

Dear All,

I hope you are keeping well as we approach the end of 2021 and a much needed and well-deserved Christmas break.

On reflection, this year has proven to be every bit as challenging as 2020, with the pandemic still featuring heavily in our lives.

I am extremely proud of how our Finance community has continued to pull together, both in keeping the University functioning and in making further progress on our various improvement initiatives. I'd like to thank each of you for the contribution you have made to our continued success.

While Omicron has created more uncertainty in the near term, the promise of more resilience through the booster vaccinations will undoubtedly leave us in a stronger position than last year and I am confident we will be able to push on with the roll out of our hybrid working plans soon. 2022 also promises to be an exciting year of positive change for us, with expected key deliverables from several aspects of our Finance Transformation Programme. I look forward to working with you all in delivering this agenda.

So let me close by taking the opportunity to wish you all a Merry Christmas, a peaceful break with your families and all the very best for the New Year ahead.

Best Wishes,

David Hughes

Director of Finance