/> <b>Action:</b> Send any further comments/feedback for the newsletter to RC by the end of this week.<br/> <b>Action:</b> Send a new photo to RC if you are not happy with yours.</p> <p style="text-align: center;"><i>A sentence was recorded under confidential minutes</i></p> <p><u>Policies for review and approval</u><br/> All policies were circulated prior to the meeting for governors to review and submit queries in advance.<br/> RC advised the board that policies 11.2 to 11.9 are all high-level OCC model policies that have been developed in line with union guidance and legal process and the school receives HR support with these matters, so they need to be followed. It is not recommended that the board amends them.</p> <p><u>11.1 Professional Code of Conduct for Staff</u><br/> Governor question – Is HLB happy with the content and does it work for her?<br/> HLB confirmed she is happy with the content of this policy.<br/> <b>Decision made - policy was approved</b></p> <p><u>11.2 Disciplinary Policy and Procedure</u><br/> There were no questions or queries raised<br/> <b>Decision made - policy was approved</b></p> <p><u>11.3 Resolving Grievances</u><br/> There were no questions or queries raised<br/> <b>Decision made - policy was approved</b></p> <p><u>11.4 Dignity at Work Policy</u><br/> There were no questions or queries raised<br/> <b>Decision made - policy was approved</b></p> <p><u>11.5 Capability of Staff Policy</u><br/> There were no questions or queries raised<br/> <b>Decision made - policy was approved</b></p> <p><u>11.6 Stress at Work</u><br/> There were no questions or queries raised<br/> <b>Decision made - policy was approved</b></p> <p><u>11.7 Managing Sickness Absence</u><br/> There were no questions or queries raised<br/> <b>Decision made - policy was approved</b></p> <p><u>11.8 Emergency and Special Leave Policy</u></p> | <p>HLB</p> <p>ALL</p> <p>ALL</p> |

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|     | <p>There were no questions or queries raised<br/> <b>Decision made - policy was approved</b></p> <p><u>11.9 Restructuring and Redundancy</u><br/> RC stated that there are two versions of this policy in circulation. There is an OCC model and a school version. The OCC version is up to date and an OCC model. He proposed the board adopt this version and discard the school version.<br/> <b>Decision made – OCC model policy was approved and school version to be discarded</b></p> <p><u>11.10 Code of conduct for parents</u><br/> There were no questions or queries raised<br/> HLB confirmed that this code of conduct is useful and works effectively<br/> <b>Decision made - policy was approved</b></p> <p><u>Anti-bullying policy</u><br/> This was discussed under HT report. Consultation is still taking place for this policy.<br/> HLB hope to bring the policy to the next FGB meeting</p> <p><u>Staff and volunteers policy</u><br/> RC has been unable to find this policy. He raised the question ‘Do we need this policy’?<br/> The governors discussed whether or not a policy is needed. The safeguarding aspect would be the most important, but this has all been rolled into the KCSIE document.<br/> <b>Governor question</b> – Confidentiality re: volunteers needs to be covered.<br/> HLB stated that there is an operational leaflet for volunteers.<br/> <b>Decision made - The board decided that a policy is not required.</b></p>   |  |
| 12. | <p><b>Governor Updates Since last meeting</b><br/> <b>Learning and Teaching</b><br/> <u>Remembrance week visit report</u> (<a href="#">Appendix J</a>)<br/> This was submitted just after the last FGB meeting.<br/> No questions were asked.</p> <p><u>Chair / HT meeting report</u> (<a href="#">Appendix K</a>)<br/> There is less content than normal being shared. Confidential minutes are not being shared.<br/> No questions were asked.</p> <p><b>Staffing / Finance</b><br/> <u>Budget report -</u> (<a href="#">Appendix L</a>)<br/> NG reported that the budget position posted at the end of P9 (Quarter 3) is very similar to the position at the end of P6. NG drew attention to the summary on Pg16.<br/> As things currently stand the school should have a carry forward of £18K. This plus the £56K from last year will create a good buffer. This amount will not exceed the 8% threshold for potential claw back by OCC.<br/> The number of projected pupils on roll was 175. This is on track and remain so with 30 pupils joining reception each September.<br/> There is £9K in the capital budget. A plan for improving the play area is underway – this will cost £6-7K.<br/> Current finance tasks are to set the budget for next year, negotiate contract renewals and staffing budget.<br/> HLB has already asked staff to advise her if anyone wants to change their hours next academic year.<br/> <b>Governor question</b> – Are there any pro forma budget figures / timetable released by OCC yet?<br/> HLB is not aware of receiving any but will check with Sharon Scaysbrook (SS) (School Business Manager).</p> |  |

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|     | <p><u>Schools Financial Value Statement (SFVS) - (<a href="#">Appendix M</a>)</u></p> <p>NG advised the board that the SFVS has been completed. The purpose of the exercise is to show how the school is managing their finances, demonstrating value for money and financial compliance.</p> <p>NG extended thanks to SS for the hard work she has put into this piece of work. She has carried out a very thorough job, showing attention to detail and confidence in the budget management.</p> <p>There were no concerns or questions raised.</p> <p><b>Decision - Governors approved the SFVS.</b></p> <p>The governors also thanks NG for his work on the school finances.</p> <p><b>Premises (Excluding Health and Safety)</b></p> <p>No reports / updates</p> <p><b>Inclusion and safeguarding</b></p> <p>TO gave a verbal report. He and KM have met with HLB for a safeguarding monitoring visit. They have discussion around the safeguarding systems that the school has. The plan for the next visit will be to ask further, more detailed questions and to request to see some examples of how the school implements their safeguarding policies (i.e. speaking to staff and pupils).</p> <p><b>Governor question</b> – HLB has asked everyone to complete a neglect questionnaire. Where does this now go and what are the next steps?</p> <p>HLB explained that she wanted to obtain a baseline of neglect understanding across the workforce. Currently 60% of safeguarding cases in Oxfordshire are neglect. So far everyone who has completed the questionnaire has the right level of understanding around neglect so there is no action for HLB.</p> <p><b>SIAMS</b></p> <p>PS spoke. He wanted to record appreciation to HLB and the team at St Michael's for the level of pastoral care and referrals made. The care provided by the school is tangible. He is looking to support the school to build on this with extra funding.</p> <p>RG reported on class-based worship. She has attended RE Leader training. She has noticed that areas such as biblical knowledge are quite low across the school. This could be due to a lack of confidence for leading class worship.</p> <p>RG and a colleague are developing a programme for the team to follow and to support them reflective practice into their class time.</p> <p>HLB added that there are examples of reflective work on display around school.</p> |  |
| 13. | <p><b>Governor Training Update</b></p> <p><b>17.1 Updated Governor Training Log</b></p> <p>Governors are to update the training log with any training courses attended.</p>   |  |
| 14. | <p><b>Items for next agenda (in addition to actions and as per annual governance schedule, governance meeting schedule, policy planner and Governor Monitoring schedule)</b></p> <p>The SENCO will be invited to the next FGB as there will be a SEND focus.</p> <p>Focus for the next meeting will be –</p> <p><b><i>How effectively do we support students with SEND?</i></b></p>   |  |
| 15. | <p><b>Observers to leave the meeting</b></p> <p>Not applicable as neither observer joined the meeting.</p>  |  |

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| <b>16.</b> | <b>Safeguarding</b><br>There have been no bullying or racist incidences since the last FGB meeting.<br>The safeguarding audit was completed and submitted last term.<br>Safeguarding updates have been delivered / discussed under earlier agenda items.  |  |
| <b>17.</b> | <b>GDPR</b><br>There were no updates, breaches, or reports for this agenda item.  |  |
| <b>18.</b> | <b>Health &amp; Safety</b><br>The health and safety audit was due to be carried out today but it was cancelled by the auditor due to illness. All of the paperwork is ready for the audit when it is rescheduled.<br><br>HLB informed the governors that she is booked on to attend a health and safety course.     |  |
| <b>19.</b> | <b>Meeting schedule</b> - Meetings for 2022-23 will be as follows:<br><br>Thursday 30 <sup>th</sup> March, 5.30pm (remote)<br>Thursday 11 <sup>th</sup> May 5.30pm (remote)<br>Thursday 5 <sup>th</sup> June, 5.30pm (remote)<br>Wednesday 28 <sup>th</sup> June: In-School Day then meeting at 3.30pm (in person). |  |
| <b>20</b>  | <b>AOB</b><br><br>None<br><br><div style="text-align: right;">The meeting closed at 7.19pm.</div>   |  |

NB 02.02.2023

### Appendices (documents and reports discussed)

| Agenda Item | Appendix | Name   |
|-------------|----------|--|
| 3           | A        | St Michael's staff statement                     |
| 5           | B        | St Michael's Minutes 08.12.2022                  |
| 7           | C        | HT report  |
| 7           | D        | Stress at work risk assessment                   |
| 7           | E        | Layer 2 Data Autumn 2                            |
| 7           | F        | SEND visit report                                |
| 7           | G        | Andy Heyes feedback report                       |
| 10          | H        | EEF Guide for school governors and trustees 2019 |
| 10          | I        | Guide to becoming a parent governor              |
| 11          | J        | Remembrance week report                          |
| 11          | K        | Chair / HT report                                |
| 11          | L        | Budget monitor report                            |
| 11          | M        | Schools Financial Value Statement (SFVS)         |

### Action Log

| Meeting Date | Item Number | Action | Owner | Deadline |
|--------------|-------------|--------|-------|----------|
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Chair of Governors.....Date.....

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| 02.02.23 | 5  | Chair to sign minutes of 20.10.2022 & file at school  | RC    | Next FGB        |
| 02.02.23 | 7  | SEND monitoring visit before the next FGB meeting   | AP    | Next FGB        |
| 02.02.23 | 7  | Curriculum understanding for governors. Discuss ideas to bring to future FGB meetings       | RC/TO | Next FGB        |
| 02.02.23 | 7  | Curriculum understanding for governors on FGB agenda 28.06.23                               | Clerk | FGB 28.6.23     |
| 02.02.23 | 11 | Confirm if TS is still interested in being a governor and start the parent election process | HLB   | ASAP            |
| 02.02.23 | 11 | Send any further comments/feedback for the newsletter to RC by the end of this week.        | ALL   | End of the week |
| 02.02.23 | 11 | Send a new photo to RC if you are not happy with yours                                      | ALL   | End of the week |

■ End