

CORPORATION BOARD

Minutes of a Meeting 10.00am on Thursday 7th March 2013 Gwynne Holford Room

Present:

- Mr Graham van der Lely (Chair) (GVdL)
- Mr Martin Baber (MHB)
- Mr Bob Barnett (RB)
- Mrs Barbara Buck (BB)
- Mr Mike Burton (MB)
- Mr Duncan Clegg (DC)
- Mr David Crawford (DC1)
- Mr Mark Davison (MJD)
- Mrs Jane Holderness-Roddam (JHR)
- Mr Edward Keene (EK)
- Ms Alice Luce (AL)
- Mr Russell Marchant (RM)
- Mr Jeremy Matthews (JM)
- Mr Chris Moody (CM)
- Ms Pippa Regan (PR)
- Mr David Seymour (DS)
- Mr Charles Whitehouse (CW)

In Attendance:

- Mr Graham Ledden (GL)
- Mr Luke Rake (LR)
- Dr Stephen Waite (SW)
- Mrs Lesley Worsfold (LW)

Apologies:

- Mrs Rosamund Blomfield-Smith
- Councillor Tony Hicks
- Professor Ron Ritchie

Minutes: Mr Rob Lee

		ACTION	ACTION DATE
	A training session conducted by Mrs P Hopkins on Safeguarding was held for the governors prior to the start of the meeting.		
01/13	<p>Apologies</p> <p>Apologies were received from Mrs Blomfield-Smith, Councillor Hicks and Professor Ritchie.</p>		
02/13	<p>Declaration of Interest – Paper C02/03/13</p> <p>Mr C Whitehouse declared an interest in Agenda item 15.2. It was agreed</p>		

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	that he could remain in the meeting but take no part in any vote. The Clerk advised that member's interests would be taken as those disclosed in the Register of Members Interests. There were no further declarations of members interests for agenda items.		
03/13	<p>Minutes of the Last Meeting – Paper C03/03/13</p> <p>Minutes of the meeting held on 6th December 2012 were agreed to be a true and accurate record and signed by the Chair.</p>		
04/13	<p>Matters Arising</p> <p>There were no matters arising.</p>		
05/13	<p>Receive Principals Report. Paper C05/03/13</p> <p>The Principal introduced his Report covering the period from November 2012 to February 2013. RM advised that the financial performance that will be discussed later, with the mid-year update, is very positive and will exceed budget.</p> <p>5.1. FE Report</p> <p>LR referred Members to his Report at Appendix 1. LR advised that our FE provision remains very strong and in recently published value added league table we sit at 8th nationally up from 11th last year. LR advised that success rates had dropped down a little and now sits broadly in line with national benchmarks. LR explained that this was due to AS Level growth and previously noted retention issues in specialist sport and equine. In response to MJD LR confirmed that AS Level and A Level results were included in success rates. LR advised that he expected an increase in success rates this year as retention is much higher on a two year rolling basis in all areas. LR advised that full time FE applications are up 12% on last year and continues to buck a local and national trend. In response to GvdL LR confirmed that whilst growth in student numbers had been flat over last three years without the A Level figures this would not be the case this year as we were currently seeing growth in several areas. In response to MHB LR advised that A Level students had increased from 126 last year to 183 this year and growth in applications for next year was significant and numbers may have to be capped. RM advised that we need to keep the balance between A Level and BTEC students and there would be a specific number of bed spaces allocated to A Level students. In response to DC1 LR agreed that we would be expecting to increase the quality of our A Level students as a result of any cap. GvdL also stressed that there were financial implications in not maintaining the balance of students as A Level students carried less institutional weighting on funding. In response to MHB LR explained that A Level and Equine students normally resided on campus within their curriculum areas but other students were in more mixed residences. LR was confident that we would meet our student number targets.</p>		

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	<p>15.2. HE Report</p> <p>SW referred Members to his Report at Appendix 2. SW advised that all institutions that set fee levels above £6000 per annum are required to have an Access Agreement for each intake cohort and has to submit to HEFCE a new agreement for 2014/2015 by 8th April 2013. SW advised that 21.5% of income above £6000 has to be set aside to support widening participation, student retention and achievement. SW further advised that we had hoped to increase tuition fees for 2014/2015 but this has been turned down by HEFCE. SW advised that the College had submitted an interim Widening Participation Strategic Statement and outlined the content but was uncertain at this time whether this is required on permanent basis. SW advised that we had failed to achieve our allocated student number of 352 but there would be no penalties from HEFCE who have confirmed that this figure will remain with a tolerance range of 327 to 362 without penalty. The concern is that these figures should not include students with ABB equivalent qualifications, Access to Higher Education Diploma students and students progressing from Foundation Degrees. This could equate to over 120 students that cannot be included in calculating our performance to HEFCE target. RM confirmed that he had started conversation with Vice Chancellor of UWE over allocation of in-direct places from UWE. SW advised that there had been further improvements in performance to UWE KPI's and this would be discussed later but we were now in the envelope of faculty performance at UWE. SW advised that UCAS applications are up 3.5% on last year but Hartpury applications are currently 13% up on last year and that equine was showing a recovery from last year's reduction.</p> <p>15.3. HR and Campus Report.</p> <p>LW referred Members to her Report at Appendix 3. LW advised that overall turnover is 20% against 23% for the same period last year. Voluntary turnover was 14.5% which is similar to average AoC turnover figure of 14%. In response to MHB LW advised that we have not benchmarked against CULTIVA Colleges but CM felt that there would not be a significant difference in the figures. LW outlined the areas that had lost staff. LW outlined staff changes and advised that we had received 30 applications for the position of Vice Principal (HE) and that five shortlisted are being interviewed next week. In response to RB RM advised that the Vice Chancellor of UWE is unable to be present for the interviews but he had seen the shortlist and the panel would include Professor Ritchie from the University. LW advised that the Catering Consultant had made his Report and this has resulted in capital expenditure of £87K on equipment and refurbishment which will take place over Easter. In response to DS LW confirmed that there will be changes to the menu and RM believed that there will be more choice and better value for money for students. In response to DC LW advised that the consultant will continue to mentor our catering management and be involved in changes that are taking place. LW advised that a stock condition survey had started and will be completed by the end of March 2013 and this will help in planning our future maintenance schedules.</p>		
	<p><i>It was agreed that we will try and benchmark staff turnover against CULTIVA Colleges if we can ascertain the figures.</i></p>	LW	11/07/13
	<p><i>It was agreed that Governors will be invited to lunch to meet</i></p>	Clerk	Immediate

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	<p>5.9. Farm Report</p> <p>RM advised that the paragraph detailing the outcome of a meeting with the Secretary of State and NFU was not factually correct and should be removed as we were still investigating our position.</p> <p>The remainder of the Report was taken as read.</p> <p>5.10. International Report.</p> <p>In response to DC1 RM advised that the International Director was not being replaced and the International Manager was currently reporting directly to him. Our agent in China had been given a wider area of responsibility and RM advised that he expected international travel to be reduced.</p> <p>The remainder of the Report was taken as read.</p> <p>5.11. Grounds and Sports Turf Report.</p> <p>The Report was taken as read.</p> <p>5.12, Marketing Report</p> <p>RM advised that the Department was delivering some excellent work and further advised that there would be new Web-site would be launched later in the year that will have a major impact next year.</p> <p>The remainder of the Report was taken as read.</p>		
06/13	<p>Student Report</p> <p>PR thanked the Board for giving the student governors time at each meeting to make a report. PR advised that there seemed to an increasing number of students walking around College smoking and as the campus was non-smoking except in designated areas this was upsetting some students. LW advised that we would ensure that the smoking areas are correctly signed and the rules on smoking on campus enforced. PR advised that there was also a concern over financial support for students. The lower income students were receiving support but the group above were not and this was proving difficult for some students in the current financial climate. SW confirmed that this was being reviewed. PR advised that the College was involved with businesses but felt there was an opportunity for this to be expanded to give business students more opportunities on campus and externally. RM advised that Gloucester Rugby were looking at opportunities for work placement not just in the sporting side of the Club. PR advised that there was now a greater expectation from students because of the increased fees. AL was pleased on behalf of the sports students to see that there were plans to look at expanding the Sports Academy as current facilities were very well used and wondered whether we could help by greater utilisation of the Rugby Clubhouse. AL also advised that there was concern by some students on timetabling issues and gave as an example that on a Wednesday she travelled 1½ hours to College for a single lesson. LR advised that we would look at use of facilities and advised that lessons were kept to a</p>		

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	<p>minimum on Wednesdays due to students involved in sport having to travel to games but we should avoid single lesson days. BB advised that timetables for the next year were currently being planned and issue over Wednesdays will be considered. The Chair thanked PR and AL for their input and advised that he understood this to be PR's last meeting as she was finishing her course and taking a job in USA and he wished her the very best, on behalf of the Board, in her future career.</p>		
07/13	<p>Discuss and approve the College Strategic Review 2013-2016. Paper C07/03/13</p> <p>RM advised that the review was an outcome of work at the November strategic planning day and referred governors to the next steps. RM explained that it was now necessary to develop an operational plan to deliver the aims and goals and to develop the supporting strategies such as Estate, HR, marketing and international. CM warned against an over emphasis on growth and development rather than maintenance and consolidation. RM agreed and confirmed that there was a need to also invest in our current facilities.</p> <p><i>The Strategic Review 2013-2016 was approved.</i></p>		
08/13	<p>Discuss and agree Corporation Targets</p> <p>8.1. Review progress on Corporation Key Performance Indicators.</p> <p>RM advised that he had looked at the current KPI's to see if they could be amended but there needed to be a complete change. RM was developing a "Balanced Score Card" process that would enable governors to monitor progress.</p> <p><i>Governor Key Performance Indicators will be brought to the next meeting for discussion and approval.</i></p> <p>8.2. Discuss and approve Governance Targets for 2013. Paper C08.2/03/13</p> <p>The Clerk advised that as the KPI's were likely to change dramatically it is proposed that some of the more general current Corporation KPI's become part of Governance Targets. The Clerk referred Members to the proposed targets which were made up of some current KPI's, as above, current governance targets and new targets and these were discussed. In response to CM the Clerk confirmed that we would be using an external source to conduct the "mock" Ofsted interview and CM felt that this is the course we should take by selecting people who are expert in their field as contracting from like institutions would not always give the best results. GvdL advised that this had been part of the discussion by the Search and Governance Committee and that we would use more external contractors when possible. JM advised that he had recently attended a governor training session and there did seem to be a change of emphasis with governors being encouraged to look at more operational matters. CM believed it very dangerous for governors to stray over this line and that we have to make sure we get sufficient information to be able to challenge.</p>	RM	11/07/13

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	<i>The Governance Targets for 2013 were approved.</i>		
09/13	<p>Review progress on FE Teaching, Learning and Assessment. Paper C09/03/13</p> <p>LR confirmed that the focus was to continue to improve the quality of teaching, learning and assessment and he outlined the actions that were taking place. LR advised that one of the key issues was to differentiate our CPD by the results of our teaching observations. LR also advised that we were currently engaged on internal "mini-Ofsted" observations and the results of this will be reported to the next meeting of Quality and Standards Committee.</p>		
10/13	<p>Update on Quality and Standards</p> <p>10.1. Report from the Chair of Quality and Standards Committee. Paper C10.1/03/13</p> <p>The Chair advised that major changes had been suggested for the Quality and Standards Committee at the November Strategic Planning Day. This Committee would have a much higher profile and have same status as Governors' Management Committee with more governors becoming members so as they were aware of the issues. Also a report on the work of the Committee would be presented to each board meeting. The Report would normally be written by the Clerk and approved by the Chair of Q&S but this report had been written in the main by the Vice Principals as the Clerk had not been present at the Meeting. DC1 advised that future reports would concentrate on successes and any concerns.</p> <p>10.2. Agree the amendments to the membership and Terms of Reference of the Quality and Standards Committee. Paper C10.2/03/13</p> <p>The Clerk advised that the Membership and Terms of Reference had been considerably revised as an outcome of the Governors' Strategic Planning Day and particularly the presentation of Dr Beri Hare, ex Principal of Stroud College and current Ofsted inspector. The Clerk advised that all new members proposed, including Dr Hare, had accepted the invitation to become members. The Clerk advised that the changes in the terms of reference had been made to reflect the changes by Ofsted. GvdL advised that discussions had taken place at Quality and Standards Committee and it was agreed that these changes were not just for Ofsted but to reflect what was right for students and the College. DC thought it was key point that the terms should ensure that we should maintain high standards and it was suggested that point 1.2 could be amended. RM believed that the terms were work in progress and there were likely to be further amendments.</p> <p><i>The Terms of Reference were approved with the above amendment.</i></p> <p>10.3. Note the performance of HE against UWE KPI's. Paper C10.3/03/13</p> <p>GvdL advised that there had been considerable improvement in our</p>	Clerk	Immediate

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	<p>performance to UWE KPI's in the last 2 years and UWE were impressed by our progress. SW advised that we exceeded all KPI's bar two and that "Average pass rate at first attempt" was only missed by 1%. The area for more work was the "% of students in graduate destination employment". SW explained that graduate employment jobs includes a level of annual salary and two of the sectors we were in, agriculture and sport, were low salary areas. Also we suffered from some job descriptions but we are trying to overcome this by getting more of our programmes accredited with professional bodies. We are also aiming to put vocational qualifications into more of our programmes and it had also been identified that we need to increase the aspirations of our students. SW advised that we currently have careers support from UWE but the College will need to look at supplying more of its own support particularly for Foundation Degrees students</p> <p>10.4. Receive, note and accept the minutes of the Meeting held on the 6th February 2013. Paper C10.4/03/13</p> <p><i>The minutes of the Quality and Standard Committee were noted and accepted.</i></p>		
11/13	<p>Discuss and approve Mid-Year Update. Paper C11/03/13</p> <p>GL advised that the Mid-Year Forecast was based on December Management Accounts and adjustments to areas where we had knowledge of amendments. The forecast for the end of the year shows a surplus of £544.3K compared to budget of £394.7K representing a £149.6K favourable movement. Income is forecast to be £442K above budget at £26,348K. GL explained that the increase in income was majorly down to HE, FE and Catering. There was concern over Short Courses. Direct costs were £26K favourable to budget and GL outlined the significant movements in this area. There was concern over the Farm costs. Fixed costs were £318K adverse to budget which was majorly down to adverse staff and energy costs and the latter was being reviewed. GL also confirmed that there was positive cash flow. In response to DC GL advised that the that the large difference in cash flow forecast to the end of the year against the original budget is that the starting point changed due to the Dingle and Hartpur House projects.</p> <p><i>The Mid-Year Update was approved.</i></p>		
12/13	<p>Approve amendments to the College Mission Statement recommended by the Governors' Management Committee. Paper C12/03/13</p> <p>RM advised that the Mission Statement had been looked at as part of the strategic review and discussed by the Governors' Management Committee. The shortened version gave more focus on what we are aiming to achieve.</p> <p><i>The amendment to the College Mission Statement was approved.</i></p>		

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13/13	<p>Approve completion of the Corporation Self-Assessment Questionnaire. Paper C13/03/13</p> <p>The Clerk advised that the Search and Governance Committee had discussed the changes taking place in governance and that there was a need for governors to be more self-critical. The current process has been in operation since 2008 and has become repetitive. The proposed process, suggested by LSIS, needs more thought and time to complete but will add more value.</p> <p><i>It was agreed that governors with more than 12 months service should complete the Review and return to Clerk by 19th April 2013.</i></p>	ALL	19/04/13
14/13	<p>Recommendations from the Governors' Management Committee.</p> <p>14.1. Approve the Principal and Vice Principal (Business and Finance) as the only authorised signatories of College Contracts.</p> <p><i>The Corporation approved the Principal and Vice Principal (Business and Finance) as the only authorised signatories of College Contracts.</i></p> <p>14.2. Receive, note and accept minutes of the 7th February 2013. Paper C14.2/03/13</p> <p><i>The minutes of the Governors' Management Committee were noted and accepted.</i></p>		
15/13	<p>Recommendations of Search and Governance Committee.</p> <p>15.1. Approve the recommendation that Professor Ritchie should have a further term of office of 3 years commencing March 2013.</p> <p>GvdL advised that Professor Ritchie was the Vice Chancellor of the West of England's nomination to be a governor of the College and he would be completing his first two year term. Professor Ritchie had brought his extensive knowledge of the HE sector to the Board which had proved invaluable in a time of change and he was also a very valuable member of the Quality and Standards Committee. The Vice Chancellor had confirmed his nomination of Professor Ritchie for a further term</p> <p><i>The Corporation approved a further term of office for Professor Ritchie of 3 years commencing March 2013.</i></p> <p>15.2. Approve the recommendation that Mr C Whitehouse should have a further term of office of 4 years commencing June 2013.</p> <p>GvdL advised that Mr Whitehouse completes 8 years as a governor on 5th June 2013. . Mr Whitehouse's contribution to the Board of Governors was noted and it was believed that it was essential that his experience should</p>	Clerk	Immediate

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	<p>be retained. Mr Whitehouse is Chair of the Health, Safety and Safeguarding Committee, actively involved in the Governors' Management Committee and several other aspects of College activities and whilst it is recognised that he has completed 2 terms of four years Mr Whitehouse's knowledge and experience needed to be retained.</p> <p><i>The Corporation approved a further term of office for Mr Whitehouse of 4 years commencing June 2013.</i></p> <p>15.3. Receive, note and accept minutes of the 7th February 2013. Paper C15.3/03/13</p> <p><i>The minutes of the Search and Governance Committee were noted and accepted.</i></p>	Clerk	Immediate
16/13	<p>Recommendations from the Equality and Diversity Committee</p> <p>16.1. Approve changes to the membership to the Committee. Paper 16.1/03/13</p> <p><i>The Corporation approved the changes to the membership of the Equality and Diversity Committee.</i></p> <p>16.2. Receive, note and accept minutes of the 6th February 2013. Paper C16.2/03/13</p> <p><i>The minutes of the Equality and Diversity Committee were noted and accepted.</i></p>	Clerk	Immediate
17/13	<p>Minutes of Committee Meetings.</p> <p>17.1. Health, Safety and Safeguarding Committee 30th January 2013. Paper C17/03/13</p> <p><i>The minutes of the Health, Safety and Safeguarding Committee were noted and accepted.</i></p>		
18/13	<p>18.1. Note the College Top 10 Risks. Paper C18.1/03/13</p> <p>GL advised that these risks were reviewed regularly by the College Executive and the Risk Management Group.</p> <p><i>The College Top Ten Risks were noted.</i></p> <p>18.2. Note the Letter from Department of Business Innovation and Skills. Paper C18.2/03/13</p> <p><i>The Letter from the Department of Business Innovation and Skills was noted.</i></p>		

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19/13	<p>It is resolved that the Corporation Seal be applied to the Agreement below in the presence of the Chair and another Corporation Member.</p> <p>Articles of Agreement between Hartpury College and Markey Construction Ltd for alterations to Hartpury House to form bedrooms.</p> <p>Any Other Business</p> <p>19.1. Landex Conference</p> <p>GvdL advised that he had attended a Conference organised by CM to discuss the changes in the FE sector over funding. CM advised that 30 colleges attended the Conference. The land based sector together with 6th Form Colleges comes out badly in the proposed funding, particularly for 16-18 year olds, with a drop of between 12% and 25%. Landex were gaining political support and CM was hopeful there would be some modifications. RM confirmed that we have written to all our local Members of Parliament asking for support on this matter. GvdL thanked CM for the tremendous work he was doing on behalf of the land based colleges.</p> <p>19.2. Dr Stephen Waite</p> <p>The Chair advised that this would be Stephens last meeting as he was leaving to take up the position of Principal at Writtle College. The Chair thanked him on behalf of the Board for his work on HE and input to the Corporation and wished him success in his new position.</p>		
	<p>Dates of Future Meetings-all scheduled to commence at 10.00am</p> <p>11th July 2013 24th October 2013 28th November 2013 (Training Day) 5th December 2013 6th March 2014 10th July 2014 23rd October 2014 20th November 2014 (Training Day) 11th December 2014</p>		

Mr Graham van der Lely
Chair of Hartpury College Corporation

11th July 2013