

Minutes of the meeting of the Board of Governors of Glyndwr University held on **Friday 20th November 2020** 9.00 am by video conference.

Present

- Mr Jim Barclay
- Mr Paul Barlow
- Ms Ebony Banks
- Mrs Laura Gough
- Professor Maria Hinfelaar
- Mr Colin Heron
- Mrs Claire Homard
- 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
- Ms Chloe Williams

Officers:

- Mrs Val Butterworth (*Clerk to the Board*)
- Mr David Elcock (*Executive Director of Finance*)
- Mr Pete Gibbs (*Executive Director of Human Resources*)
- Dr Aulay Mackenzie (*PVC Partnerships*)
- Mrs Lynda Powell (*Executive Director of Operations*)
- Professor Claire Taylor (*Deputy Vice Chancellor*)
- Mr James Dawson (*Director Strategic Planning and Student Administration*) *Items 20.43 and 20.44*

20.22	Report from the Remuneration Committee	
	<p>Received:</p> <ul style="list-style-type: none"> (i) A report from the Remuneration Committee meeting held 22nd October 2020 (ii) Annual Pay Policy Statement 2019/20 <p>Resolved:</p> <p>To NOTE the report and APPROVE the Annual Pay Policy Statement 2019/20 for publication.</p>	
20.23	Welcome and apologies	
	Members were welcomed to the meeting. There were no apologies.	
20.24	Declarations of interest	
	There were no declared conflicts of interest with any item on the agenda.	
20.25	Minutes	
	<p>Received:</p> <p>Minutes of the meeting held on 2nd October 2020.</p> <p>Resolved:</p> <p>That the minutes of the meeting held on 2nd October 2020 were a true and accurate record of the meeting.</p>	
20.26	Matters arising	
	<p>Received:</p> <p>A matters arising report provided by the Clerk.</p>	

	<p>Resolved: To NOTE the report.</p>	
20.27	<p>Vice Chancellor's Report</p> <p>Received: (i) Report from the Vice Chancellor (ii) Update on decisions made by the Gold Command Group (iii) Draft response to the consultation on the draft Tertiary Education and Research (Wales) Bill (iv) Report of the Board/VCB Strategy Day 1st October 2020</p> <p>Reported:</p> <p>20.27.01 Vice Chancellor's update The Vice-Chancellor reported that the projects submitted against the HE Investment and Recovery Fund had been considered by HEFCW's Council on 19th November and it was understood that confirmation of funding would be received week commencing 30th November. The funds would need to be committed by 31st July 2021 with the outcomes articulated over a three-year period. Members were reminded of the University's three project proposals and the collaborative proposal.</p> <p>Welsh universities had been requested to take part in the asymptomatic testing regime for staff and students in the first week of December; and costs for setting up and delivering the testing were recoverable from Welsh Government. Associated legal and insurance issues had been resolved. The Catrin Finch Centre would be utilised for the test facility. The purpose of the testing was primarily to facilitate students' safe return home for Christmas, allowing time for self-isolation where necessary. Teaching would however continue until 18th December albeit much of this would be on-line.</p> <p>20.27.02 Draft Tertiary Education and Research (Wales) Bill The key areas of concern within the draft Bill were highlighted. One fundamental concern was the acquired powers of Welsh Ministers to dissolve Higher Education Corporations (HECs) and distribute their assets; and the power to alter HECs' Instruments and Articles. This was considered a threat to HECs' autonomy; and singled them for fundamentally different treatment in comparison to the rest of the university sector. In addition, the level of Welsh Government intervention articulated within the Bill would cut across the proposed Commission itself as well as universities.</p> <p>Universities Wales was preparing a sector response to the consultation jointly with Chairs of Universities Wales, and this had yet to be finalised. It was understood that HEFCW would also be submitting a response.</p> <p>In general members considered the University's draft response to be balanced and the tone appropriate subject to a strengthening of question 22 relating to the proposed dissolution powers. Members requested that the response to question 22 be strengthened and reiterated in an introduction or covering letter. The Vice-Chancellor would continue to ensure relevant external stakeholders are fully briefed on the University's concerns regarding the draft Bill in her stakeholder meetings.</p> <p>It was AGREED that the Vice Chancellor should shape the final submission informed by any further sector discussions.</p> <p>20.27.02 Strategy Day 1st October 2020 The notes from the Strategy Day were noted and the outcomes had informed the interim review of the Vision and Strategy 2025.</p>	

	<p>The Chair observed that that the Governor/VCET governance development day held on 19th November had been a good opportunity for reflection and key themes drawn from the day would be taken forward in due course.</p> <p>Resolved: To NOTE the Vice Chancellor's Report.</p> <p>To NOTE the report of the Board/VCB Strategy Day.</p> <p>To APPROVE the response to the consultation on the draft Tertiary Education and Research (Wales) Bill subject to the Vice Chancellor strengthening the response to question 22 having the delegation to finalise it based on further sector intelligence.</p>	
20.28	Students' Union President's Report	
	<p>Received: (i) The Students' Union President's report. (ii) Students' Union Interim Strategic Plan 2020/21</p> <p>Reported: The Students' Union President and Vice President presented the report jointly and highlighted the work and activities undertaken by the Students' Union to welcome new and returning students to the campuses, the success of the recent by-elections and the successful recruitment of student representatives. Student clubs and societies had been affected by the pandemic with a reduction from 35 to 12 but they had started to recover and had now reached 20. Sports activities had also been negatively affected but the SU had consulted with Welsh National Governing Bodies and the WGU Sports centre to develop training to ensure that current Covid-19 guidance is met whilst allowing students to participate in student sports activities</p> <p>There had been a reduction in advice centre cases. All contact with the advice service was now being recorded, regardless of whether a case is progressed, which would enable a more comprehensive overview of the types of enquires being received. A new 'Kindness is Key' campaign was due to be launched.</p> <p>The review of the SU's strategic plan had begun and the aims and objectives were highlighted. The plan would be finalised for 2021 to 2025 in spring 2021.</p> <p>The SU was thanked for all their work to overcome the hurdles presented by the pandemic and for supporting the students effectively.</p> <p>Resolved: To NOTE the report.</p>	
20.29	Draft Annual Report and Financial Statements	
	<p>Received: (i) Draft Annual Report and Financial Statements 2019/20 for the University Group and subsidiary companies (ii) Annual report of the Audit Committee to the Board 2019/20 (iii) Internal Auditors' annual report 2019/20</p> <p>Reported:</p> <p>20.29.01 University Group The Executive Director of Finance presented the draft annual report and financial statements confirming that both Strategy & Finance and Audit Committees had scrutinised them at their meetings on 5th and 6th November. There had been no changes to the document since the committees had met. Both committees were satisfied with the financial information and considered the annual report to be accurate, well-rounded and clear. The format had also been modified from previous years to address in part the action arising from the Review of Governance of the Universities in Wales (Camm Review) relating to a consistent annual report format</p>	

for all universities in Wales. The new annual report template would be fully implemented for 2020/21.

The key features of the year-end position included:

- i. an increase in total income levels for the Group to £36,980k
- ii. a Group operational surplus before tax of £779k;
- iii. increased cash balance of £5.9m at year end;
- iv. the reduction in Balance Sheet value caused by an increase in the LGPS pension provision, rising from £31.2m to £40.7m, but with the overall Balance Sheet remaining in a reasonably healthy position.

The positive result was despite the loss of 3rd term student accommodation income, the loss of conference, events and sports income, the capital re-payment of £1m to AIB, and increased costs of the Teachers' Pension Scheme contributions. The outcome was helped by HEFCW allowing retention of funding for undelivered part-time credits.

North Wales Science and Glyndŵr Innovations Ltd had returned losses but the reasons were understood and largely related to the coronavirus situation. The University had provided letters of support to confirm they remained going concerns. Glyndŵr Services Ltd had made a profit which would be gift aided back to the University.

It was reported that the External Auditors had yet to complete their audit work. They had requested an update to the Operational and Financial Review to strengthen the narrative on the 2020/21 outlook and management of principal risks; and were seeking further evidence to support their assessment of going concern.

Members discussed the issue of going concern noting that this year KPMG were taking a stronger approach to this matter for all their clients. This was due to the detrimental impact the coronavirus situation had had on the financial resources of businesses in all sectors, albeit Glyndŵr was returning a surplus.

The Auditors' two areas of concern were: (i) the refinancing of the AIB loan due in August 2021; and (ii) evidence that the HE Investment and Recovery Funding that had been factored into the revised budget would be forthcoming. The Auditors had met with HEFCW Officers on 18th November and HEFCW confirmed they would be writing to Universities, to confirm the level of funding allocated, during the week of 30th November 2020.

In terms of the loan refinancing, two offers with Head of Terms had now been received, however KMPG wished to see a signed refinancing deal in place. The University would work towards achieving a signed loan agreement although it would need to continue to follow due process and ensure best value for the University.

The discussions of Audit Committee were highlighted. Members had commended the annual report and financial statements as an accurate reflection of the University's performance in 2019/20. However, the Committee could not recommend sign off with a material concern if it could be avoided and advised that the Finance Team works with the auditors to provide the evidence required to ensure a clean audit opinion. The Audit Committee would review the Auditors' final position in due course and make a recommendation to the Board. It was likely that a short special Board meeting would be required in order to approve the signing of the annual report and financial statements along with revised cashflow forecasts for the full year from the date the statements are presented for sign off.

The extension for submission of the final annual report and financial statements to HEFCW to 28th February 2021 would provide time to meet the Auditors' requests and come back to the Board for final approval.

	<p>The Chairs of both Audit and Strategy & Finance Committees strongly commended the annual report and financial statements as a true reflection of the University's performance and strong financial management; and recorded their thanks to the Executive Director of Finance and the Finance Team.</p> <p>20.29.02 Audit Committee's Annual Report 2019/20</p> <p>The Chair of Audit Committee presented the Committee's report which highlighted the External Auditors' views as reported in their management letter to the Committee. In addition, the Internal Auditor's annual report supported the statements within the Corporate Governance Statement in respect of the adequacy of the framework and the Board's responsibilities for risk management, governance and internal control and economy, efficiency and effectiveness.</p> <p>Resolved:</p> <p>To NOTE the Annual Report and Financial Statements 2019/20 including the corporate governance statement and AGREE to delay the approval and signing of the document until the External Auditors had completed their audit work or the 28th February submission deadline was reached.</p> <p>To AGREE to the convening of a special Board meeting, to sign off the Annual Report and Financial Statements 2019/20 prior to 28th February 2021.</p> <p>To AGREE that the Chair should sign the Board's letter of representation to the External Auditors.</p> <p>To NOTE the annual report from the Audit Committee 2019/20.</p> <p>To NOTE the annual report of the Internal Auditors 2019/20.</p> <p>To NOTE the annual reports and financial statements for the University's subsidiary companies.</p>	
20.30	Annual Sustainability Assurance Report (ASSuR)	
	<p>Received:</p> <ul style="list-style-type: none"> (i) A report of the underlying evidence to allow the completion of the Annual Sustainability Assurance Report by the Board. (ii) Advice on the considerations for going concern (iii) An update on the refinancing of the AIB loan. <p>Reported:</p> <p>Members were reminded of the background to the completion of the ASSuR and reviewed the statements they are required to make. The EBITDA and MSI had increased which was an improvement on previous years and were within the sector ranges.</p> <p>The narrative on KPIs would be updated to reflect the terminology of the main non-financial KPIs used by the University to monitor performance against the Vision and Strategy 2025.</p> <p>Having reviewed the positive annual report on KPIs, and the evidence provided, members were assured that the University's strategies take account of the environment in which the University operates and that its core publicly-supported activities should be sustainable for the foreseeable future notwithstanding the completion of the work of the External Auditors.</p> <p>Resolved:</p> <p>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 submissions to HEFCW.</p>	VB

	To AGREE to submit the ASSuR to HEFCW once the Annual Report and Finance Statements 2019/20 had been approved.	
20.30	Budget Review 2020/21	
	<p>Received: Report of the 2020/21 budget review and proposed updated budget position.</p> <p>Reported:</p> <p>20.30.01 Revised budget 2020/21 All areas of the budget had been reviewed considering the latest student enrolments position and improved visibility on the implications of the coronavirus situation on revenue streams. A prudent level of anticipated HEFCW HE Investment Funding had been factored in. The net impact was a proposed revised surplus of £248k. The key dependencies to achieve this surplus were highlighted.</p> <p>The level of the proposed surplus had been discussed at length by Strategy and Finance Committee who noted that the revised surplus could be eroded if there is any unplanned expenditure or the key dependencies do not all fall into place, moving the University into a deficit position. However, it was agreed that the level of surplus was about right and demonstrated that the University was managing its resources in response to the negative impact of the coronavirus situation. The University would need to take advantage of Welsh Government support to protect capacity and ensure that major cutbacks are not needed to maintain operations.</p> <p>The Chair of Strategy and Finance Committee reported on the Committee's discussions, including the slow release of embargoed funds and the recommendation to adopt the revised budget. A Financial Management Report to the end of November 2020 would be circulated to the Committee, and the full Board for information, in December, noting that the financial position to 31st October was as detailed within the budget proposal report.</p> <p>20.30.02 Revised forecasts 2021/22 and 2022/23 HEFCW were seeking revised forecasts for 2021/22 by 11th December 2020. The revised 2020/21 budget and the assumptions therein would be used as the basis for the following year.</p> <p>The forecast would not include income from the sale of the Northern Quarter nor further asset sales, nor the implications of the refinancing of the AIB loan as these do not impact on the income and expenditure account, although would have a positive impact on cash levels.</p> <p>Members discussed the options open to them for approving the revised forecasts. It was AGREED that the forecasts should be submitted to HEFCW by management with delegation to Strategy and Finance Committee to approve them at their February 2021 meeting. A special meeting of Strategy and Finance Committee could be called prior to February to approve the forecasts if deemed by management to be necessary arising out of discussions with HEFCW. Strategy and Finance Committee would report to the March Board.</p> <p>Resolved: To APPROVE the revised budget for 2020/21.</p> <p>To AGREE delegation to the Strategy and Finance Committee to approve the revised forecasts for 2021/22, as submitted to HEFCW, at their next meeting.</p>	DE

	To AGREE that initially 30% of the embargoed funds can be released at the discretion of the Vice Chancellor's Executive Team with a report on progress to Strategy and Finance Committee at their next meeting.	
20.31	North Wales Growth Deal	
	<p>Received: (i) Business Case for WGU's project (ii) Overarching Business Plan (iii) Governance Agreement 2</p> <p>Reported: The Board was reminded of the background and context of the North Wales Growth Deal and the University's project within the overall Growth Deal. The University's project sits within the Innovation in High Value Manufacturing programme and entails the development of a new engineering lab as part of Campus 2025 and interrelated investment in highly specialised technical equipment at OpTic. Full business cases will now need to be developed for submission early 2021. The Vice Chancellor had uploaded a presentation on the Board Teams page which outlined the vision, governance structure, timeline, portfolio, financial and deal agreements and key dates of the North Wales Growth Deal for members' reference.</p> <p>Dr Aulay Mackenzie is the University lead supported by Professor Caroline Gray and Professor Richard Day.</p> <p>The reason for the notional gap in financing the projects over the next five years was explained. The North Wales Economic Ambition Board had approved the model of an annual partner contribution over a 15-year period to cover the interest charges that will be incurred. This contribution had been scaled to project size. It was clarified that the University's contribution would be £34k per year if the project is signed off by the UK Government by the end of December 2020. This sum could increase to £48,670 if the project is not signed off until March 2021, however the project was on schedule for December 2020 sign off as things stood.</p> <p>Resolved: To NOTE the documentation.</p> <p>To APPROVE the commitment to the annual partner contribution for 15 years enabling the VC to sign the Governance Agreement 2.</p>	
20.32	Report from the Quality and Standards Scrutiny Panel	
	<p>Received: Notes and report from the Quality and Standards Scrutiny Panel.</p> <p>Reported: The Chair of the Board's Quality and Standards Scrutiny Panel presented the report and highlighted that the Quality Team had taken cognisance of the Panel's suggestions from last year and there had been improved evaluation within the reports presented. There are no fundamental problems, deficiencies or inconsistencies in the quality and standards of the University's awards and the Panel had engaged in thorough discussion of the evidence presented to support each of the HEFCW assurance statements.</p> <p>Members were referred to the reports from Academic Board which included several documents that needed to be considered when reaching a conclusion on the response to the assurance questions, and which had been reviewed by the Quality and Standards Scrutiny Panel in October.</p> <p>The Chair of the Panel reminded members of the additional assurance statement that would require a response in December 2021 i.e. <i>that 'the governing body has effective oversight of degree outcomes and academic integrity.</i></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>	
20.33	Campus 2025 update	
	<p>Received: (i) A Campus 2025 update (ii) Annual report on Estates performance</p> <p>Reported:</p> <p>20.33.01 Campus 2025 update The Executive Director of Operations presented the report and highlighted the three projects which would be undertaken utilising the HEFCW Capital funds. These included: continuation of the B corridor works; reconfiguration and refurbishment at Regent Street; and repurposing of the Human Performance lab space into a collaborative workplace hub for staff. The latter would have the Active Learning, Innovation and Virtual Environment Hub (ALIVE) at its heart. The projects all met the HEFCW criteria for use of the funds.</p> <p>Interviews for a Capital Project Manager had been successful with two appointable applicants, one of whom had been invited for a face to face interview and tour of the campus.</p> <p>20.33.02 Annual report on Estates performance Members welcomed the report and in particular the information relating to asset management and performance benchmarking; and congratulated the Executive Director of Operations and her team on a clear and interesting document.</p> <p>20.33.02 Sub-lease of Racecourse Stadium Following further review by the University Solicitor it was confirmed that the University was not required to give consent to Wexham Assets Ltd to sublease the Stadium to the new owners elect, as the sublease would be 'in whole' and therefore would not alter the obligations of Wrexham Assets Ltd to the University. The news regarding the acquisition of the Football Club by the new high-profile owners elect had been a positive development for Wrexham and the University. The Executive Director of Operations and the Executive Director of Finance were due to meet the new owners elect and would seek to establish how the University might engage with them in the future.</p> <p>Resolved:</p> <p>To NOTE the Campus 2025 update</p> <p>To NOTE the annual report on Estates performance</p> <p>To NOTE that Wrexham Assets Ltd would be sub leasing the Racecourse Stadium 'in whole' to the new owners of the Football Club.</p>	
20.34	Interim Review of the Vision and Strategy 2025	
	<p>Received: An update on progress to date of the interim review.</p> <p>Reported</p>	

	<p>The Vice Chancellor highlighted the reasons for the interim review of the Vision and Strategy. The vision and values would remain unchanged however given recent developments it was appropriate to take stock and review the progress already made and consider whether the strategy domains remain current. In addition, three key topics arose out of the Board's Strategy Day that would be considered as part of the recalibration of the Vision and Strategy i.e. (i) rebalancing Campus 2025 and enhancing the digital infrastructure, (ii) reviewing the shape of the curriculum for the future and (iii) stakeholder engagement. Discussions at the Governor development day also highlighted that a scenario planning framework would also be a helpful consideration.</p> <p>A VCET webinar had introduced the interim review to staff on 17th November and further internal and external consultation, to include governors, would be undertaken with a view to presenting a final draft for the Board's consideration and approval in March 2021.</p> <p>VCET were asked to reflect on the mission in respect of whether reference to 'higher education' should be expanded to include 'research and innovation', because there is a notion that is starting to pervade that Higher Education is 'teaching only'.</p> <p>Resolved: To NOTE the report.</p>	
20.35	Chair's report	
	<p>Reported: The Chair reported on her involvement with the HE Guidance Task and Finish Group which was producing guidance on Covid-19 for Welsh Universities; and on a Welsh Government Group, representing Chairs of Universities Wales, developing a sector response to the draft Tertiary Education and Research (Wales) Bill.</p> <p>She had also held 1:1 meeting with almost all Board members with a small number to be completed in November.</p> <p>Resolved: To NOTE the report.</p>	
20.36	Report from Academic Board	
	<p>Received:</p> <ul style="list-style-type: none"> (i) Report of the Academic Board meeting held 11th November 2020 (ii) Research Integrity annual report 2019/20 (iii) Annual standards overview report 2019/20 (iv) Validation overview report 2019/20 (v) External Examiners' overview report 2019/20 (vi) Annual report on student complaints and academic appeals 2019/20 (vii) Annual report on student conduct procedures 2019/20 (viii) PSRB register and status report October 2020 (ix) Strategy for Supporting Student Learning and Achievement (SSSLA) metrics and final update 2019/20 (x) SSSLA 2020 -2025 and action plan 2020/21 (xi) Degree outcomes 2019/20 <p>Reported: The Vice Chancellor presented the report and highlighted the supporting documentation which members had been asked to consider as part of the report from the Quality and Standards Scrutiny Panel. The Research Integrity Annual Report included a report that there had been no cases of research misconduct reported in 2019/20 and the University has in place mechanisms to support research students and staff.</p> <p>Resolved:</p>	

	To NOTE the report of the Academic Board meeting held 11 th November 2020. To APPROVE the Research Integrity Annual Report 2019/20 for publication.	
20.37	Corporate Strategic Risk	
	<p>Received: Corporate strategic risk register.</p> <p>Reported: The Chair of Audit Committee highlighted the two risks that had increased in response to Covid-19 relating to engagement with students and compliance with the frequently updated Covid-19 guidance. An internal audit on the risk management framework had recently been completed and provided a reasonable assurance. The audit had focussed on operational risk management and of the 6 recommendations, five were low and one was medium, and implementation of these had already started</p> <p>It was noted that, arising from the Board Development Day, VCET would reflect further on the risk register and how the University's risk appetite to undertake new and different initiatives could be articulated.</p> <p>Resolved: To NOTE the report.</p>	
20.38	HEFCW circulars	
	<p>Received: Report on relevant HEFCW circulars since the October Board meeting.</p> <p>Resolved: To NOTE the report.</p>	
20.39	Committees of the Board	
	20.39.01 Human Resources Committee	
	<p>Received: Report of the meeting held 22nd October 2020.</p> <p>Resolved: To NOTE the report of the meeting held 22nd October 2020. To NOTE that the unconfirmed minutes of 22nd October had been circulated in advance of the Board papers.</p>	
	20.39.02 Audit Committee	
	<p>Received: (i) Report of the meeting held on 6th November 2020. (ii) Feedback from the HEFCW Institutional Assurance (IAR) visit March 2020 (iii) Proposal to re appoint the internal and external auditors following the Committee's annual review of their performance.</p> <p>Resolved: To NOTE the report of the meeting held 6th November. To NOTE that the unconfirmed minutes of 6th November had been circulated in advance of the Board papers. To NOTE the HEFCW Institutional Assurance Review feedback. To APPROVE the re-appointment of KMPG as the University's external auditors and RSM as the University's internal auditors for 2020/21.</p>	

	20.39.03 Strategy and Finance Committee	
	<p>Received:</p> <p>(i) Report of the meetings held 5th November 2020. (ii) Memorandum of Agreement MOA between the University and North Wales Science Ltd.</p> <p>Reported:</p> <p>The Chair of the Committee reported on the amendments requested by the Committee to the MOA with North Wales Science Ltd. and highlighted the review of the Students' Union's audited financial statements confirming them to be in a good financial position. The Board congratulated the SU on the tight control and management of their financial resources.</p> <p>Resolved:</p> <p>To NOTE the report of the meeting held 5th November 2020.</p> <p>To NOTE that the unconfirmed minutes of 5th November had been circulated in advance of the Board papers.</p> <p>To APPROVE the Memorandum of Agreement between the University and North Wales Science Ltd.</p>	
	20.39.04 Subsidiary Companies	
	<p>Received:</p> <p>Minutes of:</p> <p>(i) North Wales Science Meeting and Financial General Meeting 19th October 2020 (ii) Glyndwr Innovations Ltd meeting and AGM 20th October 2020 (iii) Glyndwr Services Ltd AGM 2nd November 2020</p> <p>Reported:</p> <p>The independent governors who are non-executive directors of the subsidiary companies were invited to comment on the companies' performance. The strengthening of the relationship between the Board of Governors and the subsidiary Boards was welcomed.</p> <p>Glyndwr Innovations Ltd Board had discussed the North Wales Growth Deal which created important opportunities for the Optic as well as the University; and the future profile of contracts at OpTic also created significant opportunities for further growth.</p> <p>North Wales Science Ltd had developed significantly and, whilst the company had been negatively impacted by Covid-19 this year, a landmark educational facility had been created in Wrexham Town Centre which would contribute to the economic development of Wrexham.</p> <p>Glyndwr Services Ltd had been created to bring a small number of externally contracted support services in house and this had created financial savings for the University.</p> <p>Resolved:</p> <p>To NOTE the minutes and reports.</p>	
	Other business	
20.40	<p>Under AOB the Board commended management for a successful year and for steering the University through the Covid-19 crisis with agility and innovation.</p> <p>Thanks were also recorded to all staff for their efforts in supporting students and securing the opportunities for them to continue their learning and engagement.</p>	

End

