

# Prifysgol Wreccsam Wrexham University

Minutes of the meeting of the Board of Governors of Wrexham University held on Friday 6<sup>th</sup> October 2023 at 9am in Room 1887, Wrexham University, Mold Road, Wrexham LL11 2AW

**Present:** Dr Leigh Griffin (Chair)  
Amy Anglesea  
Paul Barlow  
Richard Campbell  
Professor Martin Chambers  
Professor Maria Hinfelaar  
Maisie Head  
Dr Karen Heald  
Dr Sarah Dubberley  
Professor Sandra Jowett  
Diane McCarthy  
Jayne Owen  
David Subacchi  
Will Naylor  
Fabrizio Trifiro  
Richard Thomas  
Maureen Wain  
Liam Wynne

**Officers:** David Clarke (*Clerk to the Board*)  
David Elcock (*Executive Director of Finance*)  
Professor Aulay Mackenzie (*Acting DVC*)  
Professor Richard Day (*PVC Research*)  
Professor Ieuan Ellis (*PVC Strategic Change Projects*)  
Pete Gibbs (*Executive Director of HR*)  
Lynda Powell (*Executive Director of Operations*)

**In attendance:** Elen-Mai Nefydd (*Head of Welsh Medium Development*) for WBG2324/10  
James Dawson (*Director SPSA*) for items WBG2324/14 and WBG2324/15

**Apologies:** Claire Homard

<b>WBG2324/1</b>	<b>Courtesies and apologies</b>	
	Members were welcomed to the meeting and apologies noted.  The Chair welcomed new members Sarah Dubberley, Jayne Owen, Fabrizio Trifiro and Will Naylor to their first Board meeting. It was also the first meeting for the new Clerk to the Board.	
<b>WBG2324/2</b>	<b>Declarations of conflict of interest</b>	
	There were no declarations of interest relating to items on the agenda.	

<b>WBG2324/3</b>	<b>Minutes of last meeting</b>	
	<p><b>Received:</b> Minutes of meeting held on 14<sup>th</sup> July 2023</p> <p><b>Resolved:</b> To APPROVE the minutes as an accurate record of the meeting, subject to the insert of an additional paragraph under 22.125 to further reflect the extent of Board discussion and engagement of the Task and Finish Group on key issues related to the QAA Concerns Investigation.</p>	<b>DC</b>
<b>WBG2324/4</b>	<b>Matters arising</b>	
	<p><b>Received:</b> Report on matters arising from the July minutes.</p> <p><b>Resolved:</b> To NOTE the report</p>	
<b>WBG2324/5</b>	<b>Students' Union report</b>	
	<p><b>Received:</b> The Students' Union Impact Report 2022-23</p> <p><b>Reported:</b> The Board received a report and presentation from the President and Vice-President of the Students' Union (SU). It was reported that positive conversations had taken place with VCET and support staff to progress the manifesto pledges of elected officers, which included easier access to information about financial support, more cultural events (including Welsh) and promoting an active student voice within the institution. Work was ongoing in a wide range of other areas including;</p> <ul style="list-style-type: none"> <li>• Creation of a graduate portfolio</li> <li>• Practical support and guidance around cost of living</li> <li>• Supporting an increased demand on the SU advice service</li> <li>• Working with the University to improve WiFi on campus</li> <li>• Continued use of Unitu to support the student voice</li> <li>• Efforts to increase student participation in SU elections</li> <li>• Campaigns including period dignity, 'Help Yourself', 'Cup Again?', and Wellbeing Week</li> <li>• Promotion of sustainability including a push for students to support local Wrexham businesses, and the introduction of a clothing exchange on campus which had seen the SU listed as 'Excellent' in the Green Impact Students Union Awards</li> <li>• Successful delivery of Welcome Week activities</li> <li>• A rebranding exercise for the SU.</li> </ul> <p>The Board thanked the SU for an excellent presentation and the breadth and quality of SU work was praised. The SU was congratulated on the 2022-23 NSS results which had seen it place number one in Wales. There followed a discussion about the range of SU work, during which it was noted:</p>	

	<ul style="list-style-type: none"> <li>• The number of advice cases related to extenuating circumstances was high, and had risen significantly since the Covid-19 pandemic. The SU was working alongside academic staff to help foster a deeper understanding of the extenuating circumstances process and promote appropriate use</li> <li>• SU officers were sitting on an increased number of University and Board committees, which was welcomed by the Board</li> <li>• Close collaboration between the University and SU on mental health and wellbeing</li> <li>• Ongoing work to engage TNE students and those from partner organisations with the SU.</li> </ul> <p>Members were invited to attend meetings of Student Council, either as observers or to present items where appropriate. Meeting dates for 2023-24 would be circulated to the Board.</p> <p><b>Resolved:</b> To NOTE the report</p>	AA DC
<b>WBG2324/6</b>	<b>VC and Chief Executive's report</b>	
	<p><b>Received:</b> A written response to the SU Impact report A verbal update on other activity</p> <p><b>Reported</b> The Vice Chancellor provided a report on a range of matters as follows:</p> <p><u>WBG2324/6.1 Students' Union</u> It was clear from the presentation received why the SU was regarded so highly, both internally and externally, as reflected by the NSS result placing it number one in Wales. The President and Vice President were commended for their professional approach, and the breadth of positive SU work was praised. It would be important for the SU to remain involved in ongoing work regarding institutional action plans; it was noted that the student voice had been extremely beneficial to developments including the refresh of academic regulations. It was noted that the SU had received a 21% increase in budget for 2023-24, and was encouraged to use that increased resource to maintain its excellent momentum.</p> <p><u>Other matters</u> The University had hosted a number of high-profile meetings and visits in recent weeks, including Sports Wales, the Learned Society of Wales, and Wrexham Gateway Partnership. It was noted that this welcomed activity had added to the feel of a busy campus at the start of term. The impact of increased activity on car park availability was highlighted, with careful campus management required.</p>	

	<p>The Vice Chancellor had provided various media interviews with regards to the fallout of the recent government announcement to cancel sections of the HS2 project, and the potential impact on the North Wales region.</p> <p>The recent rebranding of the University had been well received, with extremely positive feedback on the freshness and clarity of the brand. An external launch event would be held on 25<sup>th</sup> October, which all Board members were invited to. Members congratulated all staff that were involved in the successful rebranding exercise.</p> <p><b>Resolved</b> To NOTE the report</p>	
<b>WBG2324/7</b>	<b>Towards 2030: Vision &amp; Strategy</b>	
	<p><b>Received:</b> A proposed scope, methodology and timeline for the development and approval of the new 2030 University Vision and Strategy.</p> <p><b>Reported:</b> The Board received a proposal from the PVC Strategic Change Projects who had recently joined on a fixed-term basis with a dual remit; to audit structures and systems that oversee quality assurance, including an effectiveness review of Academic Board, and to lead on the development and approval of the new strategic plan.</p> <p>A proposal was set out which included undertaking a full SWOT analysis with a range of stakeholder engagement, involving individual meetings with all governors to triangulate views. The intention was to establish an understanding of student, staff, governor, and external perceptions of the University. These interviews would involve 'blue sky thinking' on the type of institution stakeholders wanted Wrexham University to be, the enabling factors that might help to achieve that, and consideration of how that might translate into available resource. Consideration would also be given to the University's Mission Statement, how values are 'lived and breathed' within the institution, and what could usefully be used as measures of success. The SWOT analysis and recurring themes from stakeholder interviews would be reviewed in more depth during a half-day discussion at the Board's Strategy Day in January 2024. Further development of the draft strategy would then take place before the June meeting of Academic Board and final approval by the Board of Governors in July 2024.</p> <p>It was noted that consideration had been given to the most effective ways of engaging the student voice, with a mix of in-person and online sessions and plans for student consultation at the draft strategy stage.</p> <p>Members also noted that external engagement would need to be managed carefully, with care taken to identify key stakeholders and reconciliation of a range of feedback into a coherent message. Effort would be taken to maximise existing networks and contacts, utilising the most appropriate staff members and forums.</p>	

	<p>Members suggested that reflection on how the University analyses competition and HE recruitment landscape would be important to ensure that the emergent strategy was distinctive within the market. It was also noted that collaboration would be an important theme, including potential partnerships with regional institutions that had previously been considered competitors.</p> <p><b>Resolved:</b> To APPROVE the scope, methodology and timeline for the development and approval of the new 2030 University Vision and Strategy.</p>	
<b>WBG2324/8</b>	<b>Campus 2025</b>	
	<p><b>Received:</b> Campus 2025 update.</p> <p><b>Reported:</b></p> <p><u>Dean Road</u> It was reported that the sale of Dean Rd to Bellway Homes for £5.25m (plus VAT) was due to be completed that week. The Board signalled their frustration at the time it had taken to complete the sale, and recognised that it was due to factors outside of the University's control. The Executive Director of Finance and colleagues were praised by the Board for their committed and persistent approach throughout the process.</p> <p><u>HEFCW Funding Allocation</u> The University was seeking Board approval to allocate £750k of HEFCW funding to invest in existing facilities. The proposals included refurbishment of four existing teaching rooms and laboratory spaces, refurbishment of four existing teaching rooms and laboratory spaces, refurbishment of a corridor, new signage and an entrance area which would help to create a 'Science and Engineering Quarter' and boost the faculty offer in Engineering alongside the EEOC project. It was noted that the proposed timeline for completion would be summer 2024.</p> <p>The proposals had been considered and were supported by Strategy and Finance Committee. The Chair of that Committee reported that this would be an excellent strategic investment and an appropriate use of HEFCW funding.</p> <p><b>Resolved:</b> The Board APPROVED the HEFCW capital allocation of £750k recognising that tender documents and detailed business cases would follow.</p>	
<b>WBG2324/9</b>	<b>EEOC Business Case</b>	
	<p><b>Received:</b></p> <ul style="list-style-type: none"> <li>(i) EEOC Funding Agreement</li> <li>(ii) EEOC Business Case</li> </ul> <p><b>Reported:</b></p>	

The Committee received a report on progress of the Enterprise Engineering and Optic Centre (EEOC) project, including the timeline for approval of the full business case which would be considered by the North Wales Economic Ambition Board (NWEAB) in November 2023. If successful, funding would be released following NWEAB approval with a view to work commencing in February 2024. The business case, including the project financial commitment (capital and revenue), the spending objectives, and the adoption of the NWEAB funding terms and conditions had been considered and approved by Strategy and Finance Committee subject to full Board approval.

It was reported that following a thorough procurement process Wynne Construction had been appointed as the main contractor for the EEOC build. It was noted that the estimated capital project cost had risen, largely driven by inflation in building costs, from £9.85m to £13.25m. It had been agreed with the NWEAB that the additional capital costs would be funded via £1.7m additional Growth Deal grant and £1.7m additional cash match from Wrexham University (subject to Board approval at Full Business Case). The proposed total revenue contribution remained unchanged, with the model running over twelve years through to 2035/36. It was reported that many of the proposed costs would come from existing budgets and had been identified as match funding, but not new additional costs. Additional costs had been mitigated as much as possible.

It was suggested that the University might wish to review sub-contractor tender packs issued by Wynne Construction to maintain robust oversight of the design and build. It was noted that throughout the tender process with Wynne Construction, it had been stipulated that the total cost must not exceed the outlined amount of capital expenditure and the contract was set at a fixed price.

It was noted that the ambition was for the EEOC building to help act as a driver for the regional economy through research and innovation, and the University was confident it would deliver on the specified outputs. The Board recognised the strategic importance of the project however exercised caution over the inflationary increases in cost and potential financial impact on the University. It was reported that the University expected these additional capital costs to be offset in the long term by factors including the positive impact on student recruitment as a result of having a leading facility, and the replacement of older buildings with a more efficient energy-saving building which would reduce overheads. The financial impact, and reassurance that the net cost to the University was manageable, would continue to be monitored through Strategy and Finance Committee.

**Resolved:**

The Committee AGREED to:

	<ul style="list-style-type: none"> <li>• APPROVE the project financial commitment (capital and revenue)</li> <li>• APPROVE the adoption of the spending objectives</li> <li>• APPROVE the adoption of the NWEAB funding terms and conditions, subject to legal review.</li> </ul>	
<b>WBG2324/10</b>	<b>Welsh Medium Strategy</b>	
	<p><i>Elen-Mai Nefyn (Head of Welsh Medium Development) attended for this item</i></p> <p><b>Received:</b> Report on Cyfle: Welsh Medium Strategy</p> <p><b>Reported:</b> The Board received a report from the Head of Welsh Medium Development on the progress of the Cyfle Welsh Medium Strategy, It was noted that Cyfle was a Welsh word meaning ‘opportunity’, which had been chosen as the title for the strategy as a key driver was to provide opportunity for staff and students to engage with the Welsh medium at the University. Cyfle had been established in 2022 in response to the Welsh Government’s Cymraeg 2050 strategy and the Welsh Language Measures Act. Its aim was to promote the day-to-day use of the Welsh language, raising awareness and visibility of the Welsh medium within the University.</p> <p>It was reported that the University had lots to celebrate with regards to progress, and a busy first year had seen the data trajectory transformed with increased participation in students taking credits in Welsh. The next steps would be for the University to enhance and build on the progress made through continued embedding of Welsh into curriculum areas, including Allied Health and Education, and higher levels of staff engaging with the Welsh at Work scheme.</p> <p>The Board endorsed and supported this important work and praised the impact and enthusiasm of the Head of Welsh Medium Development. It was noted that Board support in strengthening and sustaining this work would be important. Members noted the challenges faced in delivering this strategy, including its new and emergent nature, the capacity of the Head of Welsh Medium and limited additional resource to facilitate real growth, and engaging the student and staff community effectively to make meaningful change.</p> <p>It was noted that a bilingual environment could add value to international partnerships, and it was reported that opportunities to engage with Welsh and gain insights into Welsh culture were increasingly attractive to international students.</p> <p>It was also noted that where the strategy had been successful in embedding Welsh in the curriculum, it had been hugely successful.</p>	

	<p>It was reported that Policing students were employer-ready as a result of engaging with Welsh language modules and that model should be celebrated as an example of best practice in employability. Members suggested that more could be done by the University to market these successes from a PR perspective.</p> <p>The Board discussed how governors might demonstrate leadership in the use of Welsh language, including using basic Welsh greetings and courtesies in written and verbal correspondence. The Chair agreed to reflect on this with a view to communicating further to the Board. It was also suggested that the Welsh at Work scheme that provided learning opportunities to staff could be extended to Board members.</p> <p><b>Resolved:</b> To NOTE the report</p>	<p><b>LG</b></p> <p><b>EMN</b></p>
<b>WBG2324/11</b>	<b>RDAPs</b>	
	<p><b>Received:</b> A verbal update on progress in the Research Degree Awarding Powers (RDAPs) process.</p> <p><b>Reported:</b> The Board received a report from the PCV Research which highlighted a number of key updates including;</p> <ul style="list-style-type: none"> <li>• The University had received further requests for information from the RDAPs panel</li> <li>• A visit to the University from the RDAPs panel was scheduled for 25<sup>th</sup> and 26<sup>th</sup> October</li> <li>• 11 Committee observations had been scheduled, including the November meeting of Board of Governors</li> <li>• The panel was tracking responses to the QAA review and had been interested in processes around partnerships</li> <li>• A large number of requests for information had focused on Teaching Degree Awarding Powers (TDAPs) rather than RDAPs which were viewed as the panel seeking wider assurance on the University's processes and procedures</li> <li>• The University had been successful in a number of new research grants, which would be formally announced imminently</li> </ul> <p>The Board thanked the PVC Research and colleagues for ongoing work on RDAPs, and welcomed ongoing engagement with the RDAPs panel.</p> <p><b>Resolved:</b> To NOTE the report.</p>	
<b>WBG2324/12</b>	<b>Projected Outturn 2022/23</b>	
	<p><b>Received:</b> Report on the projected outturn 2022/23 which was subject to external audit</p>	



	<p><b>Reported:</b></p> <p>The Executive Director of Finance reported a projected outturn operational deficit of (£1,537k), with a net overall deficit of (£2,383k) following pension scheme adjustments. The year-end external audit had begun on 18th September and as such the outturn was subject to review and potential change, although there were no significant changes expected.</p> <p>It was reported that the GIL position accounted for approximately a third of the overall deficit. A significant shortfall in full-time UK student recruitment, and the delay to the sale of Dean Rd had also contributed. However savings made in-year had offset and reduced the deficit which resulted in an overall improvement on the May forecast.</p> <p>It was noted that a post-balance sheet event would be created for the sale of Dean Rd, to make a note on the accounts to explain the impact.</p> <p>It was noted that the report had also been received by Audit and Risk, and Strategy and Finance Committees, where the position of GIL had been discussed at length. The Chair of Strategy and Finance Committee reported that actions related to GIL would be reported to the November meeting of that Committee, and a report to the Board would follow.</p> <p><b>Resolved:</b> To NOTE the report.</p>	
<b>WBG2324/13</b>	<b>Academic Partnerships</b>	
	<p><b>Received:</b> Report on academic partnerships</p> <p><b>Reported:</b> The Acting DVC provided a report on academic partnerships, which included:</p> <ul style="list-style-type: none"> <li>• due to the time of the year it was difficult to provide accurate student numbers across all partners. This data would be included in a report at the next Board meeting</li> <li>• the University had been invited to present on the Sri Lanka partnership at a QAA Conference, following the successful outcome of a review into that provision</li> <li>• a proposal to extend the partnership with Grwp Llandrillo Menai College was being considered, to accommodate a pathway into commissioned HEIW programmes</li> <li>• the proposed Manchester campus had been paused and a full update would come to the next Board meeting. The business case would be revisited by the Board should the University wish to proceed with that proposal</li> </ul>	

	<p>Members queried the process for identification and monitoring of risk in relation to partnerships. It was reported that a pipeline for future partnership exists, with due diligence work taking place and an Annual Partnerships Risk Report being considered by Academic Partnerships Committee, which could also be received by the Academic Quality and Standards Committee. It was noted that academic partnerships were also a corporate risk issue and as such were monitored through Audit and Risk Committee.</p> <p>Members highlighted that the IRR Action 9 had indicated an expectation of Board involvement in partnership approval. It was noted that current approval processes had been outlined in the response submitted to HEFCW in September, and the University awaited a response. However it was suggested that regardless of HEFCW feedback, the Board felt it required more assurance on approval of new partners. It was agreed that a clearer set of criteria for approval was needed, alongside definitions of what was meant by 'high risk'. This would be considered further at the November meeting of Academic Quality and Standards Committee.</p> <p>The Board welcomed the forthcoming discussion on the proposed Manchester campus, and noted that an evidence-based review and proposed next steps would be presented to the November Board meeting.</p> <p><b>Resolved:</b> To NOTE the report</p> <p><i>(Secretary's note – following the meeting it was agreed that the proposal to extend the partnership with Grwp Llandrillo Menai College would be circulated to the Board for approval via email)</i></p>	<p><b>AM</b></p> <p><b>AM</b></p>
<p><b>WBG2324/14</b></p>	<p><b>NSS 2023</b></p>	
	<p><i>The Director of SPSA attended for this item</i></p> <p><b>Received:</b> Report on National Student Survey (NSS) 2023</p> <p><b>Reported:</b> The Director SPSA reported that the University had received positive NSS results. Overall satisfaction stood at 81% compared to 77% across the sector and 75% for Wales, ranking the University 3rd in Wales. The University was ranked 1st in Wales for assessment and feedback, teaching on my course, student voice and the students' union. In most areas the University was above sector and/or Wales benchmark. Where areas had fallen below 70% satisfaction, HEFCW required action plans to be implemented. It was reported that as NSS results had been received later than previous years, development of action plans was ongoing and final versions would be shared with Academic Quality and Standards Committee.</p> <p>The Board noted the very positive NSS outcome, and commended the University's ability to sustain those positive results across numerous years. Members particularly highlighted the areas where Wrexham was ranked 1<sup>st</sup> in Wales, and noted that some</p>	

	<p>programmes had ranked 1<sup>st</sup> in the UK. This was a huge credit to high quality of staff and excellent work of the Students' Union.</p> <p><b>Resolved:</b> To NOTE the report To AGREE that the Vice Chancellor would thank all staff on behalf of the Board</p>	<b>MH</b>
<b>WBG2324/16</b>	<b>Chair's Report</b>	
	<p><b>Received:</b> Verbal report from the Chair</p> <p><b>Reported:</b> The Board received a report from the Chair which included the following updates:</p> <ul style="list-style-type: none"> <li>• Wrexham University had hosted an October meeting of the Chairs of Universities Wales (ChUW). A theme of discussion had been the increasing expectations on Boards, and the issue of governors' time commitment had been noted</li> <li>• The Welsh Government was facing budget cuts in coming years, and while Education had appeared to be somewhat protected it was expected that the sector would face financial squeeze in terms of grant funding. HEFCW had requested 3-5 year financial plans from Universities to inform CTER. It was noted that the Education Minister was promoting greater collaboration between providers on the understanding that more money would not be readily available, while Universities Wales had commissioned work on scope for cost savings in HEI's.</li> <li>• CTER had announced Simon Pirotte as Chief Executive, and further Board appointments had been made. The Education Minister was in the process of setting CTER's strategic objectives which were likely to include increasing the learner voice in decision making, and a focus on collaboration and partnerships. It was noted that the University and Board would start to consider how it might proactively engage with CTER in the coming months</li> <li>• A lot of shift in senior roles had been reported across the sector, including at University executive level and amongst Board Chairs, which had caused some disruption.</li> </ul> <p><b>Resolved:</b> To NOTE the report</p>	
<b>WBG2324/17</b>	<b>Academic Board report</b>	
	<p><b>Received:</b> Report on the Academic Board meeting held on 12<sup>th</sup> September 2023</p>	

	<p><b>Reported:</b> The Board received the report and noted the draft Annual Standards Overview Report which would be received at Academic Quality and Standards Committee in November</p> <p><b>Resolved:</b> To NOTE the report</p>	
<b>WBG2324/18</b>	<b>QAA Action Plan</b>	
	<p><b>Received:</b> Report on progress QA Action Plan</p> <p><b>Reported:</b> The Board received an updated action plan which had been approved by Academic Board in September. It was reported that the action plan was progressing and on target. It was noted that a revised set of academic regulations had been approved, which provided much more clarity to students, and a Gantt Chart had been provided which provided an overview of progress with actions.</p> <p><b>Resolved:</b> To NOTE the report</p>	
<b>WBG2324/19</b>	<b>Corporate Risk</b>	
	<p><b>Received:</b> Corporate risk management report, risk report and summary</p> <p><b>Reported:</b> The Chair of Audit and Risk Committee reported that responsibility for the oversight of risk was moving to the General Counsel and Legal Secretary. A report on changes to the approach to risk management, which included consideration of risk tolerance, risk appetite, and further assurances, would be received at the next meeting of Audit and Risk Committee. Clearer presentation to the Board of actions and timescales was also being considered. Members welcomed this work and highlighted the importance of utilising a risk register to help the Board focus its time most effectively.</p> <p><b>Resolved:</b> To NOTE the report</p>	
<b>WBG2324/20</b>	<b>Management Committees annual report</b>	
	<p><b>Received:</b> Management Committees Annual Report 2022-23</p> <p><b>Resolved:</b> To NOTE the report</p>	
<b>WBG2324/21</b>	<b>Register of Members' Interests</b>	
	<p><b>Received:</b> Register of Members' Interests</p> <p><b>Reported:</b></p>	

	<p>The Clerk presented the Register of Members' Interests and an email would be sent to members requesting any outstanding declarations to be updated.</p> <p><b>Resolved:</b> To NOTE the report</p>	<b>DC</b>
<b>WBG2324/22</b>	<b>Audit and Risk Committee</b>	
	<p><b>Received:</b> Report on the meeting of Audit and Risk Committee held on 21<sup>st</sup> September 2023</p> <p><b>Reported:</b> The Chair of the Committee presented the report and highlighted:</p> <ul style="list-style-type: none"> <li>• RSM had reported that engagement with internal audits had been positive, and the outcomes of audits had been positive with no high-level actions. The Committee had been concerned that RSM reported difficulty in receiving timely information from certain areas. It has been agreed that managers of relevant areas would be invited to meetings where reports on their areas were being received.</li> <li>• The Committee would retain an ongoing interest in the position of Glyndwr Innovations Ltd in relation to the level of risk posed to the University</li> </ul> <p><b>Resolved:</b> To NOTE the report</p>	
<b>WBG2324/23</b>	<b>Strategy &amp; Finance Committee</b>	
	<p><b>Received:</b> Report on the meeting of Strategy and Finance Committee held on 29<sup>th</sup> September 2023</p> <p><b>Reported:</b> The Chair of the Committee presented the report and highlighted:</p> <ul style="list-style-type: none"> <li>• A number of the substantive items from the meeting had been discussed earlier on the Board agenda, including EEOC and Campus 2025</li> <li>• A revised set of Financial Regulations had been approved subject to minor amendments, which had since been made and the updated document was shared with the Board. Members commended the Head of Finance for this excellent piece of work.</li> </ul> <p><b>Resolved:</b> To NOTE the report</p>	