



HARTPURY
COLLEGE

**CORPORATION BOARD
Minutes of a Meeting
10.00am Thursday 28th May 2015
Gwynne Holford Room**

Present: Mr Edward Keene (EK) (Chair)
Ms Ingrid Barker (IBA)
Ms Isabel Beveridge (IB)
Mrs Rosamund Blomfield-Smith (RBS)
Mrs Barbara Buck (BB)
Mr Duncan Clegg (DC)
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)

In Attendance: Mr Graham Ledden (GL)
Mr Luke Rake (LR)
Mrs Lesley Worsfold (LW)

Apologies: Mr Bob Barnett
Mr David Crawford
Mrs Jane Holderness-Roddam
Mr Charles Whitehouse

Minutes: Mr Rob Lee

Minute Number		ACTION	ACTION DATE
	<p>The meeting started with a presentation on the Colleges Prevent Strategy. The slides are attached to the minutes.</p>		
52/15	<p>The Student Governors are both unable to make the next meeting and this therefore will be their last meeting. The Chair thanked them for their attendance and fantastic input over the last year and wished them the very best for the future.</p> <p>Apologies</p> <p>Apologies were received from Mr R Barnett, Mr D Crawford, Mrs J Holderness-Roddam and Mr C Whitehouse.</p>		

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53/15	<p>Declaration of Interest – Paper C02/05/15</p> <p>The Clerk advised that members’ interests would be taken as those disclosed in the Register of Members Interests. There were no declarations of members interests for agenda items.</p>		
54/15	<p>Minutes of the Last Meeting – Paper C03/05/15</p> <p>Minutes of the meeting held on the 25th March 2015 were agreed to be a true and accurate record and signed by the Chair.</p>		
55/15	<p>Matters rising</p> <p>55.1. (34.4, 11.3) Update on GFirst Stem funding for improving laboratory facilities is in the Principals Report.</p> <p>55.2. (36.1) Update on Link Governor for Students Union.</p> <p>RM advised that he had met with the Students Union and he was waiting for their response.</p> <p>55.3. (37.1) Feedback on TDAP Dry Run.</p> <p>RM advised that there had been very positive feedback from the two day event and it was recognised that the College had made good progress in the last 12 months. GvdL advised that there needed to be further debate on the allocation of funding HE and FE. RM advised that this had come up in the 1:1 sessions and GvdL believed there should be feedback to governors.</p> <p><i>A briefing on allocation of funds between HE and FE will be made available to governors.</i></p> <p>55.4. (37.2) The Research and Scholarship Strategy including financial implications will go to the next meeting of QuEst.</p> <p>55.5. (39.5) Update on Students Union Accounts.</p> <p><i>GL advised that this still has to be discussed with the Students Union and will update the next meeting.</i></p> <p>55.6. (39.3) Report on budget process and rationale is part of the Resources Strategy.</p>	<p>GL</p> <p>GL</p> <p>GL</p>	<p>Before 23/06/15</p> <p>09/07/15</p> <p>08/10/15</p>

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	<p>55.7. (40.5) Amended KPI's to reflect the change to the Strategic Priorities will go to the next meeting of QuEST and to the July Board Meeting for approval.</p> <p>55.8. (41.0) Update on Defibrillator App.</p> <p>LW advised that there is more than one app and the location of our defibrillators will be included on the most appropriate.</p> <p>55.9. (43.5) The Standing Orders have been amended to reflect the change in wording relating to the length of time a governor can serve as agreed at the last meeting.</p> <p>55.10. (43.6) Update on amending the Academic Agreement to reflect the change to who can be nominated to represent the College on the UWE Board.</p> <p>RM advised that the annual review of the Academic Agreement takes place in the summer and this amendment will be included.</p>		
56/15	<p>FE Report</p> <p>56.1. Discuss FE Report. Paper C56.1/05/15</p> <p>LR advised that the outcomes of the Ofsted inspection are forming a large part of the staffs thinking at the present time. LR advised that two working groups had been set up and the membership includes the Principal to look at the issues raised relating to A Levels and English and Maths and a report on both groups will be made to the next meeting of QuEST. In response to RBS LR advised that some staff struggle with English and Maths and CPD will be arranged to cover this and the embedding of British values which had also been highlighted as an area for improvement. RBS believed that our downgrading by Ofsted was a major setback and questioned whether staff CPD will solve the problems or there needed to be changes. RBS felt there needed to be a sense of urgency and concern over this matter. LR advised that he was not relaxed about the outcome of Ofsted but believed there were no easy fixes but agreed that progress reports will be made to QuEST and the Board. LR confirmed that attendance at English and Maths exams has improved but there was still work to do. RR advised that during inspection the subject of in year data had been raised and asked if the predicted grades could go to the next meeting of QuEST. LR agreed and also in response to RR agreed to advise the data points in the next academic year. CM advised that the current round of Ofsted inspections were taking place after a risk assessment so he would not expect many outstanding grades. CM believed that we need to make sure that we monitor in year performance so as we will know when there is a potential problem. LR advised that the final</p>		

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	<p>rounds of teaching observations are taking place and in response to GvdL LR believes that they will be in line with previous year. In response to RBS LR advised that applications are down and RBS questioned whether this was due to our accommodation being oversubscribed. RM advised that it was certainly the case that we had lost at least 40 FE students last year due to lack of accommodation. In response to JS LR outlined the problems around Animal Management but felt that as we have a high number of students on two year programmes this may lead to our student numbers still growing. IBA believed that if we continued with growth we need to map the risks involved in achieving these. RB agreed and that there should be a clear recognition that growth should not impact on quality. IBA believed that this should be contained in a strategic plan that could be shared with governors. EK advised that the Board was disappointed with the result of the Ofsted inspection and we need to see a clear demonstration of how this is going to be rectified.</p> <p><i>The predicted A Level and BTEC grades will be reported to the next meeting of QuEst and agree the data points for the next academic year.</i></p> <p>56.2. Discuss outcome of Ofsted Inspection. Paper C56.2/05/15</p> <p>This discussion was covered above.</p> <p>56.3. Review Key Performance Indicators. Paper C56.3/05/15</p> <p>The key Performance Indicators were noted.</p>	LR	23/06/15
57/15	<p>The Student Voice (FE and HE)</p> <p>57.1. Student Governor verbal reports.</p> <p>JR thanked DS for arranging the hustings at the College when most of the local candidates attended for students to ask questions and he felt that this really helped the students to engage with politics. JR also advised that the new FE Centre was very busy and he had attended the Summer Ball which was an excellent event. IB advised that the HE Centre was proving very popular and that whilst the Swanbrook bus service has improved there were still some problems. For instance the library was now a 24 hour facility but the bus service was not. IB advised that she had really enjoyed being a governor and thanked governors for their support and she would aim to speak to the new governor who had already been appointed. JR also thanked governors and advised that he had had an excellent time and had grown as a person. IB advised that Hartpury had grown as an institution and was pleased that there was now competition to get into the College and</p>		

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	that it was a great place to come. EK thanked them and was pleased that they had grasped the opportunity.		
58/15	<p>HE Report</p> <p>58.1. Discuss HE Report. Paper C58.1/05/15</p> <p>The Principal presented the HE Report. RM advised that we are pleased with our current recruitment for next year which is 1.9% ahead of last year and we are predicting 540 new students. In response to GvdL RM advised that there had been a drop in students applying for FD's and GvdL felt this was very positive as more students were being recruited for our three year programmes. JS believed that it would be helpful to know what was happening nationally and RM agreed to report on this when UCAS issue their figures but advised that the UCAS data was not always easy to relate to our programmes due the considerable number of course titles. IB felt that it was important to benchmark this retrospectively to look at trends so as we can understand the reasons and what to do strategically. GL advised that these encouraging recruitment figures were on the back of increasing tuition fees to £9000. RM advised that there had been continuing progress in our staff research activity with the visiting lecturers having a positive impact. RM advised that we are taking all the responsibilities over from UWE in the next 12 months and embedding into our systems. In response to RR RM confirmed that we will have our own Ethics Committee that will report to Academic Board.</p> <p><i>Report on national position on current applications when available and to review retrospective data benchmarked against similar institutions. .</i></p> <p><i>It was agreed that a report will be made to the next Board meeting on the Ethics Committee processes and how risks are addressed and this can be included in the overall HE Report</i></p> <p>58.2. Review Key Performance Indicators. Paper C58.2/05/15</p> <p>The Key Performance Indicators were noted.</p> <p>58.3. Note Associate Faculty Board Minutes. Paper C58.3/05/15</p> <p>RM apologised for some errors in the minutes and wanted them withdrawn and will be resubmitted.</p> <p><i>It was agreed that we would look at how we can best capture the interplay of communication between the Associate Faculty</i></p>	<p>RM</p> <p>RM/RSW</p> <p>RM/Clerk</p>	<p>When available</p> <p>09/07/15</p> <p>12/11/15</p>

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	<i>Board and Quality, Enhancement and Standards Committee.</i>		
	<p>Finance Report (GL)</p> <p>59.1. Discuss Management Accounts for April 2015. Paper C59.1/05/15</p> <p>GL advised that our operating result for the nine months to the end of April was a surplus of £687K against a budget Of £538K. GL believed that he was not expecting any surprises for the rest of the year and forecast to exceed budgeted surplus of £440K. GL advised that our income was up on budget and should remain so. GL outlined the major areas of variance. GL advised that Direct Cost and Pay Costs were over budget and explained the reasons. GL referred Members to the results of our commercial activities. The variances at Catering and the Shoot are the result of problems that had been discussed at previous meetings but GL confirmed that we are looking very closely at what we can do with the Shoot.</p> <p>59.2. Update on Capital Projects. Paper C56.2/05/15</p> <p>GL advised that as part of our audit process we conduct a post project review immediately after the project has been completed to look at lessons learnt and then again after two years to report against the original capital application. GL advised that his report contained post project reviews for the College Learning Centre and the Biomass Boiler Project both of which have recently been completed. GL outlined the lessons that had been learnt from each project. Relating to Gloucester Rowing Club, where he thought there was still a funding gap, GL still expected construction to start shortly with an end of year completion date.</p> <p>59.3. Review the College Top Risks. Paper C59.3/05/15</p> <p>GL advised that very little had changed since the last meeting. In response to IBA GL outlined the process of how the risks are identified and then monitored. In response to RR GL advised that post TDAP partnership arrangements had not been identified but agreed that there was a need to understand this risk. LW advised that we had taken all the risks relating to safeguarding that appeared in the Risk Register and these had now been included in a separate section. DS was concerned that we covered the risks for under 18 students very well but questioned the risks for older students particularly those in accommodation off campus. GL advised that we do not always know where these students are living but LW agreed to review the risks associated with these students. It was also noted that safeguarding and Prevent needs to be picked up within our risks.</p>		

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	<p><i>The next meeting of the Risk Management Group will review the risks as outlined above.</i></p> <p>59.4. Discuss the proposed development of a Rider Performance Centre. Paper C59.4/05/15</p> <p>GL advised that the College has used of the Margaret Giffen Bursary to enhance the student experience for disabled equestrian students. This was set up with the £200k donation from the Margaret Giffen Charitable Trust, with the annual interest being used to provide financial support. Over the years it has become apparent that the original terms of reference relating to the donation were restrictive as many disabled riders coming to the College already had support in place. The Trustees of the charity therefore consented to the College using the sum for a capital project. GL advised that it is proposed to convert the existing Equine Veterinary area in the Equine Therapy Centre into a centre for performance in equestrian sports. GL explained that the estimated cost was £320K financed by £230K from the Margaret Giffen Charitable Trust, £88K SFA Grant and £32K from College funds. GL confirmed that the facility will benefit all students and that he has invited the Trustees to visit the College during the 3 Day Event.</p> <p><i>The Corporation approved the financing Of the Rider Performance Centre at a cost of £320K made up of £230K from the Margaret Giffen Charitable Trust, £88K SFA Grant and £32K from College funds.</i></p> <p>59.5. Discuss the proposed development of Laboratory Facilities and the refurbishment of the Courtyard. Paper C59.5/05/15</p> <p>RM advised that we had been offered £700K in November 2014 by the GFirst LEP to fund the development of science laboratories and this development had previously been approved by the Corporation. RM advised that the process for obtaining this funding was very tortuous. RM advised that a key enabler for this development is to move the existing student services and other student facing services into a one stop shop and he outlined the development. GL advised that the initial cost of £552K plus VAT but we are working with the contractor to reduce this to £400K plus VAT. In response to EK relating to our capital build priorities RM confirmed that further laboratories are a top priority and to make this happen we have to move our student services operation. BB agreed that a one stop shop for student services would enhance the student experience. In response to JR and RR RM advised that the timespan for this development has been compromised by the delay with LEP funding but hoped that the laboratories would be ready by early September. RBS had not realised that this was such a priority as we had previously been informed it</p>	GL/LW	Next RMG

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	<p>was Sports Academy2 and Dingle2. RM advised that the GFirst funding was for STEM projects and this was therefore an opportunity to improve our laboratory facilities which was particularly important for A Levels where we are trying to improve our performance. In response to RR RM confirmed that the new facilities would be used by all students.</p> <p><i>The Corporation approved funding of £552K plus VAT for Courtyard refurbishment.</i></p>		
60/15	<p>Discuss core and enabling strategies for Hartpury 2020 and supporting operational plans</p> <p>EK advised that at the March Board Meeting we approved the College 2020 Strategic Plan and we now need to agree the core and enabling strategies together with operational plans that feed into the overall strategy. RR advised that there was a mixture of approaches in the documents with different headings making it difficult to see how they fit into the 2020 vision. GvdL agreed that some common format was required as there was no clear picture in the core strategic papers of the direction of the College. EK agreed that there is nothing in the document that leads us to believe that we need Sports Academy2 and there is no clear direction of travel relating to subject areas. IBA believed that the core strategies should have a similar format and contain a matrix of how we are doing, what are the risks and mitigation. RR commented that the KPI's in the HE strategy are very specific and questioned where they come from and are there any trends. JS commented that they did not feel like plans and would be difficult for people to work with. GvdL agreed that there was a lot more work to be done and they should explain what resources are needed and how this fits into the 2020 strategy. RBS advised that these are key documents and should contain enough information so as they can be evaluated. CM felt they were a series of strategic plans that do not seem to be joined up and that they should be linked.</p> <p>60.1. HE Strategy Paper C60.1/05/15</p> <p><i>It was agreed that the paper would be reviewed and re-submitted to the July Board Meeting.</i></p> <p>60.2. FE Strategy Paper C60.2/05/15</p> <p><i>It was agreed that the paper would be reviewed and re-submitted to the July Board Meeting.</i></p>	<p>RM</p> <p>LR</p>	<p>09/07/15</p> <p>09/07/15</p>

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	<p>60.3. People, Performance and Development Strategy. Paper C60.3/05/15</p> <p><i>It was agreed that the paper would be reviewed and re-submitted to the July Board Meeting.</i></p> <p>60.4. Resources Strategic Plan. Paper 60.4/05/15</p> <p><i>It was agreed that the paper would be reviewed and re-submitted to the July Board Meeting.</i></p> <p>60.4. Place, Resources, Estate and Infrastructure Strategy. Paper C60.4/05/15</p> <p><i>It was agreed that the paper would be reviewed and re-submitted to the July Board Meeting.</i></p>	<p>LW</p> <p>GL</p> <p>LW</p>	<p>08/10/15</p> <p>08/10/15</p> <p>08/10/15</p>
61/15	<p>Discuss UWE Future Relationship. Paper C61/05/15</p> <p>RM outlined what he sees as the three possible futures for our relationship with UWE. RM believed that our relationship will only continue if there are definite benefits for UWE. GvdL believed that we should engage with the Vice Chancellor and the UWE Board and we have made this offer. The VC has responded that if we gain TDAP we will still have relationship until 2020 and felt it may be a little early to start these discussions but GvdL thought this missed the point and has subsequently met with him. A continuing relation with UWE whether we achieve TDAP or not needs to be an ongoing discussion between the VC and RM and GvdL wants to encourage the VC to put out a positive message of exploring an ongoing relationship in certain areas. RM confirmed that this paper had been written before GvdL met with the VC. RR advised that he does not doubt that there needs to be a future relationship TDAP or not but felt that we all need to believe in this process and that there is a need for a partnership going forward. RM agreed but we need to find the benefits for UWE. DC believed that tactically we need to keep this relationship and we should be going out of our way to confirm to UWE that we want it to continue. EK believed that we must identify the benefits to the College of this continuing relationship as well as the benefits to UWE but we must also way the benefits against costs. EK further believed that we should have clear thoughts of how we are exploring our options with UWE and other partners.</p> <p><i>The dialogue with UWE will continue and each Board Meeting will be updated through the Principals Report.</i></p>	RM	Each Board Meeting

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62/15	<p>Discuss Principals Report to include copy of April Newsletter. Paper C62/05/15</p> <p>The Principals Report was noted.</p>		
63/15	<p>Discuss Equality and Diversity Report. Paper C63/05/15</p> <p>LW asked Members to note the amendments to the Single Equality Action Plan which address the need to focus on, and the promotion of, cultural diversity by staff so that students have a greater depth and breadth of understanding to prepare them for living in modern Britain. RR believed that Prevent should be more explicit within the E&D agenda and LW agreed to articulate this in the Action Plan. LW advised that she working on an E&D Calendar with the Student Union.</p> <p><i>It was agreed that Prevent strategy would be reviewed for actions to be included in the Single Equality Action Plan.</i></p>	LW	Next E&D Meeting
64/15	<p>Audit Meeting 27th April 2015.</p> <p>64.1. Update on search for new Internal Auditors. Paper C64.1/05/15</p> <p>DC advised Members of the appointment of new Internal Auditors. DC further advised that it is proposed that we adopt a self-certification approach, which is relatively common in the private sector and increasingly being taken up in the public sector. It was felt that this would give time to conduct more meaningful reviews. RM was comfortable towards self-certification but we would need an annual assessment. DC also felt as did the Chair of Audit that we needed to look at an increase in the budget for internal audit to enable us to cover some of the areas that receive very little audit activity. GL advised that the new internal audit operation will cost around £23K per annum an increase of £6K. EK felt that the purpose of self-certification was to throw up more days for this very purpose. DS felt that we should wait and see what our new auditors are proposing and then decide what we should spend.</p> <p>64.2. Receive, note and accept minutes of the 27th April 2015. Paper C64.2/05/15</p> <p><i>The Audit Minutes were received, noted and accepted.</i></p>		

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65/15	<p>Documents for Governors to Review</p> <p>65.1. Review FE Commissioners Letter 27th March 2015 and College Response. Paper C65.1/05/15</p> <p><i>The FE Commissioners Letter and the College responses were noted.</i></p>		
66/15	<p>Documents for Approval</p> <p>66.1. Approve amendments to the Equality and Diversity Policy. Paper C66.1/05/15</p> <p><i>The amendments to the Equality and Diversity Policy were approved.</i></p>		
67/15	<p>Any Other Business</p> <p>67.1. Discuss future Tours of Campus</p> <p>The Chair advised that Mr C Whitehouse has proposed that after each Board Meeting we visit an area of the Campus. This would allow governors to see areas that had been recently developed or where future development was to take place.</p> <p><i>This was agreed.</i></p>	RM/Clerk	08/10/15
	<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 9th July 2015 Thursday 8th October 2015 Thursday 10th December 2015 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

9th July 2015