



HARTPURY
COLLEGE

CORPORATION BOARD

Minutes of a Meeting 10.00am on Thursday 9th October 2014 Gordon Canning Room

Present: Mr Graham van der Lely (Chair) (GVdL)
Mr Martin Baber (MHB)
Mr Bob Barnett (RB)
Ms Isabel Beveridge (IB)
Mrs Rosamund Blomfield-Smith (RBS)
Mrs Barbara Buck (BB)
Mr Duncan Clegg (DC)
Mr David Crawford (DC1)
Mrs Jane Holderness-Roddam (JHR)
Mr Edward Keene (EK)
Mr Russell Marchant (RM)
Mr Chris Moody (CM)
Mr Jack Reed (JR)
Professor Ron Ritchie (RR)
Mr Charles Whitehouse (CW)

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

Apologies: Mr Mark Davison
Mr David Seymour

Minutes: Mr Rob Lee

		ACTION	ACTION DATE
99/14	<p>The Chair welcomed Ms I Beveridge and Mr J Reed elected Student Governors to their first meeting.</p> <p>Apologies</p> <p>Apologies were received from Mr M Davison and Mr D Seymour.</p>		
100/14	<p>Declaration of Interest – Paper C100/10/14</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>		

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101/14	<p>Minutes of the Last Meeting – Paper C010/10/14</p> <p>Minutes of the meeting held on the 10th July 2014 were agreed to be a true and accurate record and signed by the Chair.</p>		
102/14	<p>Matters Arising</p> <p>102.1. (77.1) Approve the proposal for the scrutiny of FE and HE Quality. Paper C102.1/10/14</p> <p>RM advised that this had been discussed and recommended by the Quality and Standards Committee at their meeting of the 17th September 2014. RR reminded Members that the proposal is that the Associate Faculty Board does not have Corporation representation.</p> <p><i>The Corporation approved amendments to the Terms of Reference of the Quality and Standards Committee.</i></p> <p><i>The Corporation approved the change of name of the Quality and Standards Committee to the Quality, Enhancement and Standards Committee.</i></p> <p><i>The Corporation approved amendments to the Terms of Reference of the Associate Faculty Board.</i></p> <p>102.2 (78.14) Update on Governor Key Performance Indicators. Paper C102.2/10/14</p> <p>GvdL explained that the reason the FE data had not been sent with the papers as there had been some delay getting the information from MIS. RM confirmed that we need a process in place to enable data to be received in a timely manner. GL advised that some of the data is still being cleansed with final returns to the SFA in November. The Governor Academic Key Performance Indicators had been discussed in some detail by the Quality and Standards Committee and recommendations made as outlined in the minutes. RR explained his recommendation and why he felt it was important to set aspirational targets based on last year and not on national averages and that this column should be moved. RR emphasised that we should be aiming to be better than the national average. LR and JD confirmed that the categories to be targeted and the targets had been reviewed after the discussions at the Quality and Standards Meeting. JD confirmed that the HE targets were more aspirational and as requested the document now contained the UWE KPI's. GvdL advised that the targets for the two following years still have to be agreed. RM advised that he was happy with the targets and they would stay in place until the end of the academic year. RBS believed that the KPI's should not just be for governors but also senior managers and</p>		

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	<p>this should be reflected in the heading. GvdL advised that it was intended that the KPI's should be presented at each Board Meeting with updates clearly marked.</p> <p><i>The Corporation approved the FE and HE Governor Key Performance Indicators.</i></p>		
<p>103/14</p>	<p>FE Report Paper C103.1/10/14</p> <p>LR advised that in general terms performance had improved but there were still pockets of underperformance particularly in A Levels and these areas will be covered in the Self-Assessment Report. LR advised that BTEC success rates have improved and are good with sport remaining outstanding. A Level success rates are in line with last year. LR advised that recruitment had been very strong with currently an overall increase in student numbers of 8.9% with gains across all areas. RM advised that this was a very strong performance particularly as AoC data shows only an overall 0.3% increase in student numbers across the sector. LR advised that the number of students studying 14-16 programmes had dropped by nearly 50% from 110 to 58 students. This was majorly to do with funding and will influence our full time numbers as many of these students progressed to full time courses. LR explained that we had lost full time students due to the lack of rooms and this particularly affected A Levels, Agriculture and Equine. RM agreed that there are challenges and explained that the number of students we are bringing in on our transport is slightly down on last year but we had still increased without more bedrooms. In response to EK RM believed therefore more students were making their own way to College which would include the Swanbrook bus service organised by the College but we were not aware of numbers using this service. This will lead to a greater challenge on the recruitment and selection process and we may need to look at our policy on bedrooms which was currently first come first serve. In response to DC1 LR advised that the medium class size was 23/25 for BTEC with A level first year at 16 and second year at 9. CM believed we should be looking at the supporting data. We have a short teaching day and only teach for 3½ days per week so the utilisation is likely to be low and we should consider our pattern of delivery and have a full review before investing in physical resource.</p>		
<p>104/14</p>	<p>The Student Voice</p> <p>104.1. Student Governor Verbal Report</p> <p>JR thanked the Chair for his warm welcome and advised that Enrolment had been very good and efficient. LR advised that the student survey with a 96.7% satisfaction rate on the enrolment experience confirmed JR's comments. JR believed that some staff could be more welcoming at</p>		

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	<p>times and this could be improved in the future. IB also thanked the Chair and advised that Induction went well but queues had been long at times. The Student Union had been heavily involved encouraging new students to join societies and volunteering services. In response to GvdL RM advised that a lot of work had been done by both FE and HE as arrangements had had to be changed due to FE Centre fire.</p> <p>104.2. Note procedures for Link Governors. Paper C104.2/10/14</p> <p><i>The arrangements for linking governors with College Leaders and Managers has not changed from the previous year and were noted.</i></p>		
105/14	<p>HE Report Paper C105.1/10/14</p> <p>JD advised that provisional figures suggest that we will meet our recruitment targets and RM advised that we had over 500 new students. JD agreed with IB that the enrolment process went very well and there are early indications that students are very appreciative of the new library facilities. JD advised that governors were aware of the excellent outcome to the QAA review and now there was a big task to convert this to a successful TDAP document. There needs to be a focus throughout the College on scholarly activity and research. In response to RR JD advised that we were engaging visiting principal lecturers not professors and this would be discussed with UWE. JD advised that there has been a 2% increase in overall satisfaction to 84% in the National Student Survey and significantly there had been an increase in 5 out of the 6 key areas and these were outlined. GvdL congratulated the team for an excellent QAA review. RR agreed that the QAA and NUS results were excellent and enhanced our reputation with UWE. RM thought we should also congratulate JD and his team in achieving targeted enrolments in a difficult market.</p>		
106/14	<p>Finance Report</p> <p>106.1. Discuss Management Accounts for August 2014. Paper C106.1/10/14</p> <p>GL referred Members to the new format of the Management Accounts that had been agreed by the Finance and General Purposes Committee. GL advised that these largely follow the format suggested by the College Finance Directors' Group as meeting expectations of the SFA. The format will be reviewed in six months. GL advised that at this stage of the year there was little or no variation to budget. Currently in the accounts we do not have any HE or residential income and whilst we bring in some FE income we do have one twelfth of all costs. GL explained that the accounts will have a more detailed quarterly analysis of the commercial</p>		

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<p>activities.</p> <p>GvdL advised that the Finance and General Purposes Committee had discussed the end of year accounts and these had been sent to all governors. The result was better than anticipated and GvdL congratulated the team on the result. RM advised that the budget had proposed salary increases from the 1st January 2015 as long as recruitment and occupancy levels achieved target. RM confirmed that FE had exceeded its target, HE had met their target, occupancy was at 100% and International recruitment was over by £100K. The proposed pay award was 3% for staff earning £22K or less, 2% for £40K or less and no increase for those staff earning above that level. CM advised that whilst he supported this proposal he was unhappy about a partial review and felt that we should be looking at a review of complete remuneration package and differentials. RM believed that it was important to support the lower paid but confirmed that the pay structure was being reviewed.</p>		
<p><i>The proposed pay increases as outlined in the budget was approved and will be awarded from the 1st January 2015.</i></p>	GL	01/01/15
<p>106.2. Approve the construction of Dingle2. Paper C106.2/10/14</p>		
<p>GL outlined our current student accommodation policy. The College has been terminating its off-site leases for student accommodation and have entered into nomination agreement with a third party landlord. GL advised that as has already been discussed there is a growing demand for rooms for FE students and we are unable to accommodate all of our first year HEE students. GL believed there is evidence that for these reasons 40 FE students and 16 HE students did not enrol. GL advised that the College already has planning consent for the construction of a single block of 42 twin bedded ensuite rooms between the current Dingle Block and the Sports Academy car park. GL advised that the anticipated cost would be £2m and discussions with the Bank indicate that a loan facility for this amount may be available. GL referred Members to the financial evaluation which shows a surplus of £760K and positive cashflow of £451K over the first 10 years. In response to GvdL GL advised that we need to start construction in January to complete for 2015/16. In response to GvdL GL advised that there would need to be a considerable amount of work on the road and this was within the £2m. The building cost has been estimated at £1.7m with the remainder of the cost on the road. GL explained that the time frame was very tight particularly as he had been informed that there was a national shortage of bricks. RBS wanted to know how accurate was the £2m cost. GL believed that the cost of the rooms have been accurately estimated as we had previous data but the road is slightly unknown. In response to RBS on suitability of double rooms GL advised that selling our current double rooms is not a problem and they could be used as premium singles. JR advised that he does not live on site but felt that single rooms would be preferable but if someone really wanted to come to the College</p>		

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<p>and double rooms were only available then they would still come. IB believed they would not be suitable for HE students but confirmed that a lot of 2nd and 3rd year student would also like to be on site. RBS noted that with the cash flow projection borrowing was not at its limit but queried whether with limited borrowing available whether this was the best project. GL advised that two projects had been identified by the Management Team this one and Sports Academy 2 as priorities. CW asked about the estates strategy for the College and are we looking at the build quality of the rooms to save on potential future maintenance. RM confirmed that we have an Estates Strategy and he is in the final stages of discussions with Council on Master Plan. RM confirmed that we would look, where possible, at higher build quality to reduce future maintenance. In response to RB GL advised that we had not looked at how many singles we could get into the same size building as doubles gave us a much better return. In response to RB concerning the regulatory bodies' allocation of financial health status of the College RM advised that there was an imposed auto-score which was a model for urban FE colleges. GL outlined how the SFA had put moderating criteria into the calculation majorly brought about due to our high gearing.</p> <p><i>The Corporation approved Dingle2 subject to availability of bank finances and tenders confirming the budgeted cost of £2m.</i></p> <p>106.3. Update on Capital Projects. Paper C106.3/10/14</p> <p>106.3.1. FE Centre</p> <p>GL outlined the situation regarding the fire that had occurred at the FE Centre in July the day before it was handed over. The cause of the fire is not officially known as the report has been withheld and there is an ongoing discussion between various insurers which may end up with legal action. There was very little fire damage but it soon became clear that the smoke damage causing a high degree of chlorine had major implications. The latest is that we may be able to occupy at Christmas but more likely to be half term. GL explained that the Colleges interruption insurance has responded to cover the costs of bringing in temporary buildings. Our insurers have been very supportive and have reserved a £1m for the projected loss and cost and have already paid us £150K.</p> <p>106.3.2. Biomass Boiler Project</p> <p>GL advised that planning consent was delayed due to concerns from English Heritage but has now been granted. Contracts for the heat supply and installation have now been signed and the works should be complete by Christmas.</p>	GL	Immediate

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	<p>106.3.3. Gloucester Rowing Club</p> <p>GL advised that a further meeting has been held with representatives of Gloucester Boathouse Ltd to discuss the terms of our £100k contribution to the new boathouse which were outlined in the original paper to Corporation. Gloucester Boathouse Ltd have confirmed that UWE and Cheltenham Ladies' College have also agreed contributions similar to our own and they are now in the process of drawing up tender documents for the construction of the new boathouse. GL advised that we are still finalising the Heads of Terms.</p> <p>106.3.4. Stock Handling Facility</p> <p>GL advised that this facility will be financed by £220k grant from the SFA and work is underway to determine the precise specification of the facility. The demolition of certain farm buildings continues and plans for the new facility are being drawn up.</p>		
107/14	<p>Quality and Standards Committee.</p> <p>107.1. Discuss Report from Chair of Quality and Standards Committee. Paper C107.1/10/14</p> <p>DC1 advised that the Committee had spent a considerable time discussing the first draft of the Self-Assessment Report. It was felt that the way the Report was presented did not give clarity to the areas that needed attention and the actions that were being taken. It also did not give enough focus to the areas in which we are doing well. It was agreed therefore that Beri Hare, who is a member of Q&S but also an Ofsted Inspector and recently appointed as an Advisor to the FE Commissioner, would be contracted to support Luke in making the necessary changes with a final draft being presented to the next meeting of Q&S in November and signed off at Decembers Board Meeting. As already outlined by LR there have been improvements in achievement over 2012/13 which was a poor year. BTEC results are very good but A Level results showed little improvement. DC1 advised that on a more positive note grade profiles in BTEC were outstanding with a third of students on extended diplomas gaining the equivalent of 3 A* at A Level.</p> <p>107.2. Receive, note and accept minutes of the Meeting held on the 17th September 2014. Paper C107.2/10/14</p> <p><i>The Minutes of the Quality and Standards Committee of the 17th September 2014 were received, noted and accepted.</i></p>		

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<p>108/14</p>	<p>Discuss Principals Report. Paper C108/10/14</p> <p>The Principals Report was noted.</p> <p>108.1. Home Farm Report</p> <p>MHB believed that governors should have the opportunity to visit Okle Clifford.</p> <p><i>Governors who are interested in visiting Okle Clifford please contact the Clerk.</i></p> <p>108.2. International</p> <p>The Principal gave a presentation on our International Strategy and advised that our target markets are Hong Kong, parts of Asia, USA, Canada, South Africa and Zimbabwe. RM also advised that student numbers had dropped from 119 in 2011/12 to 101 in 2014/15 but the margin per student over that period had risen from £2073 to £6228.</p> <p>A copy of the presentation is attached.</p> <p>108.3. Gloucester Rugby Club</p> <p>The Principal gave a presentation on the Colleges changing relationship with Gloucester Rugby Club. RM outlined a number of joint initiatives that were taking place including a Hartpury/ Gloucester Rugby Women's Team.</p> <p>A copy of the presentation is attached.</p>	<p>ALL</p>	<p>Immediate</p>
<p>109/14</p>	<p>Discuss Human Resource Annual Report. Paper C108/10/14</p> <p>LW advised that her Report covered the last academic year. LW advised that staff turnover for 2013/14 is 19% with voluntary turnover at 13%. This was against a KPI for staff turnover of 18.2%. LW confirmed that there has not been a significant change in the total number of staff this year (456) compared to last year (441). LW advised that we had considerably reduced our recruitment budget by advertising most posts on-line. There were some posts that were difficult to fill. These included roles within Veterinary Nursing and Catering. In response to MHB LW advised that applicants were variable but we did not automatically take on one of the applicants if they were not suitable and the post would be re-advertised which had not always been the case in the past. In response to MHB RM advised that we are not in the upper quartile in salaries and this is being reviewed. LW advised that an Equal Pay audit was conducted this academic year. The main conclusion from the audit is</p>		

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	<p>that the College does not have any significant concerns over equal pay issues. LW advised that the 2014 Staff Survey provided very interesting feedback with 33% of staff completing the survey compared to 40% in 2012. Key areas identified requiring further exploration include flexible working, communication and reward systems. LW advised that the average number of days lost per employee has decreased to 4.3 compared to last year which was 6.1. Our KPI target is 8.4 which is the average recorded by the AoC annual survey. In response to RB LW agreed that the number of staff on long term sickness was high and had increased over the previous year but each one was individually assessed. LW explained that the KPI target for the number of academic/support appraisals to be completed by the deadline date is 100%. 95% of academic appraisals were completed and 83% of support appraisals have been completed. Relating to staff development LW advised that a total of £79,061.21 was spent during the last academic year which included funding the online training and the Gold Equality Standard. This is compared to £70,948 in 2012/13, £73,436.30 in 2011/12 and £64,578 in 2010/11. Overall there is a split of 54% females and 46% males within the College. This demonstrates that overall Hartpury College has a more equal gender distribution than the industry average.</p>		
<p>110/14</p>	<p>Approve Novation of Limbury Ltd indebtedness to Lloyds Bank to Hartpury College. Paper C110/10/14</p> <p>GL reminded Governors that in July 2012 the residential property in Limbury Ltd was transferred to the College. This action was taken to avoid an emerging taxation issue. The properties were funded by loans with Lloyds Bank and at the time they agreed to the transfer while leaving their loans in situ. The intention was for the loans to be novated to the College and since that time there have been a number of draft agreements that have been considered by the College and the College lawyers. The benefit of this novation is that Limbury will be able to become a dormant subsidiary of the College and will thereby incur minimal audit and tax fees in the future.</p> <p><i>The Corporation approved the Term loan facility with a current balance of £941,102.56, Revolving and term loan facility £10,570,084.16 and Novation Agreement which had the College Seal attached.</i></p> <p><i>The Corporation approved the signing of the two resolutions.</i></p>		
<p>111/14</p>	<p>Issue Governor Skills and Knowledge paperwork for completion. Paper C111/10/14</p> <p><i>The Skills and Knowledge Questionnaire was issued for completion by all governors.</i></p>	<p>ALL</p>	<p>31/10/14</p>

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112/14	<p>Discuss Health and Safety Report. Paper C112/10/14</p> <p>LW advised that the Health and Safety Report had been written by the Health, Safety and Logistics Manager and discussed at the last meeting of the Health and Safety Forum. LW advised that as a result of the Disaster Management Exercise an action plan was being drawn up. LW advised that in the light of an incident at Myerscough College and more recently the fire in the FE Centre we are reviewing our fire management systems. RR felt that as we have not been informed as to the cause of the fire at the FE Centre any comment relating to probable cause should be deleted.</p> <p><i>The remainder of the Report was noted but will be amended as above.</i></p>	LW	Immediate
113/14	<p>Approve Health and Safety Policy. Paper C113/10/14</p> <p>LW advised that the Health and Safety Policy was reviewed by the Health and Safety Forum and minor updates to the policy have been made to reflect changes to committee titles and job title.</p> <p><i>The Corporation approved the Health and Safety Policy.</i></p>		
114/14	<p>Finance and General Purposes Committee 18th September 2014. Paper C114/10/14</p> <p><i>The Minutes of the Finance and General Purposes Committee 18th September 2014 were received noted and accepted.</i></p>		
115/14	<p>Audit Committee 22nd September 2014. Paper C115/10/14</p> <p><i>The Minutes of the Audit Committee 22nd September 2014 were received noted and accepted.</i></p>		
116/14	<p>116.1. Governors Declaration of Insurance Renewal. Paper C116.1/10/14</p> <p><i>The Governors confirmed that they are not aware of any circumstances or incidents which they believe might afford grounds for a future claim against the College.</i></p>		

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	<p>116.2. College Risk Appetite. Paper C116.2/10/14</p> <p><i>The Corporation approved the Report on the College Appetite for Risk.</i></p> <p>116.3. Corporate Risk Policy Statement. Paper C116.3/10/14</p> <p>GL advised that the Statement had been reviewed by the Risk Management Group.</p> <p><i>The Corporation approved the Corporate Risk Policy Statement.</i></p>		
117/14	<p>117.1. College Top 10 Risks. Paper C117/10/14</p> <p>GL confirmed that the College top risks were regularly reviewed by the Audit Committee, Risk Management Group and College Executive.</p> <p><i>The College top risks were noted.</i></p>		
118/14	<p>Any Other Business</p> <p>There was no other business.</p>		
119/14	<p>Dates of Future Meetings-all scheduled to commence at 10.00am except where noted.</p> <p>Thursday 11th December 2014</p> <p>Thursday 29th January 2015</p> <p>Wednesday 25th March 2015 at 2.30pm followed by Dinner and overnight stay at Corse Lawn Hotel.</p> <p>Thursday 26th March 2015 at 9.00am-4.00pm Strategic Planning</p> <p>Thursday 28th May 2015</p> <p>Thursday 9th July 2015</p> <p>Thursday 8th October 2015</p> <p>Thursday 10th December 2015</p>		

Mr Graham van der Lely
Chair of Hartpury College Corporation

11th December 2014