

Minutes of the Board meeting of the Board of Governors of Glyndwr University held on **Friday 22nd November 2019** 8.30 am in the Erddig Room, Glyndwr University, Mold Road, Wrexham LL11 2AW.

Present

- Mr Jim Barclay
- Mr Paul Barlow
- Ms Ebony Banks
- Mrs Laura Gough
- Professor Maria Hinfelaar
- Mr Colin Heron
- Mr Kieran Irwin
- Mrs Celia Jenkins
- Professor Sandra Jowett
- Mr Paul McGrady
- Dr Jayne Mitchell
- Mrs Judy Owen
- Ms Maxine Penlington (Chair)
- Mr Askar Sheibani
- Mr David Sprake
- Mr David Subacchi

Officers:

- Mr David Elcock (*Executive Director of Finance*)
- Mrs Lynda Powell (*Executive Director of Operations*)
- Professor Claire Taylor (*Deputy Vice Chancellor*)
- Mr Pete Gibbs (*Executive Director of Human Resources*)
- Dr Aulay Mackenzie (*PVC Partnerships*) *item 19.27 only*

In Attendance:

- Mrs Val Butterworth (*Clerk to the Board*)
- Mr James Dawson (*Director of Strategic Planning and Student Administration*) *items 19.42,19.43,19.50 and 19.51 only*

19.25	Welcome and apologies	
	Members were welcomed to the meeting. There were no apologies.	
19.26	Report from the Remuneration Committee	
	<p>Received: Annual pay policy statement 2018/19.</p> <p>Resolved: To APPROVE the 2018/19 pay policy statement for publication.</p>	
19.27	International Partnerships	
	<p>The PVC partnerships gave a presentation on the University’s UK and international partnerships highlighting well-established, recently established and potential future partners. The robust processes in place to establish partners, and the associated resources to support partnership working were also outlined.</p> <p>Members noted that the number of student studying through partners should not exceed the number of students being taught in Wales; and the University’s target was well below that threshold. The current target would however be kept under review.</p>	

	<p>It was noted that Academic Board had oversight of partnership provision. The Board requested increased reporting on, or highlighting of, partnership activity as part of routine reports, along with an annual snapshot of partnership activity.</p> <p>A presentation on international student recruitment for the North Wales campuses was requested for a meeting later in the academic year.</p>	AMc
19.28	Declarations of interest	
	<p>Mrs Powell declared her interest in the agenda item relating to North Wales Science in her capacity as Chair of the Board of Directors of the Company. She was attending the Board in her capacity as Executive Director of Operations.</p> <p>Mr Paul McGrady noted that he had had some experience of two contractors who had submitted tenders for the refurbishment of Henblas House. This was not deemed a conflict as governors had not been involved in the procurement process.</p> <p>There were no other conflicts of interest with any item on the agenda.</p>	
19.29	Minutes	
	<p>Received: Minutes of the meeting held on 4th October 2019.</p> <p>Resolved: That the minutes of the meetings held on 4th October 2019 were a true and accurate record of the meeting.</p>	
19.30	Matters arising	
	<p>Received: A matters arising report provided by the Clerk.</p> <p>Resolved: To NOTE the report.</p>	
19.31	Membership	
	<p>Received: A report from the Nominations and Governance Committee.</p> <p>Resolved: To NOTE the report and the resignation of Mrs Caroline Whiteley and that Nominations and Governance Committee would solicit applications for the arising vacancy following the current recruitment process once a suitable time frame had elapsed.</p> <p>To AGREE to receive recommendations for consideration for approval of two independent members and a co-opted member of Audit Committee by circulation in due course.</p>	
19.32	Vice Chancellor's Report	
	<p>Received: (i) Notes from the Board's October Strategy Day. (ii) UUK manifesto from UK universities for the General Election 2019 (circulated) (iii) Universities Wales priorities for the General Election 2019 (circulated) (iv) Fire safety update (tabled)</p> <p>Reported: The Vice-Chancellor referred to the notes of the Strategy Day and highlighted the uncertainties that remain for the higher education sector as a whole. The scenario planning would be revisited once there was more clarity on these matters.</p>	

	<p>A meeting had taken place between the Vice-Chancellors and Governing Body Chairs of Glyndŵr and Bangor Universities at which collaborative ways of working together were discussed. A memorandum of understanding had already been signed to confirm that a joint tender for allied health provision for North Wales would be submitted to the commissioning body Health Education and Improvement Wales (HEIW). There were also other areas of work where the universities were partnered and discussions were ongoing about greater collaboration.</p> <p>Members noted that a new Chief Executive of Coleg Cambria, Yanina Williams, had been appointed from January 2020 and the Vice-Chancellor hoped to meet with her in due course. The University was keen to develop a good working relationship with Coleg Cambria to ensure seamless progression from FE to HE and develop further opportunities for collaborative working.</p> <p>In light of the fire in student accommodation at Bolton University a briefing on fire safety at Wrexham Student Village was tabled. This provided members with a reminder of the scrutiny undertaken by the Board's HR Committee regarding the partial cladding on the accommodation and assurance regarding the high safety standards and systems which are managed by the University's estates team. It was noted that the construction of Wrexham Student Village differed to that of the Bolton accommodation. The 'all out' policy at Bolton had contributed to there being no fatalities or injuries. The HR Committee were scheduled to be provided with an update in early 2020 on any relevant findings arising from the Grenfell Tower enquiry when completed, as well as any material changes to WSV that may alter the current situation. It would be helpful to hear the Fire Safety Advisor's view on the Bolton fire when known.</p> <p>The Student's Union requested that a briefing note to provide reassurance to students in Wrexham Student Village would be helpful and that, whilst Snowdon Hall does not belong to the University, it would be helpful to include students who lived there with a similar appropriate briefing. A report was also being prepared for HEFCW on fire safety measures within the University's student accommodation.</p> <p>The Executive Director of Operations and her team were thanked for the briefing.</p> <p>Resolved: To NOTE the report.</p>	<p>LP</p> <p>LP</p>
19.33	Students' Union President's Report	
	<p>Received: The Students' Union President's report.</p> <p>Reported: The Board welcomed the new format report. The Students' Union President reported that their Student Council had met for the first time earlier in the week and had voted not to endorse the NUS manifesto for the General Election 2019. The SU would however be encouraging students to register and vote in the forthcoming Election.</p> <p>There had been some communication issues between the University and the SU resulting in efforts to recruit student representatives for a small number of courses that were not running in 2019/20. This had now been resolved. Four complaints had been received about people smoking, similarly small numbers regarding car parking on a specific day and regarding the healthy eating options in the canteen. Whilst these were not fundamental to the students' learning experience management had requested the ability to respond to such Tell Glyn complaints and the SU were working with the University on the facility to allow that to happen.</p>	

	<p>It was noted that there were a significant number of academic appeals and when the SU's report had been discussed at Academic Board they had challenged the reasons stated for the delay in providing appeal outcomes to the students concerned. It was acknowledged that there had been a 19% increase in academic appeals but most had been responded to within five days, although the University was trying to improve its processes working with the SU advice centre.</p> <p>Members suggested that it would be helpful to see prior year complaint numbers for comparison in future reports.</p> <p>Resolved: To NOTE the report.</p>	SU
19.34	Draft annual report and financial statements 2018/19	
	<p>Received:</p> <ul style="list-style-type: none"> (i) Draft annual report and financial statements for year ended 31st July 2019. (ii) Annual report of the Audit Committee 2018/19 (iii) Internal Auditors annual report 2018/19 <p>Reported:</p> <p>19.34.01 Audit Committee's Annual Report 2018/19</p> <p>The Chair of the Audit Committee presented the Committee's report which highlighted the External Auditors' view as reported in their management letter to the Committee. In addition, the Internal Auditors' report supported the statements within the Corporate Governance Statement in respect of the discharging of the Board's responsibilities for risk management, control and governance arrangements. The Board's attention was drawn to the Internal Auditors' full annual report for 2018/19, the Committee's consideration of value for money matters and procurement during the year, the approval of the corporate governance statement and Committee's conclusions.</p> <p>The Director of Finance presented the financial statements and key points from the discussion are highlighted below.</p> <p>19.34.02 University Group</p> <p>The External Auditors' had stated they would be giving an unqualified audit opinion.</p> <p>An operational surplus of £1,286k had been achieved and taking into account pension scheme liabilities there would have been a net operating surplus of £710k building on prior years. Unusual and one-off non-cash adjustments for the Local Government Pension Scheme (LGPS) past service costs to reflect the McCloud court judgement and an impairment charge to reflect the scheduled disposal of the Northern Quarter had led to a net deficit of (£615). However, turnover was up, income had increased and staff costs had reduced. Fixed assets had increased following the acquisition of Wrexham Student Village, and creditors had increased due to the loan commitments and the £1m repayment to AIB in August 2019. Increased non-cash pension liabilities had the effect of reducing the University's net worth.</p> <p>It was understood that a significant number of UK universities would be in a deficit position as a result of non-cash pension adjustments. British Universities Financial Directors Group (BUFDG) planned to issue guidance to the HE sector to help with stakeholders' understanding of the financial position of Universities. HEFCW were also considering the messaging to the public and the media regarding Welsh Universities' performance.</p>	

19.34.03 Glyndwr Innovations Ltd

The company's turnover and gross profit had increased, and a small loss of (£19,040) had been made, which was a significant improvement on 2017/18. A modest surplus had been budgeted for 2019/20.

There remained some costs that were directly attributable to GIL that were currently being met by the University and these will be reviewed. Members commented that the bad debt provision appeared high and it was clarified that the same bad debt provision rules as were applied to the University were also applied to GIL. It was possible that some provision may need to be released in 2019/20. It was noted that additional new directors had been appointed to the Company's Board to strengthen it given the increased volume of its activity.

The University would provide a letter of support to Glyndwr Innovations Ltd confirming that it remains a going concern.

The External Auditors' had stated they would be giving an unqualified audit opinion.

19.34.04 North Wales Science

The charitable company had made a loss although this was offset by accumulated surpluses from prior years. Fixed assets and debtors had increased relating to the acquisition of Henblas House. The reasons for changes and increases in the Directors/Trustees were explained and it was noted that one of the Faculty Associate Deans would also be invited to join the Board to provide an academic link.

The University would provide a letter of support to North Wales Science confirming that it remains a going concern.

The External Auditors' had stated they would be giving an unqualified audit opinion.

The Chair of Strategy and Finance confirmed that increased reporting on the performance of the subsidiary companies would be provided to Strategy and Finance Committee. In addition, when the relocation of the North Wales Science science discovery centre to Henblas House had been completed during 2019/20, enhanced reporting would be introduced to monitor achievement of the business plan for the new location.

The Executive Director of Finance and his team were thanked for their significant work in delivering the financial statements for 2018/19.

19.34.05 Students' Union financial statements 2018/19

The Executive Director of Finance took the opportunity to report that the audit of the Students' Union's accounts had not been completed by their external provider in time for presentation to the Strategy and Finance Committee but would be circulated to the Committee in due course. The SU had reported verbally to the Committee that they had made an operational surplus but it had been impacted by significantly increased pension liabilities. However, the SU's commercial income was growing, they remained sustainable and the SU was well-managed within the resources available.

Resolved:

To NOTE the financial statements for the University's subsidiary companies for 2018/19.

	<p>To APPROVE the annual report and financial statements for 2018/19 for the University Group including the corporate governance statement and AGREE that the Chair should sign the letter of representation to the auditors.</p> <p>To APPROVE the provision of letters of support to North Wales Science and Glyndwr Innovations Ltd.</p> <p>To NOTE the annual report from the Audit Committee.</p> <p>To NOTE the annual report of the Internal Auditors 2018/19.</p> <p>To NOTE the report on the Students' Union 2018/19 accounts.</p>	
19.35	Financial management report	
	<p>Received: Financial management report to 31st October 2019.</p> <p>Reported: The Executive Director of Finance highlighted that at the end of the first quarter a £636k surplus was now forecast against a budgeted surplus of £692k and the reasons for this were provided. The subsidiary companies were on target to achieve budgeted surpluses.</p> <p>Members' attention was drawn to the extended cash flow forecast which showed a £5m year-end cash balance forecast. The Board requested that a capital budget be developed for 20/21 onwards, with the inflows and outflows of capital expenditure reflected in a cash flow budget in addition to the routine budget proposals.</p> <p>It was further reported that Sancus Finance was withdrawing from the education market and the University was in discussions with potential new providers to put alternative revolving credit provision in place.</p> <p>In future reports more information would be included regarding delivery of part time credits and financial performance of Transnational Education (TNE).</p> <p>Resolved: To NOTE the report.</p>	<p>DE</p> <p>DE</p>
19.36	Annual sustainability assurance report	
	<p>Received: Annual Sustainability Assurance Report December 2019 and supporting evidence.</p> <p>Reported: The background to the submission of the ASSuR was provided. The report had been provided late with the updated annual report and financial statements as adjustments had been required to the evidence to reflect the discussions of the Audit Committee. It was clarified that the MSI calculation looked at operational cash against total income; and the MSI for 2018/19 was 9% (7.5% in 2017/18 and 6.8% in 2016/17). The University stood within the range of other institutions in Wales which was between 5% and 15%.</p> <p>A member queried the apparent discrepancy between the individual year's EBITDA for MSI data in the calculation annex and the summary position in the body of the report. It was clarified that the calculation in the annex was an overall 6-year average figure i.e. £3,190k for 2018/19 which was directly compared to the 2017/18 figure of £2,635k. The actual EBITDA figure for the 2018/19 year was £2,920k which was different to the 6-year average.</p>	

	<p>Members considered the narrative provided against each of the sustainability statements, and those made relating to going concern, in addition to their consideration of the financial statements, financial management report, extended cash flow forecast as well as a report on key performance indicators. The Board determined that the University continued to be a going concern and sustainable for the foreseeable future.</p> <p>Resolved: To AGREE that the University remained sustainable for the foreseeable future and APPROVE that the Chair be delegated to sign the ASSuR Statement on behalf of the Board for submission to the Funding Council.</p>	
19.37	Report from the quality and standards scrutiny panel	
	<p>Received: Notes and report of the Quality and Standards Scrutiny Panel.</p> <p>Reported: The Chair of the Board's Quality and Standards Scrutiny Panel presented the report. She highlighted that the Panel had revisited and considered the reports provided to the Board during the year as well as having early sight of the Academic Board reports later on the agenda, noted at minute 19.41; and which members took into consideration, in addition to the Panel's report, when reaching their conclusions.</p> <p>The Panel had noted the progress to implement the recommendations made in 2018/19 and made further suggestions for 2019/20.</p> <p>The Panel, which included the Students' Union President, thanked the academic colleagues who had engaged with them and had agreed to reflect on that engagement for next year.</p> <p>Resolved: To APPROVE confirmation of the five quality and standards assurance statements and the signing of the statements by the Chair of the Board for submission to HEFCW.</p> <p>To NOTE the reports provided by Academic Board as part of the evidence base to support the assurance statements.</p>	
19.38	Campus 2025	
	<p>Received: A Campus 2025 report including: (i) Update on planning appeals (ii) Update on the disposal of the Norther Quarter (iii) Phasing and expenditure plans (iv) HEFCW capital fund bid (v) NWSD Ltd proposal</p> <p>Reported:</p> <p>19.38.01 Update on the disposal of the Norther Quarter Strategy and Finance Committee had agreed to recommend to the Board that management continues to focus on the two highest bidders and that a special Board meeting be arranged in due course to consider and, if appropriate, approve the disposal of the Northern Quarter, subject to the receipt of a Charities Report. Legat Owen had now made a recommendation and were in the process of preparing a Charities Report. It was AGREED that a special meeting would be</p>	

	<p>held at 11.00 am on Friday 13th December 2019 to consider the disposal for approval.</p> <p>19.38.03 Phasing and expenditure plans It was noted that the majority of phase 1 had been completed, phase 2 would be completed utilising the HEFCW capital funding and phase 3 would focus on areas that would contribute to improvements to the student experience and support curriculum development. The expenditure plan was in line with income expectations although there remained a funding gap and management would keep the income and expenditure table updated as new cost information became known.</p> <p>Over the last two years to date £18.2m had been spent on Campus 2025.</p> <p>The University is in discussion with a company regarding the long term supply of combined heat and power provision. A business case would be developed if the option is to be pursued.</p> <p>19.38.04 HEFCW capital fund bid The Campus 2025 Steering Group had put forward three projects in the bid to HEFCW which included cost estimates based upon known costs having completed similar projects previously. Confirmation had been received that the bid had been accepted by HEFCW without any modifications. The funding would be received by the end of November for the procurement process to commence. Work would likely start in March 2020.</p> <p>19.38.05 NWSL Ltd proposal It was reported that the Board's request to separate the two key elements of the proposal has been put to NWSL Ltd and they confirmed that this was not possible. Following confirmation that current occupancy rates at Wrexham Student Village did not support the need for additional student accommodation at Regent Street at the current time management, and subsequently Strategy and Finance Committee, recommended that the full proposal was not taken forward at this time.</p> <p>Resolved: To NOTE the report.</p> <p>To AGREE to a special Board meeting on 13th December to consider the disposal of the Norther Quarter.</p> <p>To APPROVE that the proposal received from NWSL Ltd is not taken forward at this time.</p>	
19.39	Henblas House refurbishment	
	<p>Received: Report on the procurement process for the refurbishment of Henblas House for the relocation of the science discovery centre governed by North Wales Science Ltd. (tabled)</p> <p>Reported: Members were reminded of the background to the procurement process which was in two stages. Two main contractors had tendered and the report recommended that preferred contractor status should be awarded to Spatial Office Environments. Further negotiations and value engineering to the design will need to be undertaken at stage 2.</p>	

	<p>Examples of the community benefits included in Spatial's tender were explored. It was noted that the Deputy Vice Chancellor had already met with the Managing Director of Spatial, who was an alumnus of the University, and intended to link him with the Careers in respect of their outreach programme.</p> <p>The Board noted that a sum would be retained until receipt of a certificate of practical completion at the end of the contract. When awarded the contracts would be signed under seal and it was queried whether this would have the effect of increasing the warranty period given by the contractor on their work in addition to increasing the limitation period for legal action by the University. This would be checked.</p> <p>Resolved: To APPROVE Spatial Office Environments as the preferred contractor for the refurbishment of Henblas House.</p> <p>To APPROVE delegation to the Chair of the Board with the Chair of Strategy and Finance Committee to approve the final award once the stage 2 negotiations have been completed.</p>	VB
19.40	Chair's report	
	<p>Reported: The Chair reflected on the successful graduation ceremonies and Honorary Fellows dinner which took place at the end of October. She had also attended the CUC Plenary in October where the theme was universities in their communities.</p> <p>Having also attended two meetings of the Wales Governance Review panel the Chair reported that the Review Lead had explored good governance practice across a range of sectors as well as higher education. The outcomes of the review remained confidential at the moment, however it was likely that there would be some sector as well as institutional recommendations arising from it. Chairs of Universities Wales (ChUW) and Universities Wales had discussed a preliminary report.</p> <p>The Chair had also conducted some individual meetings with governors and she would collate learning points from those and previous meetings for the April 2020 Governor development day.</p> <p>Resolved: To NOTE the report.</p>	
19.41	Academic Board	
	<p>Received:</p> <ul style="list-style-type: none"> (i) A report on business transacted at the Academic Board meeting held 6th November 2019. (ii) Research integrity annual report 2018/19 (iii) Annual standards overview report 2018/19 (iv) External Examiners overview report 2018/19 (v) Annual report on student complaints 2018/19 (vi) Annual student conduct report 2018/19 (vii) PSRB register October 2019 (viii) Annual monitoring overview report 2017/18 (ix) Validation overview report 2018/19 (x) Strategy for Supporting Student Learning and Achievement update and 2019/20 action plan (xi) WGU Degree outcomes report 2018/19 <p>Reported:</p>	

	<p>It was reported that the Academic Board had noted feedback on the outcome of the Quality and Scrutiny Panel's discussion and suggestions when considering the HEFCW annual assurance statements.</p> <p>Members were reminded of the national debate on degree outcomes and noted that all universities would be required to publish a degree outcomes statement for 2019/20 which would explain trends, compare outcomes with UK-wide and peer institution benchmarks as well as expected future performance. This report would be shared with the Board of Governors through the Academic Board's report and would then be published on the University's website.</p> <p>Members queried the current and future status of students held as 'dormant' and requested an explanation via circulation.</p> <p>Resolved: To NOTE the report.</p> <p>To ENDORSE the Research Integrity Annual Report 2018/19 for publication.</p>	VB
19.42	Corporate Strategic Risk	
	<p>Received: (i) A summary of the University's corporate strategic risks. (ii) Risk heat map</p> <p>Resolved: To NOTE the report.</p>	
19.43	Fee and Access Plan monitoring 2018/19	
	<p>Received Request for delegation to the Chair or Vice Chair to approve the Fee and Access Plan monitoring report for 2018/19 to enable submission in January 2020.</p> <p>Resolved: To APPROVE delegation to the Chair or Vice Chair to consider and approve the Fee and Access Plan monitoring report for 2018/19 noting that the report would be included in the papers for the next scheduled meeting.</p>	
19.44	Circulars and consultations	
	<p>Received: A summary of three HEFCW circulars issued since the October 2019 meeting.</p> <p>Resolved: To NOTE the report.</p>	
19.45	Application of the University seal	
	<p>Received: Report on the application of the University seal since July 2019.</p> <p>Resolved: To NOTE the report and that the Seal had been applied on one occasion since July 2019.</p>	
19.46	Committees of the Board	
	19.46.01 Human Resources Committee	
	<p>Received: Report of the meeting held on 17th October 2019.</p> <p>Resolved: To NOTE that the minutes of 17th October 2019 had been circulated in advance of the Board papers.</p> <p>To NOTE the report of the Committee.</p>	

	19.46.02 Strategy and Finance Committee	
	<p>Received: Report of the meeting held on 7th November 2019.</p> <p>Resolved: To NOTE that the minutes of 7th November 2019 had been circulated in advance of the Board papers.</p> <p>To NOTE the report of the Committee.</p> <p>To APPROVE the award of the Contract for the University cleaning services to Churchill Contract Services for three years with an option to extend for two one year periods to June 2024 subject to satisfactory performance.</p>	
	19.46.03 Audit Committee	
	<p>Received: Report of the meeting held 8th November 2019.</p> <p>Resolved: To NOTE that the minutes of 8th November and also the minutes of the special meeting held on 14th November had been circulated in advance of the Board papers.</p> <p>To NOTE the report of the meeting.</p> <p>To APPROVE the re-appointment of KMPG as the University's external auditors for 2019/20.</p> <p>To APPROVE the re- appointment of RSM as the University's internal auditors for 2019/20.</p>	
	19.46.04 Nominations and Governance Committee	
	<p>Received: Report of the meeting held 7th November 2019.</p> <p>Resolved: To NOTE the report of the meeting.</p> <p>To APPROVE that Mr Ian Lucas be invited to receive an Honorary Fellowship at the October 2020 awards ceremonies.</p> <p>To NOTE the updated Effectiveness Review action plan.</p>	

Confidential Minutes of the Board meeting of the Board of Governors of Glyndwr University held on **22nd November 2019** at 8.30 am in the Erddig Room, Glyndwr University, Wrexham.

19.47	Minutes	
	<p>Received: Confidential minutes of the meetings held on 4th October 2019.</p> <p>Resolved: To accept the minutes as a true and accurate record.</p>	
19.48	Matters arising	
	<p>Received: A report of matters arising from the meeting of 4th October 2019.</p> <p>Resolved: To NOTE the matters arising report.</p>	
19.49	Vice Chancellor's report	
	<p>Received: The University's response to HEFCW's IRR letter.</p> <p>Reported: In her response the Vice-Chancellor challenged HEFCW's assessment that there had been a decline in the University's widening access performance, and their response was that in Wales there is a different way of interpreting the data available. The University will review the methodology for the data used within the Fee and Access Plan and raise this with HEFCW when they visit the University on 10th December.</p> <p>Resolved: To NOTE the response</p>	
19.50	Annual report on Corporate Key Performance Indications 2018/19	
	<p>Received: Report on KPIs for 2018/19.</p> <p>Reported: The Board was reminded of the KPI data they had been provided with previously and the principle that all KPIs arise from supporting strategies and action plans that underpin the Vision and Strategy 2025. However, as the targets had been set in October 2018 they would be reviewed during 2019/20 and any revised targets will be presented to the Board in due course.</p> <p>Each KPI was considered and key points from the discussion are highlighted below.</p> <ul style="list-style-type: none"> (i) A postgraduate student survey was being developed as reflected in the Quality Enhancement Review action plan. (ii) It was noted that the benchmark for the NSS was a Welsh one whereas in prior NSS reports presented earlier in the year UK wide comparisons had been provided. (iii) Employability could not be measured until after the first graduate outcomes survey had been undertaken 18 months after students had graduated, so that the outcomes for the 2018 graduates would be available after April 2020. 	JD

	<p>(iv) Whilst overall student numbers were rated green, members would find it helpful to have each cohort RAG rated so that it is clearer which cohorts had performed against target.</p> <p>(v) Good progress had been made in increasing the number of staff with PhDs.</p> <p>(vi) The research income target had not been met for 2018/19 however significant key grants had been achieved and would contribute to the achievement of the 2019/20 target.</p> <p>(vii) Growth in international student numbers underperformed by two although the key indicator of growth in international provision was income, which had increase significantly.</p> <p>(viii) Information on consultancy and enterprise income was taken from the Higher Education Business and Community Interaction survey (HE-BCI) data which was not available until the end of November. This information would be provided to the Board at its next meeting.</p> <p>(ix) Operational surplus was marginally below target although the Board was aware of the impact of a recruitment shortfall of new undergraduate students for 2018/19. Members reflected that a red RAG rating for being £19k below target was extreme and that perhaps an amber rating would be more appropriate. The rating thresholds would be reviewed in due course.</p> <p>(x) The Campus 2025 KPI was qualitative about which the Board received regular updates and good progress was being made within the resources available.</p> <p>(xi) Staff turnover had increased, largely connected to the restructuring exercise during the year.</p> <p>The Executive's view of performance against the achievement of the Vision and Strategy 2025 was sought. They considered that the report was an honest and accurate reflection of performance and they had no concerns about a lack of progress under any of the four domains such that a rethinking of the strategy was required. Student recruitment remained a challenge but it was anticipated that Campus and academic developments and diversification would feed into improvements in NSS scores and increased student recruitment over time.</p> <p>Resolved: To NOTE the report.</p>	<p>JD</p> <p>JD</p> <p>JD</p> <p>JD</p>
<p>19.51</p>	<p>Student Numbers</p>	
	<p>Received:</p> <p>(i) A report on student numbers for 2019/20.</p> <p>(ii) Updated report on numbers for 'other cohorts'</p> <p>Reported:</p> <p>19.51.01 Retention 2018/19</p> <p>Final figures showed a 1.8% improvement in retention overall compared to 2017/18. This improvement was higher for Foundation year students (2.7%) and level 5 students (5.2%) with the most significant improvement in returning students (9.7%). There had been a reduction in 'lapse of time' withdrawals by 7% which demonstrated closer monitoring and early notification of withdrawals by programme teams.</p> <p>Members welcomed the improvement and the extended analysis provided. They also commended the work of the Access and Retention Working Group and academic and professional staff and student representatives in developing a holistic approach to student support. The challenge would be to now sustain and further improve retention and the Deputy Vice Chancellor considered that further improvements would be possible.</p> <p>19.51.02 Student numbers 2019/20</p>	

	<p>A small number of students had withdrawn for a variety of reasons however some students were transferring to the University from other universities.</p> <p>WGU online students stood at 108 new with 28 returning. Additional students from degree apprenticeships and the St Mary's University franchise were yet to be confirmed. Final numbers for franchise and TNE students had also yet to be confirmed.</p> <p>Of the Criminal Justice students, 24 were enrolled on the policing programme and the remaining 48 were enrolled on criminology and criminal justice programmes. Members queried the significant reduction in complementary medicine students and this was due to some rationalisation in the subject area and planned changes in the offer going forward to allow the programme to accommodate more students than the ten in the current cohort.</p> <p>It could be seen that engineering student numbers had declined and this was in part due to lower numbers of EU students attending for the final year top up. This could decline further as EU fee guarantees were not clear for 20120/21 onwards. There is scope for improvements in the engineering programmes and investment in facilities and research were anticipated to help re build the profile of engineering programmes.</p> <p>Resolved: To NOTE the report.</p>	
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End