

CORPORATION BOARD

Minutes of a Meeting 10.00am on Thursday 30th January 2014 Gwynne Holford Room

Present: Mr Graham van der Lely (Chair) (GVdL)
Mr Martin Baber (MHB)
Mrs Barbara Buck (BB)
Mr Mike Burton (MB)
Mr Duncan Clegg (DC)
Mr David Crawford (DC1)
Mr Mark Davison (MJD)
Mr Ben Grieve (BG)
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)
Dr Paul Hartley (PH)
Mr Graham Ledden (GL)
Mr Luke Rake (LR)
Mrs Lesley Worsfold (LW)

Apologies: Mr Bob Barnett
Mrs Rosamund Blomfield-Smith
Mrs Jane Holderness-Roddam
Ms Chloe Thorner

Minutes: Mr Rob Lee

		ACTION	ACTION DATE
	<p>The Chair welcomed Dr Paul Hartley to the meeting and advised that he was helping us with our application for TDAP and would make a short presentation later.</p> <p>The Meeting started with a presentation on A Level Department by Mrs Denise Hughes Head of Department. A copy of the slides from the Presentation is attached to the minutes.</p>		

06/14	<p>Apologies</p> <p>Apologies were received from Mr R Barnett, Mrs R Blomfield-Smith, Mrs J Holderness-Roddam and Ms C Thorner.</p>		
07/14	<p>Declaration of Interest – Paper C07/01/14</p> <p>The Clerk advised that member's interests would be taken as those disclosed in the Register of Members Interests. There were no declarations of members interests for agenda items.</p>		
08/14	<p>Agree Minutes of the Meeting held on 5th December 2013. Paper C08/01/14</p> <p>Minutes of the meeting held on the 5th December 2013 were agreed to be a true and accurate record and signed by the Chair.</p>		
09/14	<p>Matters Arising</p> <p>There were no matters arising.</p>		
10/14	<p>Agree Minutes of the Meeting held on 16th January 2014. Paper C10/01/14</p> <p>GL believed that he had also advised that before costs could be fully understood we needed to agree the timescale of bringing back office costs from UWE. GL also advised that whilst he may have stated the strength of the UWE Brand he had not wished to infer that it would necessarily equal 200 students. RR felt that he would not have used the phrase "academic drift". RM believed it was a phrase he would have used and meant to identify the danger of concentrating on TDAP at the detriment to FE. The Minutes of the meeting held on the 16th January, with the above points of clarification, were agreed to be a true and accurate record and signed by the Chair.</p>		
11/14	<p>Matters Arising</p> <p>11.1. TDAP Costs</p> <p>In response to MJD RM confirmed that he was happy that current year's costs were under control but recognised that costs will have to be nailed down for next year's budget. RM stated that this could not be done by next month as the potential costs needed more research. They would not be reliable if presented in four weeks but will be when next year's budget is presented. GvdL confirmed that the costs will be signed off as part of</p>		

the Budget by the Board and future costs approved in each subsequent budget. MJD felt it important that there should be some accurate figures for future years as quickly as possible. RM agreed that we need to nail down costs for other years as soon as we can so as we can see the shape of future budgets. MHB advised that he still had a concern over finances not TDAP but questioned the advantages of university college status. GvdL advised that we would still have costs even without TDAP as we now have our own student numbers which we want to manage ourselves. This will mean that by next year we will not be reliant on UWE numbers and this will put us in a much stronger position. We have to move away from being looked after by UWE so there is a large amount that is not TDAP costs but costs to take on work because we now have our own student numbers. GvdL explained that the reduction in the top slice from UWE will fund the move to looking after ourselves. RM advised that FE and HE funding will come under pressure over the next few years and the move to TDAP will help with our financial security and the student experience and most importantly save money. JM advised that he was not against applying for TDAP but there still seemed a lack of knowledge of what we are going in to and was concerned over the finances and suggested that the process should be slowed down. RM felt that the paper at the previous meeting outlined the reasons for going for TDAP and that the costs involved for this current year were known but future years still had to be finalised. GL advised that there were wider budget concerns for next year as he was looking for savings of £1m due to funding cuts, the need to look at salary increases and changes to the pension scheme. It was therefore fundamental to agree with UWE the top slice reduction for next year. GL advised that we still need to agree the full project costs and this is currently only at an early stage. JD advised that we have made the appointment of a Transition Manager to oversee the Project. In response to MHB GL advised that the Budget needed to be approved by the end of July and this would be after discussions at Finance Meeting in June and then approval at the July Board Meeting. RM confirmed that he was about to start negotiations with UWE on next year's top slice but the big issue is how we are going to find savings of £1m. In response to DC RM confirmed that we have already reforecast to the end of the year. CW outlined, as he saw it, the process to date of TDAP and felt that as the costs were already with us we should get behind the process and complete as soon as possible. CM recognised the concern over costs and that this process meant that the cost base of the College was getting higher but we should also recognise that achievement of TDAP will help the costs reduce in the longer term. We should also realise that the budget cannot be put together quickly but we need to have this with all the costs by the summer. GvdL felt that we should keep to the normal planning cycle as an earlier budget will not allow us to get the figures right and whilst understanding the concerns we should back the Executive. EK felt that we must also be attractive for students to want to come to the College and achieving TDAP would help with this and also help us financially. We will have more control over our Brand. DC1 believed that student numbers were vital and standing still was not an option and we should consider all ways of increasing student numbers. RR believed there was a strong commitment to TDAP and this

	<p>had already been agreed at the last meeting. MB agreed and felt that we should now support and encourage the Management of the College. MJD agreed that there was not a concern on TDAP but over the budgetary implications.</p>		
13/14	<p>The Student Voice</p> <p>This item was taken next due to Mr B Grieve having to leave the meeting. BG advised that due to examinations there had not been any student representative meetings this term. BG advised that the Sport and Business Event had gone well and had been attended by RM and JD. Although there had been some disappointment by Equine as they were not involved on the same scale. BG advised that there had been some confusion in communication over classroom locations and dissertation dates and this needs investigation.</p>		
12/14	<p>FE Report</p> <p>12.1. Discuss and approve Self-Assessment Report 2012/2013. Paper C12.1/01/14</p> <p>LR advised that the SAR is normally approved at the December Board Meeting but as previously explained that due to changes by Ofsted it had been suggested that amendments should be made. Changes have been made to Part A with the remainder staying the same. Executive Statement outlines where we are now and he will give updates to the Ofsted website over the next few months. LR confirmed that we will be able to demonstrate improvements and gave as an example retention rates in Equine and Animal Care. DC1 advised that he had some observations which he would pass on to LR.</p> <p><i>The Self-Assessment Report 2012/2013 was approved.</i></p> <p>12.2. Discuss FE Report. Paper C12.2/01/14</p> <p>LR referred Members to his Report and advised that broadly speaking we are in a good position with improvements in retention and more management control. Student applications are up 32% on last year. They were 11% up on the previous year at this time last year. In response to GvdL LR agreed there had been a large 2nd year cohort but only in A Levels not in BTEC and that this will make it more problematical this year in admissions. CM observed that A Levels had a short year and contact time was less than in a normal sixth form and when you put this together with many students sport requirements this was a serious challenge to improving results. CM suggested that we therefore need to look at evenings and weekends. LR agreed and this would be looked at.</p>		

12.3. Discuss outcomes from A Level Review. Paper C12.3/01/14

LR advised that there had been an operational review as a result of problems experienced the previous summer and asked governors to note the actions that had been taken.

The outcomes of the A level Review were noted.

12.4. Discuss Entry Level proposal. Paper C12.4/01/14

LR advised that existing recruitment to our Entry Level student provision is currently very low, and projected numbers are even lower. This has been the case for some time and the area is financially unviable. LR explained that we have had this provision for many years but the facilities we were operating out of at the Farm were very poor. The drop in student numbers was down to demographics and increased competition. LR proposed that we continue to offer specific rural and land-based skills to students with MLD through partnership, but do not take them on as fulltime students. LR advised that we already have good examples of partnership with learners of this type at an adult level with Minsterworth charity, Grapevine Care. LR advised that we have already had exploratory meetings with both Gloucestershire College and South Gloucestershire and Stroud College to determine if this is possible, and we have general agreements in place ready for September.

It is agreed that we will remove Entry Level provision from our offer for full-time students from September 2014, and instead work with partner colleges to provide subcontracted rural skills provision.

LR

Immediate

12.5. Review performance against FE Balanced Scorecard. Paper C12.5/01/14

LR referred Members to the data on the Balanced Score Card and advised that the Agricultural Department had seen much improvement. Teaching observations were currently taking place. LR referred Members to the improvement in retention from last year end of 93.3% to currently running at 98.6%. LR tabled the 2013 16-18 Performance Tables which will be numbered C12.5.1/01/14 and explained that these would normally go to Quality and Standards Committee first but this is just a summary and will go in detail to the Q&S Committee. LR advised that value added for vocational students was outstanding with the average grade being a distinction. LR explained that we provide broadly neutral value added at A Level and slightly negative at AS and there is need for improvement.

<p>14/14</p>	<p>HE Report</p> <p>14.1. Discuss HE Report including progress to achieve TDAP and recruitment for next year. Paper C14.1/01/14</p> <p>JD referred Members to his Report and advised that Dr Paul Hartley would be giving a short presentation. JD advised that we were on track in our preparations for QAA Review that will take place in the summer. JD advised that recruitment figures for UCAS September 2014 entry applications are showing a 1.9% rise compared to 2012-13. Animal and Land is continuing to show strong growth with an 18.9% increase on applications on 2012-13 and this includes a 11.4% increase in applications for Veterinary Nursing. Equine recruitment is flat and JD outlined the new programmes in development for a 2015 start includes BSc Equestrian Coaching and BSc Equestrian Sports Therapy. JD advised that Sports recruitment has dropped by 12.5% and this is mainly due to significant local competition and this had instigated a portfolio review. In response to DS JD advised that it was a challenge in recruiting some first year students as we are unable to guarantee accommodation on campus. In response to DC1 JD felt that our sport offering was distinctive from other institutions because of our academy structure and sporting achievements bur believed that we needed more focus on research and employability.</p> <p>Dr Paul Hartley gave a presentation on the TDAP process and a copy of his slides will be attached to the minutes. PH outlined the steps we need to take and the timescale. PH advised that there were four key criteria.</p> <ul style="list-style-type: none"> ❖ Governance and academic management. ❖ Academic standards and quality assurance. ❖ Scholarship and pedagogical effectiveness of academic staff. ❖ Environment supporting the delivery of taught higher education programmes. <p>In response to DC1 PH explained that the scrutiny team would require CV's of all HE staff but this was not normally an issue. PH explained that the QAA scrutiny Team would be with the College for a year observing the College operation over a full cycle. PH outlined the timescale and possible outcomes that the scrutiny team may make.</p> <p>14.2. Review performance against HE Balanced Scorecard and UWE KPI's. Paper C14.2/01/14</p> <p>JD outlined performance to the Faculty KPI's and advised that reaching the target for student achieving a good honours degree was a challenge due to the number of students taking Foundation Degrees. JD referred Members to the internal targets that had been agreed by the Associate Faculty Board.</p>		
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<p>15/14</p>	<p>Finance Report (GL)</p> <p>15.1. Discuss Management Accounts for November 2013. Paper C15.1/01/14</p> <p>GL advised that the results were consistent with the reforecast reducing the surplus from £440K to £182K. GL advised that the results to the end of November show an operating deficit of £1870.2K compared to a budgeted deficit of £1516.0K and represents a £354.2K unfavourable balance. GL explained that for the same period last year the deficit was £1388.7K. GL confirmed that the end of year forecast included the reduction in the top slice. GL advised that 16-18 Apprenticeships was probably £100K light in the re-forecast but this was countered by staffing costs being over forecast by £104K. GL confirmed that the Farm was showing an improvement in the December Accounts that were currently being finalised.</p> <p>15.2. Discuss and approve proposal for Biomass Boiler. Paper C15.2/01/14</p> <p>GL advised that for the last year the College had been exploring the possibility of installing a biomass heat system and tenders have been received. The proposal is to site 4 stand-alone boilers with wood pellet storage close to each and supply heat and hot water through a district distribution network. GL advised that the proposed system will cost £700K +VAT. The new boilers will enable the College to claim Renewable Heat Incentive (RHI) of £87,124 pa index linked to RPI and save fuel at estimated costs of £122,235pa. GL advised that it was proposed that the contract will be a heat supply only with the contractor being responsible for running the boilers and providing the fuel. GL outlined the costs for running the system. GL advised that we could not get a Salix loan if we were claiming RHI and therefore other funding was being sought. A grant from the SFA's College Condition Fund at a ratio of 2:1 may be possible and this was being investigated and funds for the project would have to come from the College capital fund GL advised that the payback was 7-8years. In response to GvdL GL advised that he was having discussions with the Bank on an Asset Finance Deal and we may be able to use the capital available to us as we paying off our bank loans at £1m per year. DC felt that further information on assumptions and that it was not prudent to commit to this spend at this time. In response to DS RM advised that there were some time pressures as we had a limited time to accept any grant from the SFA and there was an installation window in the summer. It would also allow us to make a £30K saving on the new FE Centre. In response to DC RM confirmed that he would not want to go ahead if we were unable to get a grant from the SFA. In response to CW GL advised that we were not allowed to use the grant for the boiler and explained the financing if a 2:1 grant was received. In response to DC1 GL advised that our cash flow was in the black and we had a £1m overdraft facility. GvdL felt that there needed to be more clarification on</p>		
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	<p>the possibility of a SFA grant and Bank loan but if we did go ahead it would make the College more viable over the next 10 years.</p> <p><i>It was agreed that the paper would be reworked and sent to governors when more information had been received on a SFA grant and Bank loan.</i></p> <p>15.3. Review performance against Balanced Scorecard. Paper C15.3/01/14</p> <p>GL confirmed that there had been no change since the last meeting.</p>	GL	As soon as information available
16/14	<p>Review progress on Capital Projects. Paper C16/01/14</p> <p>16.1. New FE Centre</p> <p>GL confirmed that the project was on time and would be ready for the start of the next academic year. GL indicated that there may be a £30K overrun on budget as the original amount for IT now seems to be too low.</p> <p>16.2. Laughtons Farmhouse.</p> <p>GL advised that we have now discounted the possibility of renovating the building and adding a two storey extension to increase the available living space, as the cost of doing so is likely to exceed the cost of a new building. We are, therefore, submitting a revised planning application together with a bat mitigation plan for a replacement building. It is hoped that the council will fast track this application as it is essentially a resubmission. GL explained that there is a very limited window available in the Spring when we would be allowed to demolish the building due to the bat situation and ahead of this we will have to build a bat house.</p>		
17/14	<p>Note Principals Report. Paper C17/01/14</p> <p>RM referred Members to his Report. There were no areas that required further clarification.</p>		
18/14	<p>Note Safeguarding Report. Paper C18/01/14</p> <p>LW advised that the Health, Safety and Safeguarding Committee had been replaced by the Health and Safety Forum but it was felt that Safeguarding would be treated separately. Safeguarding Meetings took place on a weekly basis and the Link Governor DC1 attended the last meeting. LW referred Members to the Report and asked them to note that we have been awarded Anti-Bullying Accreditation. There were no areas that required further clarification.</p>		

19/14	<p>Review arrangements for Strategic Planning Day. Paper C19/01/14</p> <p>The Chair advised that it is proposed that the Strategic Planning Day will be held at the College this year on Thursday 27th March 2014. As there is likely to be considerable discussion it is further proposed that we hold our Board Meeting the evening before followed by dinner. We will arrange overnight accommodation for those governors who have to travel some distance. The following day will start at 9.00am and after a short introduction it is hoped that Sue Pember, who has conducted a recent review on behalf of the AoC Governors' Council, will make a presentation. The rest of the day will be spent on the strategic planning process and the programme still has to be finalised. It is expected that the process will form part of the May and July Meetings so I would propose we start both these 30 minutes earlier.</p> <p><i>The Chair asked governors to please enter these timings and dates in their diary's</i></p>	ALL	Immediate
20/14	<p>The Finance and General Purposes Committee Meeting was cancelled and the Remuneration Committee Meeting Minutes will be taken in Closed Session.</p>		
21/14	<p>21.1. Review College Top 10 Risks. Paper C21.1/01/14</p> <p>GL believed that it may be necessary to reviewing the weighting of some of the risks in the light of earlier discussions.</p> <p><i>The College Executive and Risk Management Committee will re-visit the risk relating to QAA Review and TDAP.</i></p> <p>21.2. Review Code of Ethics-no amendments proposed. Paper C21.2/01/14</p> <p><i>The Code of Ethics was approved.</i></p> <p>21.3. Review Code of Professional Conduct-amendments in red. Paper C21.3/01/14</p> <p><i>The amendments to the Code of Professional Conduct were approved.</i></p>	GL	26/03/14
22/14	<p>Any Other Business</p> <p>There was no other business.</p>		

23/14	<p>Dates of Future Meetings-all scheduled to commence at 10.00am except where noted and the Strategic Planning Days which will start at 9.00pm.</p> <p>Wednesday 26th March 2014-commence at 4.30pm Thursday 27th March 2014 (All Day to include Strategic Planning Meeting) Thursday 29th May 2014-commence at 9.30am Thursday 10th July 2014-commence at 9.30am Thursday 9th October 2014 Thursday 11th December 2014</p> <p>Thursday 29th January 2015 Thursday 26th March 2015 (All Day to include Strategic Planning Meeting) Thursday 28th May 2015 Thursday 9th July 2015 Thursday 8th October 2015 Thursday 10th December 2015</p>		
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**Mr Graham van der Lely
Chair of Hartpury College Corporation**

26th March 2014