

CORPORATION BOARD

Minutes of a Meeting 2.30pm on Wednesday 25th March 2015 Corse Lawn House Hotel

Present:

- Mr Edward Keene (EK) (Chair)
- Mr Bob Barnett (RB)
- Ms Isabel Beveridge (IB)
- Mrs Rosamund Blomfield-Smith (RBS)
- Mrs Barbara Buck (BB)
- Mr Duncan Clegg (DC)
- Mrs Jane Holderness-Roddam (JHR)
- Mr Russell Marchant (RM)
- Mr Chris Moody (CM)
- Mr Graham Papenfus (GP)
- Mr Jack Reed (JR)
- Professor Ron Ritchie (RR)
- Dr John Selby (JS)
- Mr David Seymour (DS)
- Mr Graham van der Lely (GvdL)
- Mr Charles Whitehouse (CW)

In Attendance:

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

Apologies:

- Ms Ingrid Barker
- Mr David Crawford

Minutes: Mr Rob Lee

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| | Mr G van der Lely was in the Chair for the start of the meeting. | | |
| 27/15 | Apologies for Absence Apologies were received from Ms I Barker and Mr D Crawford. | | |
| 28/15 | Declaration of Interests. Paper C28/03/15 Professor Ritchie declared an interest in Agenda Item 43.2. It was | | |

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| | <p>agreed that he would be allowed to remain for any discussion but not take part in any subsequent vote.</p> <p>The Clerk advised that members' interests would be taken as those disclosed in the Register of Members Interests. There were no further declarations of members interests for agenda items.</p> | | |
| 29/15 | <p>Confirmation of the appointment of Dr J Selby as a governor. Paper C29/03/15</p> <p>The Chair advised that as it was important for Dr Selby to become a governor at the earliest opportunity due to the TDAP scrutiny period that was starting shortly he had outlined a process at the last Board Meeting to enable Dr Selby to attend this meeting. The Search and Governance Committee has recommended that Dr Selby become a governor and the process had been conducted electronically. The Clerk confirmed that no objections had been received.</p> <p><i>It was agreed that Dr Selby should become a governor for a period of 4 years from the date of this meeting.</i></p> <p>The Chair welcomed Dr Selby to his first meeting.</p> | Clerk | 25/03/15 |
| 30/15 | <p>Approve the recommendation of the Search and Governance Committee to increase the number of Non-Executive Governors from eleven to twelve.</p> <p>The Chair advised that this was a temporary arrangement until the retirement of governors later in the year and there was no intention to increase the number of governors permanently.</p> <p><i>It was agreed that the number of Non-Executive Governors should increase to twelve.</i></p> | Clerk | 25/03/15 |
| 31/15 | <p>Address by outgoing Chair</p> <p>GvdL advised that he had been Chair since July 2006 and had been fortunate to oversee the College through a period of substantial growth and increase in quality and performance. He thanked the current and previous Principal and senior team for their hard work in making this happen and he was particularly grateful for the support he had received from governors. GvdL also thanked the Vice Chair who he had worked very closely with and had been very supportive and he thanked the Clerk who had supported him over his entire tenure as Chair. GvdL handed over to the new Chair.</p> | | |

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| | <p>Address by incoming Chair.</p> <p>EK thanked GvdL for the tremendous work he had put in over the last nine years as Chair and stated that we owe him a huge debt of gratitude and we cannot underestimate his contribution to the College over the last 25 years. EK explained that GvdL had been instrumental in the process for finding a new Principal, initiating actions due to Ofsted criteria changes, creating focused KPI's, leading the journey towards TDAP and making sure the College had a clear vision and strategy. EK believed that GvdL was considered and thoughtful in his approach always trying to take everyone with him but not frightened to make the decisions. Lastly EK thanked GvdL for preparing him for the role of Chair.</p> | | |
| <p>32/15</p> | <p>Election for the appointment of Vice Chair. Paper C32/03/15</p> <p>The Clerk advised that he had received a nomination for Mr C Whitehouse and asked if there were any further nominations. There were no further nominations. Mr C Whitehouse left the room. GvdL believed that CW was a great advocate of the College, was local and committed to its continuing success.</p> <p><i>Mr C Whitehouse was unanimously elected as Vice Chair for the period until the end of his current term as a governor in June 2017.</i></p> <p>Mr Whitehouse re-joined the meeting and thanked governors for supporting him to become Vice Chair.</p> | | |
| <p>33/15</p> | <p>Agree Minutes of the Meeting held on the 29th January 2015. Paper C33/03/15</p> <p>Minutes of the meeting held on the 29th January 2015 were agreed to be a true and accurate record and signed by the Chair.</p> | | |
| <p>34/15</p> | <p>Matters Arising</p> <p>34.1. (6.1) Update on the options available for overcoming the shortage of student accommodation.</p> <p>RM advised that it is College policy not to retain management of off-site student accommodation but to work more closely with Markey who can offer a range of accommodation. In response to DS RM advised that we will not be extending the lease on Park Road and in response to EK RM confirmed that Markey was able to offer better accommodation including</p> | | |

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| | <p>low cost options.</p> <p>34.2. (6.2) A Report on actions being considered to improve A Level performance was discussed by QuEst Committee on the 12th March 2015.</p> <p>34.3. (10.0) The Strategic Plan will be discussed as part of the Principals Report.</p> <p>34.4. (11.3) Update on GFirst Stem Funding for improving laboratory facilities.</p> <p>RM advised that this remains a tortuous process. RM advised that we have attended a workshop and await further details of requirements but it appears extremely likely that delays due to GFirst and GCC will prevent this project taking place this summer unless we can fund it and retrospectively reclaim the costs without damaging our cash flow beyond what we can manage. RM explained that we had hoped to receive £700,000 to use to refurbish and extend our laboratory facilities. We would aim to refurbish three existing laboratories, convert a classroom into a laboratory and create a new laboratory through moving student services and some of our wellbeing services into a new student zone. Furthermore we have been asked to pay a £10K fee for GFirst to carry out due diligence and it seems as though they are the only LEP doing this.</p> <p><i>The next meeting will be updated.</i></p> <p>34.5. (11.5) The National College will be discussed at Agenda Item 42.</p> <p>34.6. (13.0) The recommendation of the Search and Governance Committee on the maximum length a governor can serve will be discussed at Agenda Item 43.5.</p> <p>34.7. (13.0) The College response to the draft English Colleges Code of Good Governance was sent to the AoC on the 4th March 2015.</p> | RM | 28/05/15 |
| 35/15 | <p>FE Report</p> <p>35.1. Discuss outcome of Ofsted Inspection</p> <p>LR issued a Report on the outcomes of the recent Ofsted Inspection and this will be numbered C35.1/03/15. LR advised that the Report is based on the feedback given to himself, Principal, Chair and Vice Chair by the inspectors and the official Report will be issued in about 4 weeks. The</p> | | |

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| | <p>grades issued were identical to those in our Self-Assessment Report. LR confirmed that overall we had been graded 2 "Good" and Outcomes for Learners, Quality of Teaching, Learning and Assessment and Effectiveness of Leadership and Management had all been graded 2 "Good". Sport has been graded as 1 "Outstanding" for the second inspection in a row, Agriculture and Animal Management are graded 2 "Good" but Science and Maths has been graded 3 "Requires Improvement". LR outlined the areas identified as needing improvement for us to become an outstanding college as further development of English and Maths; diversity not fully embedded; further development of vocational skills in some areas and A Level results. In response to RR LR advised that the inspectors were not confident that diversity was fully embedded into the curriculum but LR felt that this was more to do with the wider Ofsted agenda. LR outlined the cross college strengths and the areas for improvement and the latter was discussed in some detail. In response to GvdL LR agreed that the statement that non-residential students achieve less well than those in residence had been present in the previous inspectors report and since 2012/13 there had been improvements. In-year data for this year was strong but inspectors need 2 years data to form an opinion. LR explained that the A Level results were discussed in some detail at the last QuEst Meeting and an Action Plan for improving results discussed and supported by the Committee. LR advised that Ofsted did not buy in to our process of embedding Maths and English into vocational subjects and agreed that progress does not support our argument. RR advised that this had not previously been discussed by QuEst and believed that it should have been. In response to RR LR advised that inspectors had noted some poor literacy skills of some of our agriculture lecturers in that spelling mistakes appeared in their presentations. It was noted that the inspectors saw no inadequate teaching. It was also noted that inspectors believed that the governors know the college well and are robust yet supportive in helping to enable improvement. LR advised that the inspectors were incredibly impressed with the governors. CW advised that whilst this may be the case some of the areas for improvement had been known for some time and had not been sorted and we need in future to be ahead of the game. CM agreed that we had shot ourselves in the foot as our 2012/2013 results were very poor and the outcome of this inspection was not just a result of the changes to the Ofsted framework. CM stressed that we cannot afford to have another lapse and many of the problems have not been fully addressed. In response to RR LR advised that the gap relating to in-year data had not been mentioned by the inspectors. RR also believed that English and Maths was not just a problem for inspectors but was known to be a problem for employers and we need literacy and numeracy to be developed well. In response to RB LR outlined the grades for teaching observations given by inspectors to A Level Department and agreed that they were not as we had previously observed and he believed that they had let themselves down. LR confirmed that an Action Plan against the areas for improvement will be in the SAR. RM advised that we will</p> | | |

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| | <p>receive a first draft of the Final Report in about 2 weeks and will need to respond within two days with any comments with the Final Report being published by the end of April. RM will have a plan ready for internal and external communication and advised that the A Level comments may impact negatively on our recruitment. In response to RB RM expected a light touch inspection in 3 years' time unless there are any changes.</p> <p>35.2. Discuss FE Report</p> <p>LR tabled his Report which will be numbered C35.2/03/15. LR advised that he expects vocational course results to continue at a high level but A Levels to remain a challenge. Recruitment is lagging behind last year but the high level of two year programmes should see an increase in student numbers overall for September 2015. LR confirmed that accommodation bookings are ahead of the same time last year. LR advised that the new FE Centre has now finally opened and there has been a very positive reaction about the facility from the students.</p> <p>35.3. Review Key Performance Indicators. Paper C35.3/03/15</p> <p>The KPI's were noted</p> | | |
| 36/15 | <p>The Student Voice</p> <p>36.1. Student Governor verbal reports.</p> <p>JR echoed LR's view on the new FE Centre. JR outlined the discussion that had taken place at QuEST relating to the minutes of student meetings. There is a FE Forum and HE Forum which both feed into the Student Council and it will be these minutes for information that go to QuEST in future. JR was pleased to see that a second cash machine had been installed which had been a request from the Student Council. JR also advised that we were seeking accreditation with the Anti-doping Agency and talks were being given to students on drugs in sport. JR was disappointed in some teachers as there was a difference between when Ofsted were here and when there were not. IB agreed that there was a need for consistency in teaching. BB was disappointed with JR's comments and advised that sport is classified as outstanding for the second inspection in a row and did she not believe therefore that poor teaching could be covered up. BB agreed to speak to JR relating to his concerns outside the meeting. JD advised that the QAA does not go into lectures as part of their inspection but our own observation process does not give prior warning. IB outlined the importance of the Student Union to student life and how this was being improved. RR suggested that there could be a Link Governor for the Student Union. LW advised that there was a Board of Trustees which could include a governor but this was more a formal role.</p> <p><i>A proposal for a Link Governor will be put to the Students Union.</i></p> | RM | 28/05/15 |

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| 37/15 | <p>HE Report</p> <p>37.1. Discuss HE Report. Paper C37.1/03/15</p> <p>JD advised that we currently have an overall increase of 3.5% on applications compared to last year. This compares to a national figure of 2.2%. JD explained that Animal and Land Programmes are showing a reduction compared to last year and that as this trend was detected early additional marketing activity has been focused to try and increase applications and recruitment. JD explained that much effort has been focused on conversion activity. The first edition of Coming To Hartpury, our magazine supporting applicants in their transition to Hartpury, has been sent to all applicants that have received an offer and the second version will be sent to all applicants in the first week in March. Subject specific Applicant Days that are designed to give applicants a real feel for what it is like to study at Hartpury were provided over half term. JD advised that the first meeting with the TDAP QAA Review Manager is on the 22nd April 2015 and the 2 day initial meeting with TDAP Panel Members is 22nd and 23rd June 2015. JD advised that we have been advised that the TDAP Panel Members will start attending meetings prior to the event on 22nd June. A TDAP Dry Run event was scheduled for 23rd and 24th April but will now be the 20th and 21st May 2015. JD outlined some changes that had taken place the major ones being the appointment of an the Associate Dean Research and Scholarship and the appointment of 4 Associate Visiting Principal Lecturers (Research) two at Professor Level to further develop the research and scholarship agenda. The KPI's were noted.</p> <p><i>Ascertain whether the Scrutiny Panel is attending the May Board Meeting and if not invite Writtle Chair of Governors to give presentation.</i></p> <p><i>Advise which governors are required for "Dry Run".</i></p> <p>37.2. Discuss Report on scholarship and pedagogical effectiveness of academic staff. Paper C37.2/03/15</p> <p>JD advised that this paper was discussed at meeting of QuEST and will need amending as outlined in the minutes. The Report was referred back to the Associate Faculty Board and will be amended and sent to the next meeting of QuEST. RR advised that two critical areas, professional practice and impact, had been left out of the Report and the College does these very well. RB queried the statement that there were no resource implications although the Report outlined changes. JD advised that the extra costs were covered by the TDAP Budget. RB further noted that there seemed to be little information on what is now being spent on research and how this compared to the past and how much more is likely for the future. RBS thought this showed an inconsistency and GvdL</p> | | |
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| | <p>thought we should be setting a research strategy that is financially sustainable and we should be serious about the cost of research. RR advised that the paper to QuEst was concerned with quality enhancement of scholarship and research not financial. CW advised that on a recent visit to Myerscough he saw that they had a KPI measuring research as a % of student income.</p> <p><i>The cost of research will be outlined as part of the Research and Scholarship strategy.</i></p> | JD | 23/06/15 |
| 38/15 | <p>Quality, Enhancement and Standards Committee 12th March 2015.</p> <p>38.1. Discuss Vice Chairs Report. Paper C38.1/03/15</p> <p>RR advised that much of the information in the Report has already been discussed. RR wished Members to note that approval had been given to suspend recruitment to 14-16 programmes and Level 1 provision for 2015/2016. RR stressed that these programmes were not closing as that would be a Board decision.</p> <p>38.2. Receive, note and accept minutes of the 12th March 2015. Paper C38.2/03/15</p> <p><i>The minutes of the Quality, Enhancement and Standards Committee were received, noted and accepted.</i></p> | | |
| 39/15 | <p>Finance Report</p> <p>39.1. Discuss Management Accounts for January 2015. Paper C39.1/03/15</p> <p>GL advised that the operating result for the first six months was a deficit of £663K against a budgeted deficit of £690K. GL advised that we were £551K overdrawn at the end of January against our overdraft of £1m. GL explained the reasons for this in that we were owed £300k relating to FE Centre fire, which has now been received, and the £500K loan for biomass project had not been drawn down which it has now. GL asked Members to note that our financial health score had been moderated to satisfactory and he advised that SFA were reviewing the calculation as currently you received 100points for no debt and 120 points was satisfactory score and there were many colleges struggling financially that had no debt. GL outlined the major variances in income and costs. In response to JS GL advised that the Student Union costs were not identified separately as currently they were not large numbers.</p> <p><i>It was agreed that Student Union will talk to Finance about</i></p> | IB/GL | 31/07/15 |

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| <p><i>producing accounts.</i></p> <p>39.2. Discuss Mid-Year Update. Paper C39.2/03/15</p> <p>GL advised that overall financial performance remains broadly in line with budget and the mid-year update shows an operating surplus of £499K for the end of the year compared to a budget of £440K representing a £59K positive movement. GL outlined the major areas of variance to budgeted income and costs. CM advised that we should avoid, where possible, putting staffing costs in non-pay costs as this will distort the KPI.</p> <p>39.3. Discuss Report on budget process and rationale. Paper C39.3/03/15</p> <p>GL advised that this paper had been produced as a result of discussions in the Governors' TDAP Training but after further discussions it needs refinement.</p> <p><i>A paper on budget rationale will come to the next meeting.</i></p> <p>39.4. Update on Capital Projects. Paper C39.4/03/15</p> <p>The paper was noted.</p> <p>39.5. Discuss and approve proposal for Student Management System. Paper C39.5/03/15</p> <p>Student Record System</p> <p>GL advised that as part of the transition activity, it is essential that the College has its own facility to deal with HE student records. Currently the College uses UWE's ISIS software for all its HE student records and this will not be available once TDAP is achieved. In addition UWE are in the process of specifying a new system for themselves which would have the likely impact of forcing the College to pursue its own route in due course. GL advised that this is a key enabler in our move away from UWE. GL also explained that as the College goes into scrutiny with QAA it is imperative that it has a defined strategy to be independent of UWE and can be seen to be working towards that end. Initially it was believed that the College's FE Student Record System could be adapted to handle the requirements of HE, however there were early concerns that the existing software would soon go "end of life". Therefore, having researched the market it was decided to go out to tender to fully evaluate what was available. GL explained the tender process, the bids and the proposed outcome. The proposal is to go with Capita and the overall costs are £152K + VAT with Hartpury costs of £170K giving a total of £353K. GL advised that he would be capitalising the costs and depreciate over three years GL advised that there is likely to be a</p> | <p>GL</p> | <p>28/05/15</p> |

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| | <p>requirement to spend a further £30K on hardware. GL advised that the system will cater for FE and HE and during the changeover we will be dealing with three systems-Units 4 for FE and ISIS and Capita for HE.</p> <p><i>The purchase of the software subject to final contracts was approved and overall project expenditure of £383K agreed.</i></p> <p>39.6. Review the College Top Risks. Paper C39.6/03/15</p> <p>GL advised that we would now have to review the risk of moving from Ofsted "outstanding" to "Good". DS believed that safeguarding seems to have moved on and LW advised that work was being done to identify the safeguarding risks and putting them into one section of its own. GL advised that these points would be discussed at the next meeting of the Risk Management Group.</p> | | |
| 40/15 | <p>Discuss Principals Report to include copy of February Newsletter. Paper C40/03/15</p> <p>RM issued the printed copy of the Hartpury 2020 Strategic Plan the content of which was the same as the copy included in the papers. RM referred Members to the proposed changes to the Mission Statement which had first been discussed at the December Board Meeting. The proposed new statement picked up our strategic aim to stay a niche provider and also the importance of training students for employment. In response to GvdL RM agreed that we would have to amend the references to Ofsted "Outstanding" in the strategy document. RR brought up the use of outstanding in our vision and CM believed that we could overcome any confusion by inserting aspires in that Hartpury will aspire to be outstanding. DS also suggested that you could remove the O as a capital as in outstanding. RM reminded governors that this Vision is not just FE but also HE. The remainder of the Report was taken as read.</p> <p><i>The amendments to the Mission Statement were approved.</i></p> <p><i>The Strategic Plan 2020 was approved with the above amendments.</i></p> <p><i>The Governors KPI's will need to be amended to fit the new Strategic Plan.</i></p> | RM/Clerk | 01/09/15 |
| 41/15 | <p>Discuss Health and Safety Report. Paper C41/03/15</p> <p>LW advised that the Report had been produced by the Health, Safety and Logistics Manager and discussed at the Health and Safety Forum when the Link Governor Mr Whitehouse was present. In response to EK</p> | | |

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| | <p>LW confirmed that we had a number of defibrillators located around the campus. EK advised that there is an app which shows location of defibrillators and we do not appear on it.</p> <p><i>The information on the Defibrillator App will be investigated</i></p> | LW | 28/05/15 |
| 42/15 | <p>Update on the National College.</p> <p>RM advised that with the approval of the governors we had registered our support and he has been accepted as a Member of the Shadow Board. CM advised that the proposal has been sent to BIS for Ministers approval but needed decision by end of March due to the dissolution of Parliament for the General Election.</p> | | |
| 43/15 | <p>Search and Governance Committee 5th March 2015.</p> <p>43.1. It is recommended that Ms R Cowie the Vice Chancellors nomination should become a governor</p> <p>RR outlined for governors Ms Cowies responsibilities at UWE.</p> <p><i>It was agreed that Ms R Cowie should become a governor for a period of two years from the 1st September 2015.</i></p> <p>43.2. It is recommended that Professor Ritchie becomes a Co-opted Member of the Board and QuEst.</p> <p><i>It was agreed that Professor R Ritchie should become a Co-opted Member of the Corporation Board and QuEst for a period of 12 months from the 1st September 2015.</i></p> <p>43.3. It is recommended that Mr D Crawford be offered a further term of office</p> <p><i>It was agreed that Mr D Crawford be offered a further term of office of three years from October 2015.</i></p> <p>43.4. It is recommended that Mr K Nottage becomes a Co-opted Member of the Search and Governance Committee.</p> <p><i>It is agreed that Mr K Nottage should be invited to join the Search and Governance Committee as a Co-opted Member.</i></p> | <p>Clerk</p> <p>Clerk</p> <p>Clerk</p> <p>Clerk</p> | <p>01/09/15</p> <p>01/09/15</p> <p>20/10/15</p> <p>16/06/15</p> |

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| | <p>43.5. It is recommended that a change be made to the wording of the Standing Orders relating to the length of time a governor can serve. Paper C43.5/03/15</p> <p><i>The amendment to the Standing Orders as recommended by the Search and Governance Committee was approved.</i></p> <p>43.6. It is recommended that Mr G van der Lely continues as the College nominee on the UWE Board and the Academic Agreement is amended appropriately.</p> <p><i>It is agreed that Mr G van der Lely should continue as the College representative on UWE Board and the Academic Agreement should be amended.</i></p> <p>43.7. Receive, note and accept minutes of the 5th March 2015. Paper C43.7/03/15</p> <p><i>The minutes of the Search and Governance Committee were received, noted and accepted.</i></p> | <p>Clerk</p> <p>RM</p> | <p>16/06/15</p> <p>01/09/15</p> |
| 44/15 | <p>Confirm the application of the College Seal to the Chattel Mortgage between Lloyds Bank and Hartpury College and signed by the Chair and Principal.</p> <p>The Clerk confirmed that approval was given by email and the College Seal had been attached and document signed by Chair and Principal. This decision was ratified.</p> | | |
| 45/15 | <p>45.1. Guild HE Policy Roundup March 2015.</p> <p>The document was noted.</p> | | |
| 46/15 | <p>Any Other Business</p> <p>There was no other business.</p> | | |

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| <p>Dates of Future Meetings-all scheduled to commence at 10.00am except where noted and the Strategic Planning Day will start at 9.00pm.</p> <p>Thursday 28th May 2015 Thursday 9th July 2015 Thursday 8th October 2015 Thursday 10th December 2015</p> <p>Thursday 28th January 2016 Wednesday 30th March 2016 at 2.30pm followed by Dinner and overnight stay. Thursday 31st March 2016 9.00am-4.00pm Strategic Planning Thursday 26th May 2016 Thursday 14th July 2016 Thursday 13th October 2016 Thursday 8th December 2016</p> | | |

Mr Edward Keene
Chair of Hartpury College Corporation

28th May 2015