

Minutes of the meeting of the Board of Governors of Glyndwr University held on **Friday 7th 2022** 9.00am in room B103, Glyndwr University, Plas Coch, Mold Road, Wrexham LL11 2AW.

Present

- Jim Barclay
- Paul Barlow
- Richard Campbell
- Professor Martin Chambers
- Dr Leigh Griffin (Chair)
- Professor Maria Hinfelaar
- Claire Homard
- Celia Jenkins
- Professor Sandra Jowett
- Sally Lambah
- Diane McCarthy
- Judy Owen
- David Sprake
- David Subacchi
- Richard Thomas
- Maureen Wain
- Liam Wynne

Officers:

- Val Butterworth (*Clerk to the Board*)
- David Elcock (*Executive Director of Finance*)
- Professor Richard Day (*PVC Research*)
- Lynda Powell (*Executive Director of Operations*)
- Professor Aulay Mackenzie (*PVC Partnerships*)
- Professor Claire Taylor (*Deputy Vice Chancellor*)

Apologies:

- Lauren Hole
- Pete Gibbs (*Executive Director of HR*)
- Paul McGrady
- Amy Rowley

22.01	Welcome and apologies	
	Members were welcomed to the meeting and apologies noted.	
	Richard Campbell and Liam Wynne were welcomed to their first meeting and thanks were recorded to Colin Heron, who had now left the University, for his contribution to the work of the Board	
22.02	Declarations of interest	
	Claire Homard declared a potential interest in the Campus 2025 report regarding the discussions around the Northop Campus accommodation with Flintshire County Council in her capacity as an employee of the Council. No decisions were being made therefore she remained present for the discussion of the item.	
	There were no other declarations of interest relating to items on the agenda.	
22.03	Minutes	
	Received: Minutes of the meeting held on 15 th July 2022.	
	Resolved: That the minutes are a true and accurate record of the meeting.	

22.04	Matters arising	
	<p>Received: A matters arising report provided by the Clerk.</p> <p>21.04.01 Sri Lanka Bank Account It was clarified that the alternative arrangement to setting up a bank account in Sri Lanka had proved difficult due to the economic situation in the country and the bank account was still in the process of being set up.</p> <p>Resolved: To NOTE the report.</p>	
22.05	Vice Chancellor's Report	
	<p>Reported: The Vice-Chancellor advised the Board that the Chancellor would be visiting the Campus on 12th October to meet with Sports Students as part of the University's outreach work and would be formally opening the HEIQ.</p> <p>The University was looking forward to its first full Graduation Ceremony on 2nd to 4th November. Following the success of the Graduation Festival in May 2022 future graduation ceremonies would be moved to spring as the Graduation Festival was held outside and required better weather. The Ceremony for 2022/23 graduates would be held in May 2024. It was reported that the Students' Union were in favour of this change.</p> <p>Resolved: To NOTE the Vice-Chancellor's report.</p>	
22.06	Students' Union President's Report	
	<p>Received: The Students' Union President's report October 2022.</p> <p>Reported: It was AGREED that as the President nor the Vice President were present at the meeting to present their annual impact report 2021/22, it would be considered at the November meeting as would the Vice Chancellor's response.</p> <p>Resolved: To NOTE the Students' Union Presidents' report October 2022.</p>	
22.06	University Title	
	<p>Received: Report on the outcome of the consultation on the proposed change of University title from Glyndŵr University/ Prifysgol Glyndŵr to Prifysgol Wrexham/Wrexham University.</p> <p>Reported: The Vice Chancellor presented the report and reminded the Board of the background and context for the proposed change of University title and that the consultation on the new title had been issued to all key internal and external stakeholders. It was highlighted that there was strong support for the proposed new title from those who had engaged in the consultation. All Welsh Higher Education institutions in Wales and those deemed the University's competitors in North West England had been written to and no objections had been received.</p> <p>Where a minority of respondents objected to the title change their concerns were largely around perceptions that the University was moving away from its Welsh heritage and commitment to the Welsh Language. It was confirmed that the University remains committed to the Welsh Language and the Welsh Government's ambition to increase the number of Welsh speakers. Supported by Y Coleg Cymraeg</p>	

	<p>and led by the newly appointed Head of Welsh Medium, plans were in place for expanding provision of Welsh language courses. The Head of Welsh Medium is also part of the 2030 Working Group with the aim of ensuring that Welsh Language is taken into consideration in the development of the new Vision and Strategy.</p> <p>Following discussion around how reference to Owain Glyndŵr could be retained in some form, it was confirmed that the VCET would give early consideration to naming a significant part of the campus to reflect its continuing commitment to the Welsh Language in line with its policy on naming of buildings and facilities. It was agreed that the decision should be made separately from the current process.</p> <p>There had been some concerns from the Students' Union around the costs of rebranding for them. While some financial support could be made available, there was no reason why some aspects of their current branding could not be retained. Other matters impacting students, for example the University title on their degree certificates, would be addressed for current and future students as part of internal processes.</p> <p>It was acknowledged that there would be significant costs associated with the planned rebranding of the University and provisions had been made for this. The Director of Marketing and Admissions was currently preparing the procurement proposals for VCET's consideration. Once the decision on the future title of the University had been made that aspect would be included in the rebranding plans.</p> <p>It was confirmed that the University Coat of Arms could be retained. Once approved, the new title, accompanied by the relevant Privy Council instrument, would be sent to the College of Arms to register the new title.</p> <p>Resolved: To APPROVE the change of title of the University to "Prifysgol Wrecsam/Wrexham University".</p> <p>To AGREE to submit the consultation evidence and outcome on the new title, and the University's Instrument and Articles with tracked changes, to the First Minister of Wales for consideration.</p> <p>To request His Majesty's Privy Council to approve the change of title from "Glyndŵr University/Prifysgol Glyndŵr" to "Prifysgol Wrecsam/Wrexham University" at the earliest possible opportunity following advice from the First Minister of Wales.</p> <p>To submit with the request to His Majesty's Privy Council the amendments to the Instrument and Articles of Government to reflect the change of title.</p> <p>To APPROVE that the Chair of the Board may take action to consider the First Minister of Wales' advice and, if appropriate, APPROVE the submission of the Board's request to His Majesty's Privy Council.</p>	
22.07	Projected Outturn	
	<p>Received: Projected outturn 2021/22.</p> <p>Reported: The Executive Director of Finance presented the report and highlighted the forecast outturn and the reasons for the variances from the May 2022 forecast. Resources and expenditure had been managed effectively during the year to achieve the surplus forecast position. In addition cash levels were at £18m against a May forecast of £25m following repayment of the AIB loan.</p>	

	<p>Glyndŵr Innovations Ltd was forecast to make a £152k deficit in line with forecasts against a budgeted deficit of £80k, North Wales Science was forecast to make a £45k surplus due to improved income levels. Glyndŵr Services Ltd was forecast to make a £30k surplus.</p> <p>The University's treatment of three key areas could influence the final position: final VAT accounting, a tax liability relating to Hong Kong Management Association (HKMA) and the economic situation in Sri Lanka which continued to create difficulties for Londontec City Campus to make payments outside of the country. It was hoped that the solution put in place would mean that Londontech's payment would be received for 2021/22.</p> <p>Members explored the adverse and favourable impacts on the projected outturn. During discussion the significant upfront investment associated with the new nursing and allied health programmes was highlighted with associated tight controls on filling vacancies across the University focussed on key posts to ensure the continuation of a positive student experience. In terms of the level of cash whilst a proportion had been set aside for capital schemes some had been put on deposit and was earning interest. The EBITDA position would be confirmed the next Board meeting.</p> <p>The Chair of Strategy and Finance Committee confirmed that the Committee scrutinised financial reports closely and acknowledged the Executive's good control of costs to reach the projected outturn position.</p> <p>Resolved: To NOTE the report.</p>	
22.08	<p>Academic Partnerships</p>	
	<p>Received: Briefing on Academic Partnerships.</p> <p>Reported: The PVC Partnerships presented the briefing covering why universities engage in partnerships, the types of collaborative provision, the University's portfolio and how risks are managed and mitigated. It was noted that income from partnerships represented 8.3% of all academic income.</p> <p>Members noted the range of areas where partnership provision had gone wrong across the higher education sector and whilst they were not mentioned, financial difficulties were also a factor. The University's current financial challenges with partners in Sri Lanka were being driven by the local economic situation, rather than an unwillingness to pay invoices, and solutions were in progress to address that matter. The partnerships office has in place an annual partner risk management review process which takes account of financial and legal as well as academic and reputational risks.</p> <p>In terms of maintaining teaching excellence and quality and standards across partnership provision, the areas of parity with home programmes were outlined. These included common processes for validation of programmes, external examiners, annual programme monitoring and the importance of the academic link tutors at programme level.</p> <p>There were challenges in terms of culture and distance, but processes were kept under review and adjustments made as necessary. It was highlighted that the NSS does not survey students at overseas partner institutions, so it was important to utilise the other student feedback mechanisms employed by the University to elicit feedback from all students.</p>	

	<p>In response to enquiries about the capacity of the Partnerships Team to manage the significant growth in partnership provision members were advised that a new Partnership Development and Liaison Manager had been appointed and that VCET were having discussions around growth and structure to ensure that resilience could be built into the team.</p> <p>In response to a question around changes to processes since July, it was confirmed that there had been no major changes. The processes utilised for home provision were also utilised for partnership provision and this included oversight of academic quality and standards by the Learning Teaching Quality Committee (LTQC) chaired by the Deputy Vice Chancellor. Whilst reports from Academic Partnership Committee (APC) had always been a standing item at LTQC the Committee had recently strengthened its terms of reference around increased reporting from APC. In addition, the Strategy for Supporting Student Learning and Achievement 2022/23 contained a specific target around review of mechanisms for gathering student feedback across all modes and levels of delivery including from WGU online students and partner institutions. Academic quality and standards oversight is shared between the Partnerships Office and the Quality Team.</p> <p>Members explored how new partnerships were initiated including on-line provision. It was explained that approaches from companies seeking to partner the University on delivery of on-line programmes were not considered due to the established contractual partnership with Higher Ed Partners Ltd (HEP) for WGU -online because additional on-line partnerships could create market confusion. Other potential partnerships were developed through various means including approaches from institutions usually through engagement with established partners and agents. There was a robust due diligence process in place and examples of where partners had not been pursued were provided. This included one which had passed financial and legal due diligence but had been rejected at programme validation stage due to the institution not having convinced the validation panel that it could deliver the University's programme effectively. Business programmes were noted to be popular with partners although home provision was modest, and this was due to different markets and expectations.</p> <p>Resolved: To NOTE the briefing.</p>	
22.09	Campus 2025	
	<p>Received: Campus 2025 update.</p> <p>Reported: The Executive Director of Operations presented the report and key points from the discussion are highlighted below.</p> <p>Temporary rebranding of campus signage had been instigated to take account of the changing Campus around the Northern Quarter.</p> <p>It was anticipated that the Dean/Holt Road sale to Bellway Homes would be completed by December 2022 now that the Town and Village Green application had been resolved in the University's favour. It was highlighted that in the original Deed of Covenant signed by the University, the sale of the freehold land at Dean/Holt Road would incur an overage payment of 15% (circa £700k) of the sale price in favour of Wrexham County Borough Council (WCBC). As completion of the sale was imminent the Executive Director of Finance had written to WCBC requesting the overage be retained by the University to fund the Mold Road junction improvements which would fit in with the Council's and the Wrexham Gateway Partnership's plans to improve the access to Wrexham.</p>	

	<p>The EEOC full business case remained under development however would now not be considered until Summer 2023 due to delays in specification and procurement sign offs for projects by the North Wales Economic Ambition Board Programme Management Office.</p> <p>The design for the phase 2a HEIQ refurbishment project was under development to go out to procurement. Contract awards recommendations would be presented to Strategy and Finance Committee in February 2023 in preparation for the work to commence in March 2023 for completion by September 2023. Work continues towards making a planning application for the phase 2b new build which is anticipated to be completed for the 2024/25 academic year.</p> <p>A recent meeting with Flintshire County Council to discuss potential use of Corbishley Hall on the Northop Campus for Ukrainian refugees confirmed that the accommodation did not currently meet Welsh Government guidelines having no en-suite facilities. Redevelopment opportunities potentially funded by Welsh Government were being explored.</p> <p>A cost benefit analysis was currently being undertaken around the Learning Gateway Project. The Infrastructure Project Board was undertaking the necessary site surveys and designs around landscaping, access, and egress i.e. areas which touched on all other major capital project to inform the infrastructure business case. Detailed work on the phasing of campus developments was also underway.</p> <p>It was clarified that proposals on the naming of buildings were put forward by the relevant Capital Project Board in line with the University's policy on naming of buildings and facilities. This was undertaken in consultation with the Director of Marketing and Admissions, the University Solicitor and cognisant of the fit with the University's values and any associated financial considerations. Proposals were subject to final approval by VCET.</p> <p>Members commended the newly refurbished HEIQ facilities and wished to record their congratulations on the achievement of the refurbishment in such a short space of time.</p> <p>Resolved: To NOTE the report</p>	
22.10	NSS 2022	
	<p>Received:</p> <ul style="list-style-type: none"> (i) The University's response to HEFCW regarding the NSS outcomes and related action plans. (ii) NSS 2022 analysis <p>Reported:</p> <p>The Deputy Vice Chancellor presented the report and the background to HEFCW's request. The three action plans were used as operational management tools, were owned by the programme teams and progress on implementation reported to Learning, Teaching Quality Committee and Academic Board. No feedback had been received from HEFCW to date. The response had been made jointly with the Students' Union.</p> <p>Members observed that the score for Learning Resources had dropped and it was noted that the University continued to work to overcome historical under investment in this area. Significant investment had been made in recent years and communication of what constitutes learning resources was key.</p> <p>Resolved: To NOTE the NSS 2022 analysis.</p>	

	To NOTE the HEFCW correspondence and NSS action plans.	
22.11	Effective Stakeholder Engagement	
	<p>Received:</p> <p>(i) Effective Stakeholder Engagement: good practice guide (ii) Draft revised Stakeholder Engagement Statement</p> <p>Reported:</p> <p>The Vice Chancellor reminded the Board of the background and context to the Guide which had originated as a commitment to action arising from the Review of Governance of Universities in Wales (Camm). The Stakeholder Engagement Statement had been revised taking account of insights from the Guide. Additional narrative had been included within the draft annual report 2021/22 and the Chair of the Board was engaging in external stakeholder meetings with the Vice Chancellor.</p> <p>It was requested that the University's engagement with the North Wales Economic Ambition Board and the Mersey Dee Alliance was referenced under Business, Industry and Commerce within the stakeholder list.</p> <p>Resolved:</p> <p>To APPROVE the Stakeholder Engagement Statement.</p> <p>To NOTE the Effective Stakeholder Engagement: good practice guide</p>	
22.12	Chair's Report	
	<p>Reported:</p> <p>The Chair summarised his activities since the last meeting which included: a meeting with the Chair of the Board of North Wales Science, attendance at the September Staff Conference, a meeting with Lesley Griffiths MS Minister for Rural Affairs and North Wales, and Trefnydd and planned meetings with Ken Skates MS and the Leader and Chief Executive of Wrexham County Borough Council.</p> <p>The Chair would meet governors individually again over the next three months.</p> <p>Feedback from a recent meeting of the Chairs of Universities Wales (ChUW) included the implementation of the CTER and the cost of living crisis. Ideas around support for students including food banks, hardship funds, access to warm spaces such as libraries extending their opening hours were shared.</p> <p>Resolved:</p> <p>To NOTE the report.</p>	
22.13	Academic Board	
	<p>Received:</p> <p>(i) Report and minutes from Academic Board meeting in September 2022. (ii) Attainment and Completion Gap report 2020/21 (iii) Student Charter 2022/23</p> <p>Reported:</p> <p>The background to the Attainment and Completion Gap report was provided and it was noted that the 2020/21 report showed an improvement on the previous year's report. The outcomes of the survey of level 4 students with disabilities and from ethnic minority backgrounds had been inconclusive. The Access and Learner Engagement Group chaired by the Deputy Vice Chancellor highlighted that there were several complex factors outside of the University's teaching and support that impacted on the academic achievements of students with disabilities. It may be feasible to undertake a survey of disabled students to understand the challenges experienced by those with specific disabilities if it could be undertaken without compromising student data.</p>	

	<p>Resolved To NOTE the report and Academic Board minutes, the Attainment and Completion Gap report 2020/21 and the Student Charter 2022/23.</p>	
22.14	<p>Corporate Risk Report</p> <p>Received: Corporate risk summary and Risk Heat Map, September 2022</p> <p>Reported: The Audit and Risk Committee had reviewed the revised risk register at its meeting on 23rd September.</p> <p>There had been an increase to the Compliance and Reputation risk score related to an exceptional increase in academic misconduct cases which was likely to have widespread consequences. The cases related to a particular group of students and internal processes had been undertaken to investigate and address the matter. Several of the students concerned had mitigating circumstances and had been invited to retake affected modules at no additional charge.</p> <p>The student recruitment risk had reduced to 16 in response to increased undergraduate numbers through the HEIW contract. There was discussion as to whether this reduction was appropriate given 2022/23 recruitment targets had not yet been reached. It was concluded that student recruitment was always a risk factor and that it had been managed over several years and the mitigations in place had the effect of reducing the impact and therefore the risk score.</p> <p>The need for a separate risk on student retention was raised and it was highlighted that retention was articulated within the academic quality and student engagement risk. This view would be feedback to the Director of Strategic Planning and Student Administration for consideration.</p> <p>Resolved: To NOTE the report.</p>	JD
22.15	<p>Board of Governors' Annual report</p> <p>Received: The Board of Governors' Annual Report 2021/22.</p> <p>Reported: Two additional areas of focus were requested to be added to the Board's workplan for 2022/23: engagement with developments around WGU 2030 and development and strengthening stakeholder relationships and partnerships.</p> <p>Resolved: To AGREE the report as an accurate summary and</p>	
22.16	<p>Management Committees' Annual report</p> <p>Received: The Management Committees' Annual Report 2021/22.</p> <p>Resolved: To NOTE the report.</p>	
22.17	<p>Register of Members' Interests</p> <p>Received: Register of Members' Interests 2022/23.</p> <p>Resolved: To NOTE the Register</p>	
22.18	<p>Circulars and documents issued by HEFCW and other relevant bodies</p> <p>Received:</p>	

	<p>Summary of the outcome of HEFCW's consultation on the Quality Assessment Framework for Wales.</p> <p>Resolved: To NOTE the report.</p>	
22.19	Committees of the Board	
	22.19.01 Audit and Risk Committee	
	<p>Received: Report of the meeting held 22nd September 2022</p> <p>Reported: The Vice Chair of the Committee presented the report and highlighted the outcome of their annual effectiveness review and member's desire to understand more about the Committee's role in relation to the University as a whole. Relationships with the internal and external audits were positive.</p> <p>Resolved: To NOTE the report of the meeting held on 22nd September 2022. To NOTE that the unconfirmed minutes of 22nd September had been circulated separately to the Board papers.</p>	
	22.19.02 Strategy and Finance Committee	
	<p>Received: Report of the meeting held 30th September 2022.</p> <p>Reported: The Chair of the Committee highlighted the significant donation to the University to support students studying for law degrees, which was welcomed. A draft Memorandum of Agreement between the University and Glyndŵr Innovations Ltd was withdrawn subject to further amendments and would be re considered by Strategy and Finance Committee in November.</p> <p>Resolved: To NOTE the report of the meeting held on 30th September 2022. To NOTE that the unconfirmed minutes of 30th September had been circulated separately to the Board papers.</p>	

End