

## WREXHAM GLYNDŴR UNIVERSITY ACTION PLAN

To address

### The Governance Charter for Universities in Wales – Commitments to Action

These commitments have been grouped together for ease of presentation and clarity of action. This does not mean that the ordering represents any sense of prioritisation. All parties to the Charter are committed to making progress in all areas.

Approved by the Board of Governors on 28<sup>th</sup> May 2020

Updated 26<sup>th</sup> November 2021

The Board of Governors is committed to implementing the Commitments to Action arising out of the review of Governance of Universities in Wales. Most actions have specific dates and will be implemented between June 2020 and July 2021. However, there are a small number of actions which are dependent on the outcomes of work of other bodies associated with the University and to which no firm completion dates can be assigned, nevertheless the Board aims to implement the full action plan before the end of the academic year 2021/22.

	Charter Commitment to Action	Lead to take forward the Commitment to Action identified by Gilliam Camm	Current practice at Glyndwr University relating to the 'Charter Commitment to Action'	Areas for further action by Glyndwr University to address the 'Charter Commitment to Action'
A	<b>Understanding Culture:</b>			
	<ol style="list-style-type: none"> <li>1. In view of the importance of a positive organisation culture to a thriving university, each governing body will formally review quantitative and qualitative data relating to organisational culture.</li> <li>2. The governing body will consider if there are any gaps between the actual and desired culture and will</li> </ol>	<ol style="list-style-type: none"> <li>1. Governing Body</li> </ol>	<p>It is considered that there is a culture of openness, transparency and trust and where staff feel confident that they can 'speak up'. The University has in place a staff engagement survey which is undertaken every two years. The survey questions align with elements of the Investors in People Framework.</p>	<p>A i. In order to test the assumption/ seek to confirm that a positive culture exists within the University seek for the Executive Director Human Resources to consider the questions in the Staff Engagement Survey which already map to cultural issues and draw these out in the analysis of the October 2020 survey for which preparations are already underway.</p> <p><b>31<sup>st</sup> March 2021 (Completed)</b></p>

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	<p>determine what action needs to be taken to close the gap to achieve the desired culture.</p> <p>3. The annual report will provide commentary on how the governing body has undertaken this review.</p> <p>4. The Chair and VC in each institution will participate in a 360-feedback report designed around the institution's values.</p>	<p>2. Chair</p> <p>3. Chair</p>	<p>The survey is analysed externally, and a range of questions are externally benchmarked. The specific areas of the survey deemed to be an indicator of institutional culture are included in the following survey sections:</p> <ul style="list-style-type: none"> <li>• Leadership and Inspiring people</li> <li>• Living the University's values</li> <li>• Empowering &amp; involving people</li> <li>• Managing performance</li> <li>• Recognising and rewarding performance</li> <li>• Structuring work</li> <li>• Building capacity</li> <li>• Delivering continuous improvement</li> <li>• Creasing sustainable success</li> <li>• Equal opportunities</li> <li>• Overall satisfaction</li> </ul> <p>Governor visits to faculties and professional areas include engagement with staff and students.</p> <p>In addition to the results of the staff engagement survey the Board of Governors and Senior Management are able to gauge the existing culture of the University through a range of regular reports to its HR Committee including on:</p> <ul style="list-style-type: none"> <li>• Staff grievances;</li> <li>• Staff disciplinary cases;</li> <li>• Staff engagement in development activities;</li> <li>• Staff sickness absence, in particular relating to stress;</li> <li>• Engagement in staff conferences;</li> </ul>	<p>A ii. If the outcome of the 2020 survey is contrary to the assumption that there is culture of openness, transparency and trust and where staff feel confident that they can 'speak up, then consider what can be done to address the matter at the appropriate time. (VCETBOARD) <b>31<sup>st</sup> October 2021 (Superseded)</b></p> <p>A.iii Consider what other data can contribute to the Board's understanding and monitoring of the culture. (VCET) <b>30th October 2020 (Completed)</b></p> <p>A iv. Put in place an approved Governors' statement linked to the current values that can be disseminated from the Board to all staff and students. (CHAIR/VC/Board) <b>31<sup>st</sup> March 2021 (Superseded)</b></p> <p>A v. Demonstrate the links to the values stated within the Vision and Strategy so that there is a formalised and consistent approach to identifying gaps and actions which will aid evidencing and reporting requirements and action planning to close any identified gaps (if any exist) (VCET/VCB) <b>31<sup>st</sup> March 2021 (Superseded)</b></p> <p>A vi. Commission a review of the organisational culture at a future point in time– alone or collectively with other Welsh Universities, drawing on UK-wide good practice/ networks e.g. via Advance HE.</p>

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			<ul style="list-style-type: none"> <li>Staff turnover;</li> <li>Staff sharing of BLOGs and VLOGs during the pandemic; and</li> </ul> <p>Reports to Audit Committee on: Whistleblowing cases (where there are any)</p>	<p><i>(Internal auditors may be able to assist and/or utilise expertise from HR Director networks)</i> (Board/VCET) <b>By end of 2021/22 (Completed)</b></p> <p><b>Revised statement agreed by the Board 26<sup>th</sup> November 2021:</b> <i>'Where a staff engagement survey highlights areas of concern then the Board, in consultation with management, will formulate an action plan to address the area (s) of concern which may, among other actions, include the commissioning of an external review of organisational culture',</i></p> <p>A vii. Put in place a written 360-degree appraisal process for the VC, that can be adapted for the Chair of the Board also (taking into consideration existing processes/good practice for example via Advance HE) (EXECUTIVE DIRECTOR OF HR/CLERK) <b>31st March 2021 (Completed)</b></p>
		4. Secretary/Clerk Chair & VC	<p>Review of performance of Chair – with comments invited from all governors and executive members, facilitated by the Vice Chair.</p> <p>There is a Performance Development Review process for all staff including the Vice Chancellor.</p>	
B	<b>Stakeholder Engagement:</b>			
	1. Building on good practice across the sector, we will develop a good practice guide to ensure the effective engagement with key stakeholders and consideration of their views in the development of university strategy. Each university will determine how to implement the guidance.	1. Chairs and VCs <sup>i</sup>	<p>The Vice Chancellor leads on the development of external reputation and the effective engagement with key stakeholders.</p> <p>Stakeholder engagement (internal and external) was undertaken during the development of current Vision and Strategy. Stakeholder engagement has also been undertaken on the Widening Access Strategy, Civic Mission Strategy, Campus 2025 Strategy,</p>	<p>B i. Consider the good practice guide on stakeholder engagement arising out of CHuW and UW discussions. (BOARD) <b>This will be undertaken as soon as Universities Wales and ChuW have developed good practice guidance.</b></p> <p><b><i>Update December 2020: The Secretaries/Clerks Group will now take forward the development of good practice guidance with HEFCW funding and engage an external consultant to undertake</i></b></p>

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	<p>2. We will share our learning and we will audit our practice against the good practice guide.</p> <p>3. In our annual reports, we will explain how key stakeholders have been engaged during the year, what the governing body has learnt and what further action is planned for the forthcoming year.</p>	<p>2. Chair &amp; VC</p> <p>3. Chair &amp; VC</p>	<p>Fee and Access Plan.</p> <p>A Student Engagement Policy and framework is in place developed jointly with the Students' Union.</p> <p>Stakeholder engagement was the subject of the October 2018 Board/Executive strategy Day.</p> <p>The Board's annual open meeting, in line with CUC requirements, contributes to this engagement.</p>	<p><b><i>the work. Anticipated completion by the end of February 2021.</i></b></p> <p><b><i><u>Update March 2021: HEFCW confirmed funding for stream of work on 22<sup>nd</sup> March 2021 and this will now be taken forward.</u></i></b></p> <p><b><i><u>Update November 2021: A consultant has been appointed and the deadline for delivery of this work is 31<sup>st</sup> March 2022.</u></i></b></p> <p>B ii. In addition to the guidance, explicitly record who the University's stakeholders are, how we will engage with them and on what matters. (VC/CHAIR) <b>31<sup>st</sup> October 2020 (Completed)</b></p> <p>B iii. Once the good practice guidance on stakeholder engagement is adopted and embedded - seek for our internal auditors to audit practice against the guide. (CLERK) <b>Review date once good practice guide is adopted.</b></p> <p>B iv. Reflect on the mechanisms for stakeholder engagement with the Vision and Strategy with reference to the stakeholder exercise the Board and Executive engaged in in October 2018. (VCET) <b>31<sup>st</sup> October 2021 (Completed)</b></p> <p>B v. Include a report on stakeholder engagement as indicated, within our annual reports once the annual report template is developed. (VC) <b>20<sup>th</sup> December 2020 (included for 2019/20 and on-going in line with the new annual report</b></p>

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				<p><b>template to be fully implemented for 2020/21 (Completed)</b></p> <p>B vi. Consider how the Board will reflect on learning and further action in respect of engagement with stakeholders during the year, in order to inform the annual report. (CHAIR/VC/CLERK)  <b>31<sup>st</sup> October 2021 (as part of the reflection at B iv) (Completed)</b></p>
<b>C</b>	<b>Size and Shape of the Governing Body:</b>			
	<ol style="list-style-type: none"> <li>We will clearly define governance roles and responsibilities for each role including the expected behaviours – i.e. Chair; deputy; committee chair; lay, executive, staff &amp; student members.</li> <li>We will work towards ensuring that governing body membership does not exceed 22 members and with a lay member majority.</li> <li>We will ensure that the tenure of non-executive members for all roles is normally a maximum of 9 years, which may exceptionally be extended to 10 years.</li> </ol>	<p>All actions - Governing Body</p>	<p>Role descriptions are in place for Chair of the Board, Vice Chair of the Board and Governors. The role description for governors applies to independent, staff and student governors. This includes guidance on personal behaviours.</p> <p>A Code of Practice for all governors is in place which includes information on individual governor responsibilities, personal conduct, conflicts of interest and collective responsibility.</p> <p>At induction the unique contribution of staff and student governors is highlighted including that they are not representational roles. This is also included in the role description "Members are required to accept collective responsibility for the decisions reached by the Governing Body. Members elected, nominated or appointed by particular constituencies may not act as if delegated by the group they represent, and may not be bound in any way by mandates given to them by others."</p>	<p>C i. Develop additional role description for committee chairs. (CLERK)  <b>31<sup>st</sup> October 2020 (Completed)</b></p> <p>C ii. Articulate the role of the Executive in relation to their attendance at Board meetings as they relate to their areas of responsibility.  <b>31<sup>st</sup> October 2020 (Completed)</b></p> <p>C iii. Include a session on the operation of governance practice at Glyndwr at induction of future new members of the Executive (CLERK/VC)  <b>When new Executive Staff are appointed (Completed)</b>  <i>An appropriate induction structure agreed by Nominations &amp; Governance Committee will be lodged with Human Resources for use when there is a future change in the Executive Team.</i></p> <p>C iv. Review the governor role description and Code of Practice to determine whether these require strengthening.  (CLERK/N&amp;G COMMITTEE)</p>

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			<p>Executive members attend the Board to present, respond to questions and advise only – they have no voting rights. The University's Instrument and Articles do not allow for members of the executive to be Governors/Trustees.</p> <p>The Instrument and Articles stipulate more than 13 and up to 24 members plus the VC. The Board have agreed to retain a Board of a maximum of 20 – currently there are 18 members with two vacancies.</p> <p>Tenure of governors is two terms of 4 years – a total of 8 with the possibility of a one-year exceptional extension to 9 years.</p> <p>The standing orders state that a governor who subsequently becomes chair or vice chair can restart their term of office but should not serve in any case for more than 12 consecutive years.</p>	<p><b>31<sup>st</sup> July 2020 (Completed)</b></p> <p>C v. The Board to reiterate its policy on the maximum number of governors as 20 members. (CLERK) <b>31<sup>st</sup> July 2020 (Completed)</b></p> <p>C vi. Update the Standing Orders to reduce the maximum number of years a member can serve on the Board in any role from 12, to normally 9 but exceptionally 10 consecutive years to reflect the Camm recommendation (CLERK) <b>31<sup>st</sup> July 2020 (Completed)</b></p>
<b>D</b>	<b>Strategic Oversight:</b>			
	<ol style="list-style-type: none"> <li>1. We will ensure that there is a clear articulation of our institution's key strategies together with associated performance measures.</li> <li>2. We will ensure that governing body committees are structured to enable effective oversight of strategic development and delivery including assurance of benefit</li> </ol>	All actions - Chair & VC	<p>The Vision and Strategy is supported by sub strategies with relevant targets which are monitored by various relevant University committees and groups which feed into Board level KPIs where they exist</p> <p>The Board receives a KPI report annually, and financial KPIs at 4 out of its 5 meetings.</p>	<p>D i. Within the annual report the VC will report on the University's approach to strategy delivery, oversight and performance measures aligned with the 4 strategic domains with the Vision and Strategy 2025 (actual performance against KPIs is likely to remain confidential) (VC) <b>20<sup>th</sup> December 2020 (included for 2019/20 and on-going in line with the new annual report template to be fully implemented for 2020/21) (Completed)</b></p>

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	<p>delivery and effective risk management.</p> <p>3. The annual report will confirm the institution's approach to strategy delivery and oversight.</p>		<p>The current committee structure appears to work well with appropriate reporting to full Board.</p>	<p>D ii. To ensure that the Board, though its committees has effective oversight of large-scale multidisciplinary programmes in terms of benefit realisation and post-project reviews etc, agree a definition of what is meant by large-scale projects at Glyndwr University and include project review outcomes in an annual report to the Board (VCET) <b>30<sup>th</sup> November 2020 (definition completed)</b></p> <p>D iii. Include a review of the Board Committee structure and their operation as a focus of the next Board effectiveness review in 2021/22 (CLERK) <b>31<sup>st</sup> July 2022 (Completed)</b></p> <p><b>Update March 2021: the remit for next effectiveness review is being considered at Nominations and Governance Committee April 2021.</b></p> <p><b>Update November 2021: Advance HE have included a review of the effectiveness of the Board's committees in the current Board effectiveness review.</b></p>
<b>E</b>	<b>Lay governor independence and conflict management:</b>			
	<p>1. Referencing the CUC Code, we will develop a guide to confirm what is meant by independence for lay membership of governing bodies including subsidiary committees.</p> <p>2. We will adopt the agreed independence definition and report</p>	<p>1. Secretaries' group</p>	<p>A Code of Conduct for governors is in place and includes a section on conflicts of interest. The code applies to all governors and co-opted committee members.</p> <p>A register of interests is maintained and updated and reviewed by the Board annually and made publicly available on the university website.</p>	<p>E i. Review and adopt guidance on governor independence developed by Welsh Secretaries and Clerks. (N&amp;G Committee/BOARD) <b>31<sup>st</sup> October 2020 (Completed)</b></p> <p>E ii. Include commentary on governor independence within the annual report. (CLERK) <b>20<sup>th</sup> December 2020 (included for 2019/20 and on-going in line with the new annual report)</b></p>

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	<p>on how our lay members are independent in the annual report.</p> <p>3. We will ensure a robust approach to the identification and management of conflicts of interest and ensure that this information is readily available to stakeholders.</p> <p>4. The role description for secretary /clerk will contain a clear statement of accountability for highlighting issues of independence or conflict to the Chair.</p>	<p>2. and 3. Secretary/Clerk</p> <p>4. Secretaries' group</p>	<p>There is also a register of interests of the VCB on the website.</p> <p>Declaration of interests is an item on all Board and committee agendas as a prompt for the Chair and all governors to declare any real, perceived or potential conflicts that may have or could arise Any governor or executive member may also raise any concerns about potential conflicts with the Clerk or with Chair or the Board or Chair of the relevant committee in advance of meetings if necessary.</p> <p>Clerk's role description reviewed in 2018/19 against benchmark roles.</p>	<p><b>template to be fully implemented for 2020/21 (Completed)</b></p> <p>E iii. Review the declaration of interests form for governors and senior executives alongside the charity commission guidance (CLERK). <b>31<sup>st</sup> January 2021 (Completed)</b></p> <p>E iv. Develop a stand-alone University wide conflicts of interest policy for publication, referencing conflicts guidance and other matters such as on gifts and hospitality within the financial regulations, the Code of Conduct for Governors and other relevant documentation. (VCB) <b>31<sup>st</sup> October 2020 (Completed)</b></p> <p>E v. Make provision for periodic review of the processes and management of conflicts of interest. (AUDIT COMMITTEE) <b>31<sup>st</sup> July 2021 (Completed)</b></p> <p><b>Update November 2021: the internal auditors have agreed to include this review in the audit of progress to implement the Camm recommendations scheduled for autumn 2022.</b></p> <p>E vi. Review Clerk's role description considering the outcome of the work of the secretaries/clerks' group. (CLERK/HR DIRECTOR/REMCO) <b>31<sup>st</sup> July 2020 (Completed)</b></p>
<b>F</b>	<b>Lay member recruitment:</b>			
	<p>1. We will ensure that lay member recruitment is achieved through a clear and transparent appointment</p>	<p>1. Chairs &amp; Secretaries</p>	<p>The Board has in place a procedure for the appointment of governors which is reviewed regularly.</p>	<p>F i. Publish the Selection Process for New Independent Governors on the web pages. (CLERK)</p>



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	<p>process having due regard for the overall skills &amp; experience of the governing body, balance of sector and non-sector knowledge and commitments to diversity and inclusivity.</p> <p>2. We will report on our work in this area in our annual reports by ensuring there is a report on the work of the nominations (or equivalent) committee in our annual reports.</p>	<p>2. Secretary/Clerk</p>	<p>The N&amp;G Committee has in place a skills matrix which is reviewed regularly.</p> <p>The Board has approved a statement on its commitment to diversity of the Board.</p> <p>There is a permanent page on the web site inviting applications from people interested in becoming a governor which is updated to reflect any specific skills and experience at the point of recruitment to fill vacancies.</p> <p>The CUC appointments website is utilised to advertise vacancies and vacancies are also circulated to equality and diversity networks.</p> <p>A two-stage interview process is undertaken – firstly with the VC where exploration of interest and provision of information about the University is discussed to establish firm interest and suitability. The second stage is an interview with 3 governors and the VC. The Board makes the final decision on all appointments on the recommendation of N&amp;G.</p> <p>A report on the work of the Nominations and Governance Committee is made in the annual report.</p> <p>The I&amp;A currently state that the Board must appoint a Chair from the independent membership.</p>	<p><b>30<sup>th</sup> June 2020 (Completed)</b></p> <p>F ii. Increase the information within the annual report of the work of the N&amp;G committee in relation to how it has operated its Board appointment process for new members, how it has reviewed and considered the skills and experience required by the Board. (CLERK)  <b>20<sup>th</sup> December 2020 (included for 2019/20 and on -going in line with the new annual report template to be fully implemented for 2020/21) (Completed)</b></p> <p>F iii. In the succession planning for Board members, consider specifically the role of the Chair, the process to be undertaken to appoint a Chair, including external input, and the desirable behaviours/ criteria required, cross referencing the Chair's role description. (CLERK/VC).  <b>31<sup>st</sup> July 2020 (Completed)</b></p>

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<b>G</b>	<b>Remuneration governance:</b>			
	<p>1. We will review the terms of reference of our remuneration committees and scope of our remuneration report to confirm compliance with HEFCW requirements and the CUC code of practice for senior remuneration.</p> <p>2. HEFCW will review and confirm remuneration reporting requirements.</p> <p>3. Where senior executive bonus schemes are in place, we will ensure that the details of the bonus scheme design and measures which trigger payment are included in the annual remuneration report as part of the overall annual report.</p>	<p>1. Secretary/Clerk</p> <p>2. HEFCW</p> <p>3. Secretary/Clerk</p>	<p>The Remuneration Committee reviewed its terms of reference in 2018/19 – approved by the Board following a mapping exercise against the CUC Remuneration Code.</p> <p>As part of the mapping against the Code, in July 2019 the Board approved the “Guidance for Remuneration Committee: Severance Arrangements” and the “Policy on External Activities and Retention of Associated Payments for senior postholders”.</p> <p>The Committee’s practice was audited by RSM against the Code and a substantial assurance opinion given.</p> <p>The remuneration of staff generally and pay ratios and pay gaps are included in the annual pay policy statement which follows the Welsh Government Framework “<i>Transparency of Senior Remuneration in the Welsh Government Sector</i>”. The annual pay policy statement is published.</p> <p>The University has no bonus scheme.</p>	<p>G i. In view of the work already done on remuneration practice to comply with the CUC Remuneration Code, when HEFCW confirm remuneration requirements a review of current practice and the pay policy statement will be undertaken again. (CLERK/REMCO) <b>This review will be undertaken as soon as HEFCW has confirmed their compliance requirements.</b></p> <p><b>Update March 2021: CUC plan to issue a revised Remuneration Code for Senior Staff in August 2021 and practice will also be reviewed against this as a matter of course</b></p> <p><b>Update November 2021: the revised CUC Remuneration Code for Senior staff is due to be launched by CUC/Advance HE on 1<sup>st</sup> December 2021.</b></p> <p>G ii. A push notification to stakeholders identified in section 2 (stakeholder engagement) when the pay policy is published, for transparency. (CLERK) <b>30<sup>th</sup> December 2020 (Completed)</b></p>
<b>H</b>	<b>Succession planning:</b>			
	<p>1. In each institution, we will define how succession planning is undertaken for the following roles:</p> <p>a. Chair</p> <p>b. VC</p> <p>c. Lay governors</p>	<p>1. Governing Body</p>	<p>The Board has a responsibility for succession planning for three senior postholders (VC, DVC and Clerk) and a duty to ensure that succession planning for the wider executive is considered.</p>	<p>H i. Nominations and Governance committee will consider a report on succession planning and policy for the Chair and Governors (CHAIR/CLERK) <b>31<sup>st</sup> July 2020 (Completed)</b></p>

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	<p>d. Secretary/Clerk e. Key senior executives</p> <p>2. We will confirm our approach to succession planning for these roles in our annual reports.</p>	<p>2. Secretary/Clerk</p>	<p>A succession planning framework has been developed by HR and presented to the HR Committee following a 2019 internal audit on succession planning.</p> <p>The Clerk retains a log of governors' terms of office and membership is discussed at each meeting of N&amp;G with 1:1 meetings arranged for governors at the end of their term of office to discuss their potential reappointment. Appointment for second terms are subject to Board approval.</p> <p>The Nominations and Governance Committee reviews the skills matrix regularly and where members reach the end of their term of office or casual vacancies arise skills/experience requirements are taken into consideration and term start dates are considered.</p>	<p>H ii. HR committee will continue to receive update reports on the University succession planning framework, following on from the internal audit on succession planning undertaken in 2018/19 and a report drawing on the framework will be presented to the Committee highlighting specific consideration of key senior executives and senior postholders. (EXECUTIVE DIRECTOR HR) <b>31<sup>st</sup> October 2020 (Completed with on-going updates as appropriate)</b></p> <p>H iii. The Clerk will include commentary on the Board's approach to succession planning within the annual report. (CLERK) <b>20<sup>th</sup> December 2020 (included for 2019/20 and on-going in line with the new annual report template to be fully implemented for 2020/21)</b></p>
I	<b>Diversity and Inclusivity:</b>			
	<p>1. We will further develop transparent strategies towards boardroom diversity which ensures that our governing bodies are reflective of the communities that they serve.</p> <p>2. We will focus on the induction and development of governing bodies to support the retention of a diverse membership.</p> <p>3. We will report on governing body diversity and inclusivity on our</p>	<p>1. Governing Body</p> <p>2, Secretaries' group</p>	<p>The Board has approved a statement on diversity:</p> <p><i>"The Board of Governors seeks to maintain a balance of skills, expertise and experience within its membership that enables it to provide appropriate leadership to the University and exercise effective oversight of its affairs. The Board seeks to remove any barriers that might deter people from expressing an interest in joining the board and</i></p>	<p>I i. A diversity and inclusion strategy for the Board will be developed with advice from HR who have undertaken significant work on equality and diversity matters. (CLERK/HR)</p> <p><b><i>Update December 2020: The Welsh Secretaries and Clerks Group has accessed funding via Universities Wales to support each HEIs to develop a Board diversity strategy.</i></b></p>

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	annual reports together with the progress of our boardroom diversity strategy.	2. Secretary/Clerk	<p>welcomes expressions of interest from people from all backgrounds for consideration for appointment, with the aim of achieving a balance of membership that reflects the diversity of the University, its activities, and the region..”</p> <p>The diversity of the Board features in the annual equality and diversity report and is also reported upon in the annual report.</p>	<p><b>Update March 2021:</b> HEFCW confirmed funding for this stream of work on 22<sup>nd</sup> March 2021 and this will now be taken forward.</p> <p><b>Update November 2021:</b> procurement is currently underway with the deadline for delivering this piece of work as March 2022.</p> <p>1 ii. Diversity reporting will be developed further within the annual report to include progress against a diversity strategy when one is developed. (CLERK)  <b>20<sup>th</sup> December 2020 (Some information included for 2019/20 and on-going in line with the new annual report template to be fully implemented for 2020/21.</b></p>
J	<b>Long term viability:</b>			
	1. Together with HEFCW we will consider adopting an approach to long term viability reporting.	1. Chairs and VCs & HEFCW	ASSuR process in place – and submitted to HEFCW with the annual assurance report in December annually.	<p>J i. Adopt the approach developed by HEFCW, ChUW and Unis Wales through appropriate mechanisms (EXECUTIVE DIRECTOR OF FINANCE)  <b>This will be undertaken as soon as Universities Wales, HEFCW and ChuW have developed an approach to long term viability</b></p>
K	<b>Risk management:</b>			
	1. We will ensure that our risk management processes align to the organisation’s strategy and measures of long-term viability.	1. Governing Body & HEFCW	The University’s risks and risk management processes have been explicitly designed to align with the Vision and Strategy and measures of long-term viability.	<p>K i. Consider the measures of long-term viability suggested by HEFCW in the review of risk management processes.  <b>This will be undertaken as soon as HEFCW developed measures of long-term viability.</b></p>

	<b>Charter Commitment to Action</b>	<b>Lead to take forward the Commitment to Action identified by Gilliam Camm</b>	<b>Current practice at Glyndwr University relating to the 'Charter Commitment to Action'</b>	<b>Areas for further action by Glyndwr University to address the 'Charter Commitment to Action'</b>
	<p>2. We will ensure that our internal audit processes are robust and there is sufficient capacity within the function.</p> <p>3. We will report on the key risks in our annual report together with our risk management strategies.</p>	<p>2. VC &amp; Audit Chair</p> <p>3. Chair and VC</p>	<p>The University engages an external company to undertake its internal audit function. The internal audit processes are considered robust and there is enough capacity. Capacity is a matter explored by Audit Committee and would be increased if necessary.</p> <p>Key risks are currently reported within the operational financial review (OFR) by the Executive Director of Finance as part of the annual report.</p>	<p>K ii. Enhance reporting on risk management strategies and key risks and possible mitigations, within the VC commentary within the annual report (VC)  <b>20<sup>th</sup> December 2020 (included for 2019/20 and on-going in line with the new annual report template to be fully implemented for 2020/21)</b></p>
<b>L</b>	<b>Whistleblowing:</b>			
	<p>1. We will ensure that all staff are aware of and understand our "whistleblowing" policies.</p> <p>2. We will consider the extent to which current whistle blowing policies are robust enough to cope with the changing Higher Education landscape.</p> <p>3. We will ensure the governing bodies receive an annual report related to whistleblowing including how incidents have been managed and what lessons learnt.</p>	<p>1. Secretary/Clerk</p> <p>2. Audit Committee</p> <p>3. Secretary/Clerk</p>	<p>The whistleblowing policy is provided on the staff intranet.</p> <p>The Audit Committee receives the whistleblowing policy annually along with an annual report on whistleblowing cases.</p> <p>There have been no whistleblowing cases in the last 4 years. However, an annual report on staff grievances is provided annually to the HR Committee which highlights the nature and outcomes of staff grievances and dignity at work.</p>	<p>L i. Ask HR to consider how to raise awareness of the existence of the whistleblowing policy. (EXECUTIVE DIRECTOR HR)  <b>31<sup>st</sup> March 2021 (Completed)</b></p> <p>L ii. Ask HR to consider seeking external input to a review of the Whistleblowing Policy (possibly from another university which has dealt with a significant whistleblowing case). (EXECUTIVE DIRECTOR HR)  <b>28<sup>th</sup> February 2021 (Completed)</b></p>
<b>M</b>	<b>Annual report:</b>			
	<p>1. We will develop a consistent annual governance reporting template for use by all universities in Wales.</p>	<p>All actions - Secretaries' group / HEFCW Governing Body</p>	<p>An annual report is approved along with the financial statements annually.</p>	<p>M i. Adopt the reporting template as soon as it is available. (VC/CHAIR/CLERK/EXECUTIVE DIRECTOR OF FINANCE)  <b>20<sup>th</sup> December 2020 (Completed with full implementation in 2020/21)</b></p>

	<b>Charter Commitment to Action</b>	<b>Lead to take forward the Commitment to Action identified by Gilliam Camm</b>	<b>Current practice at Glyndwr University relating to the 'Charter Commitment to Action'</b>	<b>Areas for further action by Glyndwr University to address the 'Charter Commitment to Action'</b>
	2. All institutions will use this template as a guide to structuring the annual report beginning in autumn 2020.			
<b>N</b>	<b>Information:</b>			
	1. We will define a minimum common data set for governors to ensure that actual and comparative performance of the institution can be evaluated.	1. HEFCW Secretary/Clerk	<p>HEFCW publishes an information toolkit normally a year or so behind. The most recent available is for 2017.</p> <p>The University has its own benchmarking data sets and work has been undertaken to identify these already. This included aligning the Board reporting KPIs to the Vision and Strategy.</p>	<p>N i.. Building on the work already undertaken on benchmarking, set out in a single reference document for governors the benchmarking data sets the Board receives at various points each academic year. (CLERK/VC) <b>31<sup>st</sup> July 2020 (Completed)</b></p> <p>N ii. Consider the adoption of any common data sets suggested by HEFCW for the sector. (VCET) <b>This will be undertaken as soon as HEFCW has defined a minimum common data set in discussion with Secretaries/ Clerks</b></p> <p><b>Update March 2021:</b> HEFCW are reviewing the data in their Governor Toolkit, last published 2017 and are looking to set up a working group to review this. James Dawson has offered to be part of any working group set up. HEFCW is also looking at technology-based solutions for provision of common data sets for use by Governing Bodies.</p>
<b>O</b>	<b>Governor Development:</b>			
	1. We will ensure that there is thorough induction and support in place for new governors ensuring that all governors are able to make a valuable contribution.	1. Secretaries/ Clerks	Governors receive induction: 1:1 with the Clerk and two sessions with the VCET members, a mentor if required and the offer of meetings with Executives as required.	O i. Develop a governor induction page on WGYou where relevant documents and induction documents are available to support face to face induction. This to include links to any hub or portal

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	<p>2. We will develop a specification for the design, development and maintenance of a governor development "hub" or "portal" which could provide all Welsh /UK HE governors and executives with one location for governor development resources and information links.</p> <p>3. We will develop a solution and ensure clear ownership of its maintenance.</p>	<p>2. HEFCW/Chairs and VCs and Secretaries group</p> <p>3. HEFCW</p>	<p>An annual development day is held for Governors often including external input.</p> <p>All governors are signed up to Advance HE to access their resources including induction and development. Periodic specific training is provided e.g. Prevent</p>	<p>available to Welsh governors/executives (CLERK with IT)  <b>31<sup>st</sup> January 2021 (Completed)</b></p> <p><b>An external hub or portal for the Welsh sector is yet to be developed. Links to Advance HE and CUC are however included in the WGYou pages.</b></p>

List of abbreviations:

CUC	Committee of University Chairs
VC	Vice-Chancellor
VCET	Vice-Chancellor's Executive Team
VCB	Vice Chancellor's Board
HEFCW	Higher Education Funding Council for Wales

<sup>1</sup> Where the "Lead" action indicates "Chairs and VCs" this indicates that the action will be taken forward by Chairs and VCs groups collectively across universities in Wales. Where the "Lead" action indicates "Chair and VC" this indicates that the action will be taken forward by the Chair and VC in each individual institution