

## CORPORATION BOARD

### Minutes of a Meeting 10.30am on Thursday 16<sup>th</sup> January 2014 Gwynne Holford Room

**Present:**

- Mr Graham van der Lely (Chair) (GVdL)
- Mr Martin Baber (MHB)
- Mr Bob Barnett (RB)
- Mrs Rosamund Blomfield-Smith (RBS)
- Mr Mike Burton (MB)
- Mr Duncan Clegg (DC)
- Mr David Crawford (DC1)
- Mr Mark Davison (MJD)
- Mr Ben Grieve (BG)
- Mrs Jane Holderness-Roddam (JHR)
- Mr Edward Keene (EK)
- Mr Russell Marchant (RM)
- Mr Jeremy Matthews (JM)
- Mr Chris Moody (CM)
- Professor Ron Ritchie (RR)
- Mr David Seymour (DS)
- Mr Charles Whitehouse (CW)

**In Attendance:**

- Mr John Deane (JD)
- Mr Graham Ledden (GL)
- Mr Luke Rake (LR)
- Mrs Lesley Worsfold (LW)

**Apologies:** Mrs Barbara Buck

**Minutes:** Mr Rob Lee

		ACTION	ACTION DATE
01/14	<p><b>Apologies</b></p> <p>Apologies were received from Mrs B Buck.</p> <p>The Chair advised that unfortunately, due to a family illness, the College President who had hoped to be present at the meeting had had to go to France and would therefore not be attending. The Chair advised that the President had, however, spoken to the Principal and been in e-mail contact relating to the discussion that was to take place today.</p>		

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02/14	<p><b>Declaration of Interest – Paper C02/01/14</b></p> <p>The Clerk advised that member's interests would be taken as those disclosed in the Register of Members Interests. RR advised that he wished the minutes to note that as an employee of UWE there was a potential conflict of interests and if during the discussion any member believed there was some conflict he was happy to leave. RR believed that he had a contribution to make to the discussion and stressed that he was sitting as a Hartpury Corporation Member. The Chair advised that RR had agreed to help, where possible, as a member of the TDAP Group that had been set up to moOnitor the process. There were no further declarations of members interests for agenda items.</p>		
	<p><b>The Chair made an Opening Statement.</b></p> <p>The Chair stated that the purpose of the Meeting was to discuss TDAP. At the last Board Meeting we approved the plan to achieve TDAP and the associated costs that had been identified for this year and next year. It had been felt by Members that we needed to explore and discuss, in more detail, the strategic implications of TDAP. At our last Strategic Planning Day in November 2012 when Steve Waite produced a strategic paper on TDAP we approved the principle of applying to achieve TDAP and it became an important part of our Strategic Vision. The road to achieving TDAP is a hard one to which Hartpury has to and I believe will rise to the challenge. It is a big decision because it involves a great deal of work ensuring our academic and governance systems are 100% fit for purpose and it involves considerable cost. If the bid for TDAP is successful it will open up more opportunities for HE at Hartpury including University College status, allow greater potential for HE to grow and save a considerable amount of money through the reduction or elimination of the top slice with UWE. Even without TDAP at the end of it we would be in a much better position with up to date systems which will impact well on student recruitment and validation model only still saving considerable amounts of cost. It will also considerably enhance the academic status of Hartpury which will stand the College in good stead for many years to come. It would also open up opportunities with joint ventures and private providers. We have not had the opportunity since November 2012 to discuss and understand the full impact of TDAP hence the meeting today. RM, JD and GL will make a presentation to us today and I hope after a discussion and a question and answer session we will be much better informed about the impact of TDAP for the future of the College. The Chair advised that he had had a conversation with the College President just prior to the Meeting and he would be very supportive in helping, where possible, in the process for us gain TDAP.</p>		

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03/14	<p><b>Discuss TDAP, the strategic academic direction of the College and its relationship with UWE and other universities. Paper C03/01/14</b></p> <p>The Principal outlined his paper through a presentation and was aided by JD and GL. A copy of the presentation will be included with these minutes. RM advised that this Meeting will be part of the QAA scrutiny to show that governors have ownership of the process. RM reminded Members of our short term goals that had been agreed in our Strategic Vision in November 2012 one of which was:-</p> <p style="text-align: center;"><b>“We will apply for TDAP and University College status with the goal of achieving them within 5 years.”</b></p> <p>RM believed it was imperative for Hartpury to progress TDAP to ensure that competitor colleges to not steal a competitive advantage.</p> <p>RM outlined the history of HE at Hartpury that went back 20 years and since 1997 with UWE. There had been a 62% growth in HE since 2001/2002 but this had not been at the expense of FE which had grown by 134% over the same period. HE accounted for 46% Of all educational income and this would be over 50% without the top slice.</p> <p>JD outlined the benefits of achieving TDAP to Hartpury in the following areas:-</p> <ul style="list-style-type: none"> <li>✓ Financial and Quality Assurance.</li> <li>✓ Recruitment</li> <li>✓ Autonomy in Curriculum Offer.</li> <li>✓ Supporting a Hartpury Student Experience.</li> </ul> <p>JD advised that the external consultant had advised that in quality terms we were in good shape. The achievement of TDAP and UC status would allow us the opportunity to improve the brand. JD explained that we also have to consider that there would be 30,000 extra student numbers next year and the cap taken off completely in 2015. JD explained that two groups had been set up to monitor the QAA and TDAP processes. There had been a restructure of HE, external consultants had been contracted and a Project Manager would soon be appointed. In response to GvdL JD advised that as Head of HE he would take the lead in the process and there was a good working relationship with UWE. JD confirmed that there would be high level reviews made to each meeting of the Board. In response to RR JD confirmed that the QAA audit in the summer would be conducted through UWE and JD agreed that our Faculty Board will grow into the equivalent of the UWE Academic Board but the membership still has to be agreed. In response to RB JD believed that the biggest problem in the student experience, and this had been identified through the National Student Survey and our own surveys, was having two systems, UWE and our own. In response to RBS JD confirmed that if we still awarded UWE degrees even though we had achieved TDAP we still have</p>		

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	<p>to run two systems. RM advised that we have to recognise that there has been and will continue to be significant changes and gave examples of student loans and achieving our own numbers. The Academic Agreement with UWE was for review in 2015 but due to the changes was really already obsolete. RM agreed with CM that the problems with two systems and our application for TDAP were not linked. JD outlined of how we had arrived at this point and the timeline for future progress, which was in the December Report to the Board, of achieving TDAP and UC status. In response to GvdL JD outlined the process, project management and reporting lines in achieving TDAP.</p> <p>The potential risks were outlined: -</p> <ul style="list-style-type: none"> <li>❖ Failure to achieve TDAP</li> <li>❖ Financial Risks</li> <li>❖ Eye off the Ball.</li> <li>❖ UWE Relationship</li> </ul> <p>JD advised that TDAP Review is a confidential matter as is the final outcome and the TDAP Committee had a number of options if not successful: -</p> <ul style="list-style-type: none"> <li>❖ Committee requires further evidence</li> <li>❖ Committee may ask a Sub-Committee to visit the College</li> <li>❖ Further work required on a particular criteria</li> </ul> <p>GL outlined the financial risks. GL advised that the figures were early estimates and need bottoming out over the next 3 to 4 months. GL explained that the capital costs were to cover a new student record system. GL also explained that the figures show the relationship in our costs and the UWE top slice. The figures gave two scenarios full TDAP and validation only. GL advised that the potential savings of £1.6m were equal to the recruitment of 200 students and what therefore was the strength of the UWE Brand. If that gave us 80 students this would be equivalent to £1.6m over 3 years. In response to GvdL GL advised that the system and infrastructure costs had been extrapolated across the years but after 2017/2018 these should drop. In response to RB GL advised that the major element of the costs were people. In response to DC GL thought this would be about 10 people. GL confirmed that we need a total project plan before the costs can be bottomed out. RM confirmed that some of these costs will benefit FE but all were currently entered against TDAP. RBS asked whether it had been considered that FE income may go down because we are seen as a HE college. RM felt that this risk was with us now but we had a clear distinction between HE and FE and that we will have to manage FE and HE perceptions. JD stated that we would need these distinctions for us to obtain TDAP. CM observed that four universities had taken over land based colleges and all had gone on to fail Ofsted and it was good to see that we have recognised this risk. RM felt that one of our strengths is that the governing body has dealt with FE and HE for a long time. In response to DS RM advised that FE will not be noted as part of our TDAP application as QAA does not see this as part of the process. RM advised that he had discussed with the Vice Chancellor of UWE the importance of not taking our eye off the ball as we had to consider our current student experience. RM advised that there was</p>		

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	<p>obviously a risk to our relationship with UWE. This was a mature 16 year relationship and he would expect UWE to be contacted as part of TDAP process. GvdL advised that the College President felt that UWE enthusiasm is very important and has suggested that the Vice Chancellor may wish to put a letter of support to OAA. RR felt that there should not just be a letter but UWE should buy-in to Hartpury's future and look at future scenarios relating to such areas as scholarships and research. RM advised that we would continue our relationship as long it was beneficial to both of us.</p> <p>RM outlined potential future scenarios:-</p> <ul style="list-style-type: none"> <li>❖ No Change</li> <li>❖ Validation only</li> <li>❖ TDAP and UC achieved, some UWE degrees retained.</li> <li>❖ TDAP and UC achieved, all delivered at Hartpury.</li> </ul> <p>RM believed that no change threatens our long term security. CW supports our application for TDAP but needs assurance that we can maintain our quality in FE and HE and felt this may lead to more staff and increased payroll. Can we afford this and will we need to put a hold on capital expenditure. RM confirmed that we need critical growth. HE will not necessarily have to increase staff. Growth with increased costs cannot be afforded at the moment. RM advised that £1.5m in growth had been identified in FE and HE without increasing costs. JD advised we were looking at curriculum offer to take advantage of cap coming off. RM advised that investment will be difficult but will look at where we can get quick pay-back and capital funding will be more difficult with it going through LEP's. In response to GvdL RM advised that the validation model would allow us to look at other universities but the financial benefit would be less than 50%. DC1 asked if we thought the Hartpury brand was as strong as the UWE brand. RM advised that there was brand challenge and we needed to evolve a brand strategy over the next 3 to 4 years. In response to DC1 RM advised that there would need to be a huge budget exercise to be started and not just because of TDAP as there was almost certainly going to be cuts in FE funding. In response to MJD JD advised that achieving TDAP would give us more flexibility with our curriculum. RM advised that there has to be academic rigour and UWE's system was very slick but there were difficulties at the moment when you have joint interest subjects and gave as an example Sports Therapy. RR believed that TDAP and UC were not joined and what was the added value to UC brand. RM felt that academic reputation will only be enhanced by gaining UC status. It will also help with international recruitment. RR questioned the value to FE. RM advised that we would market FE as Hartpury College as we would not want to lose this brand. RR thought there was a risk of academic drift and would be a challenge to have two brands. In response to MHB RM thought that the dropping unemployment levels would not necessarily affect HE numbers as they were looking at higher level of employment and the raising of participation age will help FE. In response to BG RM advised that we would not automatically go to Hartpury degrees as we would want to meet student expectations and therefore we might wish to still use for instance the Bristol Business School.</p>		

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	<p>RM advised that achieving TDAP and UC status will</p> <ul style="list-style-type: none"> <li>❖ Grow academic reputation</li> <li>❖ Academic reputation will assist recruitment</li> <li>❖ Increased recruitment improves financial performance</li> <li>❖ Improved financial performance enables increased investment</li> </ul> <p>So there will be</p> <ul style="list-style-type: none"> <li>❖ Financial benefit</li> <li>❖ Recruitment benefit</li> <li>❖ Academic autonomy benefit</li> <li>❖ Student experience benefit</li> <li>❖ Attracting high quality staff benefit</li> </ul> <p>But that we</p> <ul style="list-style-type: none"> <li>❖ Don't underestimate the journey</li> <li>❖ Monitor risks &amp; Politics</li> <li>❖ Further work required on Governance structure – take advice</li> </ul> <p>DC felt that the presentation was helpful on strategic issues but believed there were a lot of assertions and it did not answer the financial consequences. RM advised that the costs outlined were the worst case scenario and we were now scoping out the various elements of the project. In response to DC RM advised that this would be finalised and included in the budget that would come to the Board in June. DC believed that the Board should not have to wait six months for these figures. RM reiterated that the final costs will not be worse than those outlined in the presentation. RM agreed with DC that it was important for us to have financial stability. In response to EK RM advised that we still have to agree with UWE the timescale for changeover from their system but it is expected that we would continue using their system next year. RB supported the College going for TDAP not as a financial benefit but for all the other reasons outlined above but felt that the internal costs would be enormous particularly in such areas as the branding of the College. GvdL advised that we cannot afford for the TDAP cost to have an adverse affect on the Colleges finances leading to a result that was not satisfactory to the SFA. If this became a possibility then we would have to slow down the TDAP process.</p>		
04/14	<p><b>Any Other Business</b></p> <p>There was no other business.</p>		
05/14	<p><b>Dates of Future Meetings-all scheduled to commence at 10.00am except Strategic Planning Day when Meeting will start at 9.00pm.</b></p> <p>Thursday 30<sup>th</sup> January 2014  Thursday 27<sup>th</sup> March 2014 (All Day to include Strategic Planning Meeting)  Thursday 29<sup>th</sup> May 2014  Thursday 10<sup>th</sup> July 2014</p>		

		<b>ACTION</b>	<b>ACTION DATE</b>
	Thursday 9 <sup>th</sup> October 2014 Thursday 11 <sup>th</sup> December 2014  Thursday 29 <sup>th</sup> January 2015 Thursday 26 <sup>th</sup> March 2015 (All Day to include Strategic Planning Meeting) Thursday 28 <sup>th</sup> May 2015 Thursday 9 <sup>th</sup> July 2015 Thursday 8 <sup>th</sup> October 2015 Thursday 10 <sup>th</sup> December 2015		

**Mr Graham van der Lely**  
**Chair of Hartpury College Corporation**

**30<sup>th</sup> January 2014**