

## CORPORATION BOARD

### Minutes of a Meeting 10.00am on Thursday 8<sup>th</sup> March 2012 Gwynne Holford Room

**Present:** Mr Graham van der Lely (Chair) (GVdL)  
Mr Martin Baber (MHB)  
Mrs Rosamund Blomfield-Smith (RBS)  
Mrs Barbara Buck (BB)  
Mr Mike Burton (MB)  
Mr Duncan Clegg (DC)  
Mr David Crawford (DC1)  
Mr Mark Davison (MJD)  
Councillor Tony Hicks (AH)  
Mr Edward Keene (EK)  
Mr Ken Nottage (KN)  
Ms Emily Piddington (EP)  
Professor Ron Ritchie (RR)  
Mr David Seymour (DS)  
Mr Malcolm Wharton (MW)  
Mr Charles Whitehouse (CW)

**In Attendance:** Mr Graham Ledden (GL)  
Mr Luke Rake (LR)  
Dr Stephen Waite (SW)  
Mrs Lesley Worsfold (LW)

**Apologies:** Mr Bob Barnett  
Mr David Barnett  
Mrs Jane Holderness-Roddam  
Ms Hannah Willmott

**Minutes:** Mr Rob Lee

		ACTION	ACTION DATE
	<p>The Chair wished to minute the congratulations of the Corporation to the Principal on a very well deserved award of a CBE in the New Years Honours List.</p> <p>The Chair also welcomed Mrs B Buck to her first meeting after being re-elected as Staff Governor.</p>		
01/12	<p><b>Apologies</b></p> <p>Apologies were received from Mr R Barnett, Mr D Barnett, Mrs J Holderness-Roddam and Ms H Willmott.</p>		

		<b>ACTION</b>	<b>ACTION DATE</b>
<b>02/12</b>	<p><b>Declaration of Interest – Paper C02/03/12</b></p> <p>Mr M Burton, Mr K Nottage and Mr D Clegg declared an interest in agenda item 13. It was agreed that if the matter needed discussion then the governors would be asked to leave the meeting.</p> <p>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.</p>		
<b>03/12</b>	<p><b>Minutes of the Last Meeting – Paper C03/03/12</b></p> <p>Minutes of the meeting held on the 8<sup>th</sup> December 2011 were agreed to be a true and accurate record and signed by the Chair.</p>		
<b>04/12</b>	<p><b>Matters Arising</b></p> <p><b>04.1. (50.1) Update on the Sports Academy Roof.</b></p> <p>GL advised that this had been discussed at the last meeting of the Governors' Management Committee who had given approval for the College to go ahead to fix the roof, the cost being covered in part by grant funding. GL also advised that he will be contacting our solicitors to see if we can reserve our position relating to any further problems or claims. MW advised that the work will be scheduled for the summer of 2013 as the Sports Academy will need to be closed for 8 weeks and we already have bookings for this summer. MW confirmed that it was safe to continue to use the building. In response to MHB GL confirmed that he had reviewed the last four contracts and all were complete. He still needed to review the contract for the Equine Arena but was not aware of any issues.</p> <p><b>04.2. (56.0) Communication of Appraisals of Senior Post Holders.</b></p> <p>LW advised that appraisals were currently taking place and a summary of Senior Post Holder appraisals will be presented at the July meeting of the Corporation.</p> <p><b><i>It was agreed that a summary of the appraisals of Senior Post Holders will be presented to the July meeting of the Corporation.</i></b></p> <p><b>04.3. (60.2) Note change in arrangements for meeting UWE Governors.</b></p> <p>The Chair advised that at the last Corporation Meeting governors had been asked to keep free the evening of Tuesday 20<sup>th</sup> March 2012 to have dinner with the UWE governors. UWE wanted this to be changed to lunch on the 20<sup>th</sup> March followed by a tour of the College. Fourteen of our governors have advised that they would be able to attend this lunch and tour. However, UWE now wish to reduce the time taken for lunch and tour from 2¼ hours to 1½ hours. It was felt that it would be difficult to complete lunch and a meaningful tour in this reduced period. MW suggested that if they could not be persuaded to increase the time then a virtual tour may be an option. RR believed that there was very little on</p>	LW	12/07/12

		<b>ACTION</b>	<b>ACTION DATE</b>
	<p>campus that shows that we have an association with UWE and felt that our signage could have more impact in this area.</p> <p><i>It was agreed that the Chair would hold discussions with the Chair of UWE to see if more time could be allocated and the governors will be informed of outcome.</i></p> <p><i>It was agreed that the signage will be reviewed relating to our association with UWE and any changes will be place , if possible, prior to the UWE governor visit.</i></p>	<p>GvdL</p> <p>MW</p>	<p>Immediate</p> <p>Immediate</p>
05/12	<p><b>Receive Principals Report. Paper C05/03/12</b></p> <p>The Principal presented his Report that covered the period from November 2011 until February 2012. MW advised that the senior rugby First XV had reached the BUCS Final at Twickenham on the 28<sup>th</sup> March 2012 and the under 18 team had reached the semi final of the ASSE competition with the final also at Twickenham with the kick off after the senior match.</p> <p><b>5.1. FE Funding</b></p> <p>MW advised that the funding target for full time 16-18 students may be slightly missed but the allocation includes £427K of transitional protection which we have largely absorbed so there will be no claw-back or reconciliation associated with this funding. MW confirmed that we are on course to achieve all other funding targets.</p> <p><b>5.2. HE Funding</b></p> <p>MW confirmed that we had 1155 FTE students against a MASN of 1138 and whilst we were slightly below our limit of 461 new undergraduates we expect to hit our undergraduate financial budget. MW advised, however, that it is forecast that we will have a shortfall of approximately £40K against postgraduate income as we have recruited only 19 FTE masters students against a target of 31.</p> <p><b>5.3. FE Recruitment</b></p> <p>MW advised that FE full time recruitment was on target with considerable growth in A Levels and Specialist Sport.</p> <p><b>5.4. HE Recruitment</b></p> <p>MW advised that HE recruitment, in line with national data, was significantly down and actions are in place to resolve.</p> <p><b>5.5. Ofsted Inspections</b></p> <p>MW advised that Ofsted are consulting on proposals to change the rules with regard to outstanding colleges. Currently we would not be expected to be inspected but proposal has been made that colleges that did not achieve an outstanding grade for teaching and learning will be inspected and this would involve the College. MW referred Members to Appendix MW3 which outlined an Action Plan that had been put in place to improve</p>		

		ACTION	ACTION DATE
	<p>our teaching. If the Ofsted proposal is accepted then we should expect to be inspected in the 2013/2014 cycle. Also there is a further proposal that inspections will be made unannounced.</p> <p><b>5.5. Campus Developments.</b></p> <p>MW advised that he is exploring the possibility of leasing 100 bedrooms and issued a paper which will be numbered C05.5/03/12. MW outlined the current position with student accommodation. MW advised that it is estimated that for 2012/2013 we will need 760 beds for FE students which will leave only 249 beds on campus for HE and international students. MW explained that our target first year intake of HE students is 520 and our inability to guarantee first year undergraduates accommodation will impact on our recruitment. MW advised that we have planning permission for 100 beds in New Vicarage and would propose to build 50 in this location and seek planning permission to build 50 under 18 beds next to the Dingle enabling us to vacate the 3 Limbury blocks currently used by under 18 equine students. In response to DC1 MW confirmed that the new under 18 accommodation would contain a staff flat for a warden. In response to KN MW confirmed that other on site facilities such as catering would obviously become busier but he felt they could manage the extra students. In response to CW MW advised that it should not trigger further work on the junction as we already have the planning for 100 beds and we would be asking for 50 of them to be sited in a different location. In response to DC MW advised that even at the lower projected figure of HE first years we would still not be able to offer all of them accommodation. In response to GvdL SW advised that there is an expectation from students and their parents that accommodation will be available on campus for the first year of their studies.</p> <p><b><i>It was agreed that a paper will be put to the GMC outlining the financial viability of this project.</i></b></p> <p><b>5.6. UWE Links.</b></p> <p>MW advised that we have been informed that we have been successful in our bid for direct funding and allocated 340 which has now been increased to 352 student numbers. MW referred Members to Appendix MW4 and outlined the options that were available. We would wish the numbers allocated to be used to support degree programmes and retain UWE numbers to support foundation degrees. This would leave 281 that could potentially be returned to UWE. Discussions were continuing.</p> <p><b>5.7. Home Farm</b></p> <p>MW reported that we have lost £106K of milk income due to Farmright Ltd going into administration and referred Members to MW5. GL advised that he spoke to the administrators, Grant Thornton, and the NFU in February and the administrators will be writing to us and we will then lodge a claim for £106k which is 6 weeks milk. GL confirmed that Velcourt have negotiated a temporary contract with another supplier which can be terminated with 24 hours notice whilst we look for a more permanent solution. GL further advised that the accounts of Farmright were approved in December 2011 and the company was deemed as a going concern and there could therefore be a claim against the directors and auditors. In response to CW MW advised that we probably had not seen the due diligence on Farmright as the contract had been negotiated by Velcourt</p>	MW	25/04/12

		ACTION	ACTION DATE
	<p>but we will decide on the next contract.</p> <p><b><i>The Principal will consult with the Farm sub-committee prior to awarding the next contract.</i></b></p> <p><b>5.8. CULTIVA</b></p> <p>MW advised that CULTIVA was bidding for the training for the Environment Agency and the Rural Development Programme for England for Defra.</p> <p><b>5.9. New Principal</b></p> <p>MW advised that the new Principal had visited the College on the 17<sup>th</sup> and 18<sup>th</sup> February and participated in a PMG meeting, was involved in the planning of the Strategic Away Day and together with his wife visited the Principals House. GvdL advised that he had also met him with CW and their partners.</p> <p><b>5.10. Further Education Report.</b></p> <p>LR advised that the Colleges FE provision remains very strong with applications for the next academic year, bucking national trends, and are 20% up. In response to KN LR advised this was on a like for like basis to last year with significant growth in A Levels and Sport. In response to KN LR advised that some of the increase in sport was down to overcoming the staff problems that we had in the rugby department and winning the College Golf Championship. LR advised that the agriculture academic area, even with all the resource that has been put in over the last three years, is still an area for improvement. Interviews had been held and an offer made for a new Head of Land Based. MW confirmed that there was a problem of employing high calibre staff in this area.</p> <p>The remainder of the Report was taken as read.</p> <p><b>5.11. Higher Education Report.</b></p> <p>SW advised that we have been in discussion with UWE and reached a general agreement on student numbers and funding for 2012/2013 and established an agreed common basis for subsequent years, although the detail has to be sorted. The key points are: -</p> <ul style="list-style-type: none"> <li>❖ The College and UWE will continue to work closely as set out in the existing Academic Agreement.</li> <li>❖ The College remains an Associate Faculty of UWE.</li> <li>❖ The College plans to allocate the 340 now 352 HEFC numbers to three year degree programmes at a fee of £7,450.</li> <li>❖ The College will retain 180 UWE indirectly funded places to support 2 year Foundation Degree students at an advertised fee of £7,250 necessitating a fee waiver for students of £250.</li> <li>❖ The target for 2012/2013 for new students is 520 (in the absence of the bid the numbers from UWE for 2012/2013 would have been 461 and 368 for 2013/2014.</li> <li>❖ There will be a net increase in HE income to the College.</li> </ul> <p>SW advised that on top of the 352 we have 20 students each year with an A and 2 B's increasing the number to 372. GvdL noted that this would mean over 1100 new student numbers after 3 years. RR believed that the discussions had been very constructive but we should not underestimate</p>	MW	Immediate

		ACTION	ACTION DATE
	<p>the challenge of delivering the Access Agreement with properly funded activities. MW advised that the final agreement would be signed off by himself and the Vice Chancellor. SW advised that the IOER Summative Review had been very successful, as previously reported, and was now published on the QAA website. KN was concerned over the admissions for 2012/2013 being 20% below last years. SW advised that to achieve our target a conversion rate of around 30% needs to be achieved but recruitment from clearing would be important this year. MW advised that there was an action plan in place and the situation was being monitored very closely.</p> <p>The remainder of the Report was taken as read.</p> <p><b><i>The Principal wished it noted that the IOER review was an outstanding result and all the HE staff should be congratulated.</i></b></p> <p><b>5.12. HR and Residential Services Report.</b></p> <p>LW advised that the staff turnover figure for the period was 6% slightly lower than last year and in response to DC advised that it was over a relatively short period but was in line with the sector. LW outlined the changes in the responsibilities of the Sports Department with the appointment of a Director of Elite Sport. The safeguarding issue will be taken in close session.</p> <p>The remainder of the Report was taken as read.</p> <p><b>5.13. Sports Academy Report.</b></p> <p>The Report was taken as read.</p> <p><b>5.14. Equine Report.</b></p> <p>In response to MHB MW outlined details of teams that would be using the college for pre-Olympic camps.</p> <p>The remainder of the Report was taken as read.</p> <p><b>5.15. Home Farm Report</b></p> <p>In response to DS MW advised that the irrigation system for the horse trials is due to be ready by April and this will help with the ground problems we have had in the past. In response to MHB MW advised that the new bore hole should ensure that we have enough water.</p> <p>The remainder of the Report was taken as read.</p> <p><b>5.16. Grounds and Sports Turf Report.</b></p> <p>The Report was taken as read.</p> <p><b>5.17. International Report</b></p> <p>MW advised that there had been a significant increase in HE applications and in response to GvdL SW advised that confirmed applications for this year were 21 against 1 at the same time last year. In response to KN MW confirmed that the target was to increase international students by 10%</p>	MW	Immediate

		<b>ACTION</b>	<b>ACTION DATE</b>
	<p>over last year.</p> <p>The remainder of the Report was taken as read.</p>		
<b>06/12</b>	<p><b>Discuss and approve Mid-Year Update 2011/2012. Paper C06/03/12</b></p> <p>GL advised that he had used December 2011 financial results as a basis for the forecast which shows an operating surplus of £176.9K compared to the budget surplus of £398.0K representing a £221.1K adverse movement which after exceptional charges and asset disposals reduced to an adverse variance of £156.9K. GL confirmed that this did include the loss of milk income discussed earlier. GL outlined the main variances forecast for income and costs. GL advised that the forecast for an adverse variance on staff costs of £223.2K was for unbudgeted new posts and salary alignment for College Executive and the restructuring and additional resources in Student Services and Welfare. In response to DC1 GL advised that catering was still making an underlying loss and a recent audit on value for money may give some information where improvements can be made. GL advised that we were looking for further reductions from departments and MW confirmed that he would be reviewing the forecast.</p> <p><i><b>The Mid-Year Update would be reviewed and governors notified of the outcome.</b></i></p>	<b>MW/GL/ Clerk</b>	<b>Immediate</b>
<b>07/12</b>	<p><b>Discuss Corporation Key Performance Indicators and Governance Targets for 2012. Paper C07/03/12</b></p> <p>The Clerk advised that the KPI's had been reviewed at the last Governors' Management Meeting and the Governance Targets at the last Search and Governance Committee Meeting. The key Performance Indicators had remained the same with only the targets on FE performance being amended. The Chair advised that it will be necessary at the next review to look at changes to the KPI's and the Clerk explained that the requirements of the new code of governance together with a need to benchmark targets against other colleges in our sector and making some targets more aspirational will lead to some major changes. The process of review will start in September 2012.</p> <p><i><b>The Key Performance Indicators and Governance Targets were approved for 2012.</b></i></p>		
<b>08/12</b>	<p><b>Review Mission Statement. Paper C08/03/12</b></p> <p>The Chair advised that the Mission Statement had been reviewed at the last meeting of the Governors' Management Committee and no amendments were recommended.</p> <p><i><b>It was agreed that no amendments would be made to the Colleges Mission Statement.</b></i></p>		

		ACTION	ACTION DATE
09/12	<p><b>Approve completion of the Corporation Self-Assessment Questionnaire 2011/2012. Paper C09/03/12</b></p> <p>The Clerk advised that it was a requirement for governors to complete an annual self-assessment. No changes had been made to the documentation from last year.</p> <p><i>It was agreed that all governors who had been in office for more than twelve months would complete the self-assessment and return to the Clerk by the 13<sup>th</sup> April 2012.</i></p>	ALL	13/04/12
10/12	<p><b>Discuss the new English Colleges' Foundation Code of Governance and review the College Self Assessment of the new code. Papers C10.1/03/12 and C10.2/03/12</b></p> <p>The Clerk advised that a new Code of Governance had been issued after nearly two years of consultation. The Code outlines a common set of recommended threshold standards of good governance practice and the Clerk referred governors to the self-assessment he had conducted against the new code. There were a number of areas where action was required but none were significant. The actions would be progressed throughout the year.</p> <p><i>The new English Colleges Foundation Code of Governance was adopted and the resulting action plan approved.</i></p>	Clerk	Immediate
11/12	<p><b>Update on appraisal of Chair. Paper C11/03/12</b></p> <p>The Clerk advised that 11 governors had completed the peer assessment and 2 other governors, one by letter and one by e-mail had sent observations. All responses had agreed or strongly agreed with the questions and so there were no negative responses. There were some questions that some governors found impossible to answer and there were comments from other governors which will be used to improve the process next year. The Chair completed his own self assessment and this together with an analysis of all other governor responses was sent to Mr E Gillespie, the Co-opted Member of the Search and Governance Committee. Mr Gillespie then conducted an appraisal with the Chair and the Clerk referred Members to the summary and agreed objectives.</p> <p><i>The result of the Chairs appraisal was noted.</i></p>		
12/12	<p><b>Approve decision of GMC (by e-mail) of grant applications for the installation of Biomass boiler and photovoltaic panels. Paper C12/03/12</b></p> <p>The Clerk advised that there had been a need to obtain approval urgently to apply for a grant for installation of Biomass boiler and photovoltaic panels and this had therefore been sought by e-mail. All governors had responded and the decision had been unanimous to apply for the grants. GL outlined the different renewable technologies investigated and confirmed to GvdL that the short payback period was due to the grant.</p>		

		ACTION	ACTION DATE
	<i>Retrospective approval was given to approve applications to help finance the installation of a Biomass boiler and photovoltaic panels.</i>	GL	Immediate
13/12	<p><b>Approve recommendations of Search and Governance Committee 1<sup>st</sup> February 2012.</b></p> <p>The Chair advised that when appointing or re-appointing governors the results of the Governors Skill and Knowledge Survey was considered. The varying recommended terms of office were to try and ensure that governors did not reach their terms of office at the same time.</p> <p><b>13.1. Appoint Mr C Moody as a Governor</b></p> <p>The Chair outlined the discussions that had taken place at the last meeting of the Search and Governance Committee. Mr Barnett had completed 11 years as a governor on the 19th February 2012. The Principal had spoken to Mr Barnett who advised that he was quite happy to stay but would understand if we needed someone with different skills. Mr Barnett was also prepared to stand down at any time if offered a further term of office. It was recognised that Mr Barnett has been an outstanding servant to the College both as Vice Principal and as a Governor. MW had suggested that taking into consideration his forthcoming retirement we may wish to have a governor who had recently run an outstanding College. It was felt that the ideal governor candidate would be Mr C Moody, recently retired Principal and Chief Executive of Moulton, an outstanding college who had also helped us in our search for a new Principal. Subsequent to the meeting and prior to Mr Moody being approached the matter was discussed with our new Principal who supported the proposal. It had also been confirmed that there was no clash of interests with Landex, where Mr Moody is Chief Executive. The Chair also advised that we would like to retain Mr Barnett's expertise and he had agreed to stay on as a Co-opted Member of the Quality and Standards Committee.</p> <p><i>As Mr Barnett had been unable to make this meeting it was agreed that he should be invited to the next meeting of the Corporation.</i></p> <p><i>It was approved that Mr Barnett should remain on the Quality and Standards Committee as a Co-opted Member.</i></p> <p><i>It was approved that Mr C Moody should become a governor for a term of four years commencing 12<sup>th</sup> July 2012.</i></p> <p><b>13.2. Note the re-appointment of Mrs Barbara Buck as Staff Governor for a further term of four years.</b></p> <p>The Chair advised that Mrs Buck had been nominated and elected as Staff Governor by members of staff.</p> <p><b>13.3. Reappoint Mr M Burton</b></p> <p>The Chair referred Members to the discussions that had taken place at the Search and Governance Committee.</p>		
	<i>As Mr Barnett had been unable to make this meeting it was agreed that he should be invited to the next meeting of the Corporation.</i>	Clerk	12/07/12
	<i>It was approved that Mr Barnett should remain on the Quality and Standards Committee as a Co-opted Member.</i>	Clerk	Immediate
	<i>It was approved that Mr C Moody should become a governor for a term of four years commencing 12<sup>th</sup> July 2012.</i>	Clerk	Immediate

		ACTION	ACTION DATE
	<p><i>It was approved that Mr M Burton would be re-appointed as a Governor for a further term of office of two years commencing the 6<sup>th</sup> June 2012.</i></p> <p><b>13.4. Reappoint Mr K Nottage</b></p> <p>The Chair referred Members to the discussions that had taken place at the Search and Governance Committee.</p> <p><i>It was approved that Mr K Nottage would be re-appointed as a Governor for a further term of office of four years commencing the 22<sup>nd</sup> October 2012.</i></p> <p><b>13.5. Reappoint Mr D Clegg</b></p> <p>The Chair referred Members to the discussions that had taken place at the Search and Governance Committee.</p> <p><i>It was approved that Mr D Clegg would be re-appointed as a Governor for a further term of office of three years commencing the 22<sup>nd</sup> October 2012.</i></p>	Clerk	Immediate
		Clerk	Immediate
		Clerk	Immediate
14/12	<p>Receive, note and accept minutes of Corporation Committee Meetings.</p> <p>14.1. Search and Governance Committee 1<sup>st</sup> February 2012. Paper C14.1/03/12</p> <p>14.2. Governors' Management Committee 1<sup>st</sup> February 2012. Paper C14.2/03/12</p> <p>14.3. Health, Safety and Safeguarding Committee 1<sup>st</sup> February 2012. Paper C14.3/03/12</p> <p>14.4. Equality and Diversity Committee 8<sup>th</sup> February 2012. Paper C14.4/03/12</p> <p>14.5. Quality and Standards Committee 15<sup>th</sup> February 2012. Paper C14.5/03/12</p> <p><i>All the above minutes were noted and accepted.</i></p>		
15/12	<p><b>Note College Procedures.</b></p> <p>The Clerk advised that it was necessary to review these procedures at least every two years and the processes appear as requirements in the new Code of Governance. There were no amendments proposed.</p> <p><b>15.1. Code of Ethics. Paper C15.1/03/12</b></p> <p><i>The Code of Ethics was approved by the Corporation.</i></p> <p><b>15.2. Note Code of Professional Conduct. Paper C15.2/03/12</b></p> <p><i>The Code of Professional Conduct was approved by the Corporation.</i></p>	LW	Immediate
		LW	Immediate

		<b>ACTION</b>	<b>ACTION DATE</b>															
<b>16/12</b>	<b>Any Other Business</b>  There was no other business																	
	<p><b>Dates of Future Meetings-all scheduled to commence at 10.00am on a Thursday.</b></p> <table> <tr> <td>12<sup>th</sup> July 2012</td> <td>7<sup>th</sup> March 2013</td> <td>6<sup>th</sup> March 2014</td> </tr> <tr> <td>25<sup>th</sup> October 2012</td> <td>11<sup>th</sup> July 2013</td> <td>10<sup>th</sup> July 2014</td> </tr> <tr> <td>29<sup>th</sup> November 2012*</td> <td>24<sup>th</sup> October 2013</td> <td>23<sup>rd</sup> October 2014</td> </tr> <tr> <td>6<sup>th</sup> December 2012</td> <td>28<sup>th</sup> November 2013*</td> <td>20<sup>th</sup> November 2014*</td> </tr> <tr> <td></td> <td>5<sup>th</sup> December 2013</td> <td>11<sup>th</sup> December 2014</td> </tr> </table> <p>*Training Day</p>	12 <sup>th</sup> July 2012	7 <sup>th</sup> March 2013	6 <sup>th</sup> March 2014	25 <sup>th</sup> October 2012	11 <sup>th</sup> July 2013	10 <sup>th</sup> July 2014	29 <sup>th</sup> November 2012*	24 <sup>th</sup> October 2013	23 <sup>rd</sup> October 2014	6 <sup>th</sup> December 2012	28 <sup>th</sup> November 2013*	20 <sup>th</sup> November 2014*		5 <sup>th</sup> December 2013	11 <sup>th</sup> December 2014		
12 <sup>th</sup> July 2012	7 <sup>th</sup> March 2013	6 <sup>th</sup> March 2014																
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**Mr Graham van der Lely**  
**Chair of Hartpury College Corporation**

**12<sup>th</sup> July 2012**