Confirmed

Minutes of the Board of Governors

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| 03-07-2025 | 3:00pm | CSM Hospitality Suite, Llandaff Campus |

# Present:

## John Taylor CBE (Chair and Independent Governor)

## Kellie Beirne (Independent Governor) for minutes A1-A22

## Vaishnavi Chopde (Student Governor)

## Roisin Connolly (Independent Governor) – *via Teams*

## Kevin Coutinho MBE (Independent Governor)

## Fergus Feeney (Independent Governor)

## Karen Fiagbe (Independent Governor) - *via Teams*

## Dr Clare Glennan (Academic Staff Governor)

## Dr Iva Gray (Independent Governor)

## Peter Kennedy (Independent Governor) *– via Teams*

## Professor Rachael Langford (President & Vice-Chancellor)

## Professor Helen Marshall OBE (Independent Governor) for minutes A1-A16 inclusive

## Souparnika Parameswaran Namboothiri (Student Governor)

## Menai Owen-Jones (Senior Independent Governor)

## Chris Pilgrim (Independent Governor)

## Dr Giri Shankar MBE (Independent Governor)

## Matthew Tossell (Vice-Chair and Independent Governor)

## Scott Waddington (Independent Governor) *– via Teams*

## Dr Cathryn Withycombe (Academic Board Representative Governor)

# UEG members in attendance:

## Professor David Brooksbank (PVC Business, Global and Civic Engagement)

## Stephen Forster (Interim Chief Finance Officer)

## Professor Sheldon Hanton (PVC Research & Innovation)

## Lowri Williams (Chief People Officer)

# Other staff in attendance:

## Ruth Davies (University Secretary)

## Will Fuller (Chief Executive Officer, Students’ Union) (for agenda items A10, A11 and A12)

## Mairwen Harris (Head of Strategy, Planning & Performance)

## Tracey Horton (Head of Student Lifecycle) (for agenda item A12) – *via Teams*

## Greg Lane (Head of Governance & Clerk to the Board)

## Rebecca Lever (Chief Officer for Marketing, Communications & Student Recruitment) (for agenda item A14)

## Julie Morgan (Senior Governance Officer)

## Rewathi Viswanatham (Outgoing SU Vice President & Student Governor)

Author of Minutes: Greg Lane (Head of Governance & Clerk to the Board)

# Part A1: Routine Items of Business

# Apologies & Preliminaries (agenda item A01)

## The Chair welcomed Souparnika Parameswaran Namboothiri (SU President) and Vaishnavi Chopde (SU Vice President – Education) to their first meeting of the Board as Student Governors. Both had taken up their respective roles on 1 July 2025.

## The Chair also welcomed Ruth Davies (University Secretary) to their first meeting of the Board.

## The Chair congratulated Kevin Coutinho (Independent Governor) for being awarded an MBE in the King’s Birthday Honours List for his services to Equality, Diversity, and Inclusion.

## The Chair also placed on record the Board’s congratulations to Professor Brian Morgan (Director of the University’s Creative Leadership and Enterprise Centre) for being awarded an OBE for his services to the Welsh Economy.

## Apologies for absence were received from Charlie Bull (Professional Services Staff Governor) and Paul Matthews (Independent Governor). Apologies for absence were also received from Professor Katie Thirlaway (Deputy Vice Chancellor & Provost).

## Apologies for lateness were received from Scott Waddington (Independent Governor).

## The Chair proposed that given the length of the agenda that agenda items A05, A06 and A07 should be noted without detailed discussion. Board members agreed.

# Declarations of Interest (agenda item A02)

## No declarations of interest were declared.

# Minutes of the Board of Governors Special Meeting (20 March 2025) and Matters Arising (agenda item A03)

## The Board was advised that Karen Fiagbe (Independent Governor) had provided her apologies for absence. These would be included in the minutes.

## The Board Resolved:

## Toapprove the Minutes of the Board of Governors Special Meeting dated 20 March 2025 (as amended) as correct record.

## 3.3 There were no matters arising.

# Minutes of the Board of Governors Meeting (3 April 2025) and Matters Arising (agenda item A04)

## The Board Resolved:

## To approve the Minutes of the Board of Governors Meeting dated 3 April 2025 as a correct record.

## 4.2 There were no matters arising.

# Chair’s Report (agenda item A05)

## The Board noted the Chair’s report which covered the following matters: (i) The CUC review of the HE Code of Governance and its wider review of governance within the HE sector; (ii) Arrangements for Governors’ annual appraisals; (iii) An update on the ChUW meeting held at Aberystwyth University on 16 June 2025 which had focussed on the financial challenges faced by the Welsh HE sector and potential future partnership working with other sectors; and (iv) An update on UCEA’s discussions with the trade unions on the national pay offer for 2025-26.

## The Board Resolved:

## To note the Chair’s report.

# Vice-Chancellor’s Report (agenda item A06)

## The Board noted the Vice-Chancellor report which covered the following matters: (i) An update on UK HE sector news ; (ii) An update on senior staff recruitment; (iii) Notable events and achievements across the University; (iv) A list of Vice Chancellor’s external engagements and appointments since the previous Board meeting.

## The Board Resolved:

## Tonote the Vice-Chancellor’s Report.

# Students’ Union Update (agenda item A07)

## The Board noted the Students’ Union Update which included the following: (i) An update on Student Leadership arrangements; (ii) An update on the SU’s new Strategy and the related launch event; (iii) An update on SU campaigns and progress against agreed priorities; and (iv) An update on SU events – both those delivered and those planned.

## The Board Resolved:

## To note the Students’ Union Update.

## Part A2: Strategic Items of Business

# Remuneration Committee Summary Report (24 June 2025) (agenda item A08)

## The Chair of Remuneration Committee (Chris Pilgrim) and Chief People Officer advised that this item and the subsequent item on the Workforce Update would be presented together as one item.

## The Chief People Officer outlined the work undertaken by the University to date in efforts towards achieving financial recovery. This work included a significant reduction of posts within the University’s establishment to reduce staff costs. The Board was informed that approximately 260 posts would be deleted in total. This had been achieved via three rounds of voluntary severance, the deletion of vacant/unfilled posts and a collective consultation exercise (that was nearing completion) regarding posts at risk of redundancy.

## The Board was provided with further details on the impact of the consultation proposals since the collective consultation process was launched in early April 2025. The Board was advised of the number of Academic Staff and Professional Services Staff at risk of redundancy. The Chief People Officer advised the Board of arrangements put in place to help mitigate the number of compulsory redundancies needed. The University was constructively working with the trade unions – particularly those at local branch level – on the collective and individual consultation process with staff.

## The Board was advised that there was a financial gap of approximately £1.8m to address before the end of 2024/25 financial year (i.e. 31 July 2025). The Board was informed that the Executive continued to look at the options available with a view to developing further proposals.

## The Chair of Remuneration Committee confirmed that the Vice Chancellor and the Chief People Office had kept the Remuneration Committee well informed on the development and implementation of the organisational change proposals. It was recognised that the scale of the changes was significant and that the next year would be a demanding period as changes were implemented and embedded. The Chair of the Committee also confirmed that the potential exit payments referred to in the Workforce Update were statutory rather than discretionary payments.

## Board members briefly discussed the financial challenges faced by the HE sector as a whole. There was broad agreement that the funding model for universities was not fit for purpose. Board members emphasised the need for the HE sector to work together closely to lobby Welsh and UK governments for changes to the funding model. The HE sector would need to emphasise the crucial role that universities have in research, innovation and enterprise and the benefits that this provided to the economy, employment, and wider society.

## The Board Resolved:

## To note the Remuneration Committee Summary Report.

# Workforce Update – Organisational Change Proposals (agenda item A09)

## The Board Resolved:

## To notethe note the Workforce Update.

# Students’ Union Annual Impact Report 2024-25 (agenda item A10)

## The outgoing SU Vice President & Student Governor and the SU Chief Executive Officer jointly presented the report which set out the SU’s delivery of services and outcomes over the academic year. The report provided evidence of progress made across student voice, advice, activities, sport, democracy, and governance. This was supported by key headline figures/information on activities. The report reflected on a year shaped by budget constraints but also one marked by resilience, collaboration, and student-led wins. The Board was informed of plans to launch the SU’s new Strategy in early September 2025 in readiness for the new student intake later that month. The new Strategy would have three priorities – Winning for and with Students, High Quality Activities for Everyone and Modernising How the SU Works.

## The Chair thanked the outgoing SU Vice President for their contribution to the work of the Board over the previous two years and for her effective representation of students.

## The Board Resolved:

## To formally receive the Students’ Union Annual Impact Report for 2024-25 and noted that it would be published on the Cardiff Met Students’ Union website.

# Student Relationship Agreement for 2024-25 (agenda item A11)

## The University Secretary introduced the report for formal noting by the Board. The Agreement set out the relationship between Cardiff Metropolitan University and Cardiff Met Students’ Union and the operating principles that both parties had committed to adhere to. The Agreement took account of the legal requirement on the University, outlined in the Education Act 1994, to ensure that the students’ union operated in a fair and democratic manner and the legalities relating to the registered charity status of both parties. The Agreement included an Implementation Plan for 2025-26 which explained the ways in which both parties would work together. The University’s Academic Board and the Students’ Union Board of Trustees had approved the Agreement.

## The Board Resolved

## To note the Student Relationship Agreement between the University and Cardiff Met Students’ Union.

# Proposed Updates to the Student Charter for 2025/26 Undergraduate (agenda item A12)

## The Head of Student Lifecycle introduced the report. The Student Charter was a high-level partnership document that set out the expectations, rights and responsibilities of the University, the Students’ Union, and students. The Charter applied to all within the University’s student body. The Charter had been developed jointly to deliver a student experience which was consistent with the vision, values, and priorities within Strategy 2030. There was a requirement to review the Charter on an annual basis via consultation with a broad range of staff and students. In addition to general updates and tidying up amendments the Student Charter for 2025-26 included an additional bullet point in the section on the University’s Learning Community commitments to ‘recognise and respect students’ exceptional personal circumstances and support additional consideration, following the Support to Study process where relevant’. The University’s Learning Teaching and Student Engagement Committee had proposed the inclusion of the additional bullet point.

## The Board Resolved:

## To approve the Student Charter for 2025/26.

# 13 Strategy, Planning and Performance Committee Summary Report (19 June 2025) (agenda item A13)

# 13.1 The Chair introduced the Summary Report for the meeting held on 19 June 2025. The Committee had considered the following items: (i) Student Applications Update; (ii) University KPIs for 2023-24; (iii) Complaints and Conduct Report for 2023-24; (iv) Graduate Outcomes Report for 2022-23; (v) Environment Scanning Update; (vi) Summer Interim Quality Assurance Report; and (vii) Annual Estates Report for 2023-24.

# 13.2 The Board Resolved:

# 1) To note the Strategy, Planning and Performance Committee Summary Report.

# Student Applications Update (agenda item A14)

# 14.1 The Chief Officer for Marketing, Communications & Student Recruitment presented the update. For September 2025 entry home FTUG acceptances were up 5% and on track for expected intake subject to risks over the summer conversion period, specifically on competitor behaviour and the availability of accommodation. (Redacted).

# 14.2 Board members had a brief discussion on the various approaches being taken by the University’s competitors to increase student recruitment. Board members also sought assurance on whether the multiple number of student intakes throughout the year was sustainable in terms of student experience and staff wellbeing. It was confirmed that all necessary arrangements were in place.

# 14.3 The Board Resolved:

# 1) To note the Student Applications Update.

# University Key Performance Indicators 2023-24 (agenda item A15).

## The Head of Strategy, Planning and Performance introduced the report on the updated University’s KPIs for 2023-24. Strategy 2030 had set out fourteen KPIs across five themes to track progress. The themes covered (i) Learning, Teaching and Student Success; (ii) Research and Innovation; (iii) Global Engagement; (iv) Civic Mission; and (v) Enabling measures. Board members noted that the current environment for the University, and universities more widely, remained challenging due to financial pressures and increased uncertainty and volatility in the international student recruitment market.

## Board members noted improvements against the KPIs on Student Retention, NSS Teaching Performance, NSS Organisation and Management, and Graduate Employment and Further Study. Board members also noted the positive progress against the KPI for Volume of Internationally Excellent Research Outputs towards REF2029. Board members noted that further progress was required to meet KPIs on Carbon Net Zero by 2030, Financial Surplus/Deficit Excluding Pension Provision, and Staff Costs as a Percentage of Turnover.

## The Vice Chancellor informed Board members of specific work being undertaken on both Llandaff and Cyncoed campuses on sustainability and decarbonisation to help meet the KPI on Carbon Net Zero by 2030.

## The Head of Strategy, Planning and Performance confirmed to Board members that assessments on the viability of programmes were completed as part of the annual planning round with Schools.

## Board members queried whether graduate employability data was available for international students who had studied at the University. The Head of Strategy, Planning and Performance explained that obtaining responses from international students to follow-up surveys tended to be quite challenging – particularly after they had relocated.

## The Board Resolved:

## To approve the report on University Key Performance Indicators for 2023-24.

# Medr Consultation on a New Regulatory System – Summary and Draft University Response (agenda item A16)

## The University Secretary introduced the report that set out a summary of the new initial and on-going conditions of registration which were subject consultation by Medr. The register was scheduled to go live on 1 August 2026. The University would be required to comply with the initial conditions by Spring 2026 when its application would be assessed. The University Secretary advised that the conditions of registration were broadly similar to the existing HE assurance landscape but that there were a number of conditions and statements in the supplemental guidance that required better definition. The extent of the applicability of all elements of the Quality Framework to TNE provision needed clarification. Preparing documentation for the initial registration could put an additional strain on resources. The University was preparing a consultation response which would highlight the need for Medr to re-use existing documentation to reduce the administrative burden. Other universities in Wales planned to do the same.

## The University Secretary advised that there were a number of potential risks relating to compliance, including compliance with CMA requirements on information provided to students and compliance with the new timebound reportable events process. The Board was informed that the University’s response to the Medr consultation would be submitted by 18 July 2025 and that the draft would be circulated to Board members for consideration and comment before then.

## The Board Resolved:

## To note the Summary on Medr’s New Regulatory System.

## To note that the Draft University Response will be circulated via email to all Board members for comment prior to formal submission to Medr on 18 July 2025.

## (Secretariat note: The meeting adjourned at 4.35pm and reconvened at 4.45pm. Professor Helen Marshall OBE left at this juncture).

# Finance Committee Summary Report (25 June 2025) (agenda item A17)

## The Chair of the Finance Committee (Matthew Tossell) introduced the Summary Report for the meeting held on 25 June 2025. The Committee had considered the following items at its meeting: (i) Cardiff Met Students’ Union Outturn for 2024-25 and Provisional Budget for 2025-26; (ii) Outturn Third Review 2024-25; (iii) Resource Dashboard; (iv) Budget Proposals for 2025-26; (v) Medr Financial Forecasts; (vi) Annual Insurance Report for 2025; (vii) High Value Procurement Update and Decisions Taken Under Chair’s Action; and (viii) Expenditure Approval Request on a New Library Management System.

## The Chair of Finance Committee advised that the Committee had discussed whether the Expenditure Approval financial threshold should be lowered from £500k to £250k to provide Governors with greater opportunity for scrutiny at a time of financial challenge for the University. The Committee had decided to refer the matter to the Board for a steer. The Board was advised that the financial threshold had been raised from £250k to £500k a few years previously in order to reduce the volume of requests that required approval via Finance Committee or Chair’s Action at a time when the University was undertaking several capital projects. The financial threshold had also been raised following significant cost increases in the period of high inflation experienced after the pandemic.

## The Board was advised that the Investment Board had been introduced into the University’s governance and decision-making arrangements in the autumn of 2024. This had been introduced to provide added scrutiny of all expenditure proposals from Schools and Professional Services Departments that exceeded £10k. As a way forward the Board requested that it be provided with information from Investment Board that illustrated the volume of approval requests that would need to be referred to Finance Committee if the threshold were lowered to £250k.

## The Interim Chief Finance Officer undertook to provide this information to the Board early in the new academic year. This information would be provided together with comparative information on arrangements at other universities. Board members were mindful of the fact that any proposed further changes to financial thresholds would require revisions to the University’s Scheme of Delegation, Financial Regulations and Financial Systems. Board members and UEG members agreed the proposed review was worthwhile (irrespective of whether it resulted in any changes to financial thresholds) to ensure that the governance processes in place were robust and that Governors were appropriately sighted on expenditure proposals at a time of significant financial challenge.

## The Board Resolved:

## To note the Finance Committee Summary Report.

## To request that the Board be provided with information from Investment Board that illustrated the volume of approval requests that would need to be referred to Finance Committee if the threshold were lowered to £250k.

# Outturn 2024/25 Third Review (agenda item A18)

## The Interim Chief Finance Officer introduced the report that summarised the University’s financial performance as at 30 April 2025. The report highlighted an improved financial outlook which was largely due to strong student recruitment in September and January that significantly exceeded budget targets. (Redacted).

## The Board Resolved:

## To note the Outturn 2024/25 Third Review.

# Budget Proposals for 2025-26 (agenda item A19)

## The Interim Chief Finance Officer introduced the report. The budget proposals for 2025-26 had been prepared against the backdrop of significant adjustments to the University’s cost base that had been delivered during 2024-25 that were necessary due to sector-wide financial difficulties stemming from a significant reduction in international student recruitment. Financial projections suggested the University was on track to deliver £15.5m in savings, around £1.5m short of the original £17.0m savings target. The budget proposals for 2025-26 had been prepared in line with the assumptions approved by the University’s Executive Group in April 2025 and showed a strengthened position across several metrics when compared with the previous budget. Headline income was forecast to have grown by £9.9m to £148.1 (2024-25: £138.2m) and the University would return a modest accounting surplus of £1.8m (2024-25: deficit £16.5m). Staff costs as a percentage of income were forecast at 63.5%, down from 74.5% but still above the 60% KPI target. Cash reserves were forecast to be maintained over the year at circa £37m. The University had earlier in the course of the year negotiated covenant waivers for loans with its lenders. The University was however forecast to meet the covenant requirements set for the end of 2025-26 financial year.

## The Board Resolved:

## To approve the Budget Proposals for 2025-26.

# Medr Financial Forecasts (agenda item A20)

## The Interim Chief Finance Officer introduced the report that provided a summary overview of the University’s financial forecasts to 31 July 2029. The University was required to submit the forecasts to Medr following endorsement by the Board. The forecasts were in a prescribed format that detailed the latest projection of the outturn for the current year, the budget for the next year and operational forecasts for the following three years. The forecasts covered the implementation period of the University’s financial recovery plans and demonstrated a significantly improved financial position when viewed against the outlook at the same point last year.

## The key/headline forecasts were as follows: (Redacted).

## The Board Resolved:

## To approve the University’s Financial Forecasts for submission to Medr.

# Audit Committee Summary Report (16 June 2025) (agenda item A21)

## The Chair of the Audit Committee (Scott Waddington) introduced the Summary Report for the meeting held on 16 June 2025. The Committee had considered the following items at its meeting: (i) Update on Cyber Security; (ii) Internal Audit Reports; (iii) Internal Audit Annual Report for 2024-25; (iv) Internal Audit Strategy for 2025-28 and Annual Plan for 2025-26; (v) External Audit Plan for the University’s Financial Statements for 2024-25; (vi) University Risk and Issues Register for Summer Term 2025; (vii) Counter Fraud and Corruption Policy; and (viii) Annual Financial Fraud Report.

## The Board Resolved:

## To note the Audit Committee Summary Report.

# University Risk and Issues Register (agenda item A22)

## The Head of Strategy, Planning, & Performance presented the University Risk and Issues Register for the summer term. The Board was advised that there were twenty-two risks included in the register. Ten risks were rated as red risks post mitigation. Twelve risks were rated as amber risks post mitigation. Two risks had increased their post mitigation score since the spring term update - these related to Staff Capacity and UKVI. One risk had decreased – on Staff Wellbeing. One risk had been added to the register relating to changes to public procurement legislation. The Board was informed of emerging risks that were being monitored but had not yet required inclusion in the register. These related to Medr’s Conditions of Registration, Medr’s Overview of Subject Demand in Wales, and compliance with new Consumer Protection legislation to be introduced in the autumn.

## The Board Resolved:

## To approve the University Risk and Issues Register for the summer term.

# Governance and Nominations Committee Summary Report (9 June 2025) (agenda item A23)

## The Chair of the Governance and Nominations Committee (Menai Owen-Jones) presented the Summary Report for the meeting held on 9 June 2025. The Committee had considered the following items at its meeting: (i) Changes to Committee membership; (ii) Updates to the University’s Scheme of Delegation; (iii) Comparative information on Board members’ length of service at Welsh universities; (iv) Update on progress against the Governors’ EDI Plan; (v) Proposed calendar of Board and Committee meetings for 2025-26; (vi) Update on Honorary Awards; (vii) Draft Governor Induction, Training and Development Plan for 2025-26; and (viii) Proposed Committee Work Programme for 2025-26.

## The Head of Governance & Clerk to the Board advised Board members of required changes to the Procedure for the Appointment of Members to Committees. It was recommended that the Governance and Nominations Committee be given authority to consider and approve changes to committee membership directly rather than endorse them for Board approval. This would enable changes to be approved at the start of the cycle of meetings for each term rather than at the end. The Procedure for the Appointment of Chairs to Committees by the Board remained unchanged.

## The Board Resolved:

## To note the Governance and Nominations Committee Summary Report.

## To approve the proposed changes to the Procedure on the Appointment of Members to Committees.

# Board Succession Planning (agenda item A24)

## The Chair of the Governance and Nominations Committee introduced the report. The Board Succession Plan aimed to promote transparency, accountability, and diversity in leadership appointments at Board member level. The Plan was made up of three parts – the Board Succession Plan, the Governors’ Skills Survey Evaluation, and the Governors’ EDI Plan. The Governance and Nominations Committee had endorsed the first two parts at its meeting in March 2025 and had endorsed the Governors’ EDI Plan (with additional actions) at its meeting in June 2025. The Committee wished to place on record its thanks to Kevin Coutinho (Independent Governor) for his contribution on the Governors’ EDI Plan.

## The Board Resolved:

## To approve the Board Succession Plan documents for future use.

# Calendar of Meetings for 2025-26 (agenda item A25)

## The University Secretary introduced the report. The updated calendar included two additional Board meetings on Wednesday 4 February 2026 and Wednesday 13 May 2026 which had been added following Board members’ feedback on the previous draft. The Board noted that additional informal governor meetings, briefings and executive-led updates would also continue to be arranged as required to support the governance process. The Board noted that the calendar may be subject to further proposed revisions as a result of the review of Academic Board and its committees.

## The Board Resolved:

## To approve the updated Calendar of Meetings for 2025-26.

# Governor Training, Induction and Development Plan for 2025-26 (agenda item A26)

## The University Secretary introduced the report which set out proposals for the Board and University Executive Group Awayday on 18 and 19 September 2025, and specific all governor sessions to be held over the course of the year covering: (a) Risk Management and Scenario Testing; (b) Arrangements for the Quality Assurance Agency’s formal Quality Enhancement Review in 2026; and (c) the University’s Research Portfolio and related Research Culture;.

## The Chair suggested that a specific session be provided on the University’s environment and estate following SPPC’s previous consideration of the Estates Annual Report. The Committee had found the report to have been highly informative. The University Secretary agreed to add this to the Plan.

## The Board Resolved:

## To approve the Governor Training, Induction and Development Plan for 2025-26.

# People, Health, and Wellbeing Committee Summary Report (10 June 2025) (agenda item A27)

## The Chair of the People, Health, and Wellbeing Committee (Peter Kennedy) presented the Summary Report of the Committee’s meeting held on 10 June 2025. The Committee had considered the following items at its meeting: (i) Chief People Officer’s Update on the University’s work on Recovery and Transformation; (ii) Report on Employment Diversity Initiatives; (iii) Race Equality Charter Working Group Annual Report; and (iv) Athena Swan Working Group Annual Report.

## The Board Resolved:

## To note the People, Health, and Wellbeing Committee Summary Report.

# Any Other Business (agenda item A28)

## There was no other business.

## Part B: Items for Approval/Noting For Discussion By Exception

# Students’ Union Articles of Association (agenda item B01)

## The Board Resolved:

## To approve the Students’ Union Articles of Association for future use.

# Complaints and Conduct Annual Report 2023/24 (agenda item B02)

## The Board Resolved:

## To note the Complaints and Conduct Annual Report for 2023/24.

# Graduate Outcomes Summary 2025 (agenda item B03)

## The Board Resolved:

## To note the Graduate Outcomes Summary for 2025.

# Environment Scanning Update (agenda item B04)

## The Board Resolved:

## To note the Environment Scanning Update.

# Summer Term Interim Quality Assurance Report (agenda item B05)

## The Board Resolved:

## To note the Summer Term Interim Quality Assurance Report.

# Annual Estates Report 2023-24 (agenda item B06)

## The Board Resolved:

## To note the Annual Estates Report for 2023-24.

# Scheme of Delegation) (agenda item B07)

## The Board Resolved:

## To approve the updated Scheme of Delegation.

## Meeting concluded: 5:50pm

## **John Taylor CBE**

## **Chair of the Board of Governors**

## **Cardiff Metropolitan University**