



**HARTPURY**  
C O L L E G E

## CORPORATION BOARD

### Minutes of a Meeting 10.00am on Thursday 11<sup>th</sup> December 2014 Gwynne Holford Room

**Present:**

- Mr Graham van der Lely (Chair) (GVdL)
- Mr Martin Baber (MHB)
- Ms Isabel Beveridge (IB)
- Mrs Rosamund Blomfield-Smith (RBS)
- Mrs Barbara Buck (BB)
- Mr Duncan Clegg (DC)
- Mr David Crawford (DC1)
- Mr Mark Davison (MJD)
- 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 David Seymour (DS)
- Mr Charles Whitehouse (CW)

**In Attendance:**

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

**Apologies:** Mr Bob Barnett

**Minutes:** Mr Rob Lee

		ACTION	ACTION DATE
130/14	<p><b>Apologies</b></p> <p>Apologies were received from Mr R Barnett.</p>		
131/14	<p><b>Declaration of Interest – Paper C131/12/14</b></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>		

<p><b>132/14</b></p>	<p><b>Minutes of the Last Meeting – Paper C132/12/14</b></p> <p>Minutes of the meeting held on the 9<sup>th</sup> October 2014 were agreed to be a true and accurate record and signed by the Chair.</p>		
<p><b>133/14</b></p>	<p><b>Matters Arising</b></p> <p><b>133.1. (106.2) Update on Construction of Dingle2 was discussed at Agenda Item 137.2.</b></p>		
<p><b>134/14</b></p>	<p><b>FE Report</b></p> <p><b>134.1. Discuss and approve College Self-Assessment Report. Paper C134.1/12/14</b></p> <p>LR advised that the expanded version of the Self-Assessment Report (SAR) had been discussed at the Quality, Enhancement and Standards Committee (QuEST). The comments made at QuEST had been incorporated into the Executive Summary that was now being presented to the Corporation for approval. LR advised that the summary outlines the performance of the College over the last year showing the strengths and weaknesses which leads to the Quality Improvement Plan (QIP) and the targets that have been set. LR advised that the performance was sound and had improved on the previous year and outlined the strengths and explained that the major weaknesses were A Levels and Maths and English. LR confirmed that the SAR would be available for the SFA and Ofsted and be loaded onto our web-site. EK questioned the relatively short number of hours for teaching A levels and the influence of the Academies. LR responded that BTEC students in academies had better academic results than those not in academies but the reverse was true with A Levels. LR believed that the A Level performance was partly financial and partly the balance of the sport commitment. LR added that some teaching in some subjects was not good and outlined some areas. In response to MHB LR outlined the actions that have been taken and felt that the management had gone as far as they could but confirmed that it is still not fixed and that this had been part of the discussion at QuEST. RR clarified his comments at QuEST when he had queried the logic of how the effectiveness of A Level Department Leadership and Management was self-assessed as Good when there were two areas within the department that had been self-assessed as requiring improvement. RR felt that the A Level results would make it very difficult to defend our outstanding grade. DC1 believed that the number of hours teaching was on the low side and that this affected the quality of teaching as the small number of hours led to employing a number of part time staff. LR agreed that we did not have a critical mass of A Level students. In response to RBS LR confirmed that our A Level results are broadly in</p>		

line with national average. RM advised that he recognised that we need to go to around 250 A Level students to gain the benefits of scale. RM thought also that some A Level students had difficulty in adapting to the environment that was different from school. CM stated that he had been critical of A Level performance but felt that everything within the current parameters was being done but with all the focus on teaching in 3½ days with small numbers you have to question whether it is sustainable. CM believed that we need the A Level Department and therefore we need to look at the structure and how we can give a full 6<sup>th</sup> Form experience. LR advised that he was currently having discussions on how the department fits with the academies.

***An update will be given to the next meeting on progress with the A Level department.***

LR

29/01/15

***The Self-Assessment Report 2013/2014 was approved.***

#### **134.2. Vice Principal Report. Paper C134.2/12/14**

LR advised that as outlined in the SAR the FE provision was continuing to improve but there was still a challenge in delivering compulsory Mathematics and English qualifications. LR advised that this was his area of greatest concern as the changes to GCSE marking in the last year had dragged down the national pass rate and we therefore have more students than anticipated many of which are not enthused about another two years studying these subjects. LR advised that recruitment for 2015/2016 is good being 9.2% above last year at this time and 60.2% above the previous year. LR explained that attendance at FE Open Mornings is very high and attendance for the next planned event is already closed. The A Level Department applications are currently attracting more student applications than any other department. LR referred Members to the Key Performance Indicators and confirmed that changes requested at the last QuEST Meeting had been made and all new amendments were marked in red. Targets had been reviewed in the light of 2013/14 results. LR advised that the first KPI target for 2014/2015 had been achieved with overall student satisfaction for enrolment at 96.6% against a target of 94%. It was also noted that the final enrolment figure for FT students at the six week cut-off was 1584 which is an increase of 4.6% on previous year.

#### **135/14 The Student Voice**

##### **135.1. Report from Student Governors**

JR advised that feedback from FE students had been very positive about their experience during the first term. JR confirmed that ex-curriculum activities are improving thanks to the Students Union. JR advised that lecturers are very positive and supportive. JR believed

	<p>that there needed to some communication from the College relating to the Library not being open. In response to RM how best this could be communicated JR felt that a message through the lecturers would be the best avenue. JR also advised that he felt there is a problem with the Swanbrook Bus Service of over capacity at certain times with students having to wait an hour for the next bus.</p> <p>IB agreed that the Bus Service needed improvement and quoted an example that the library was now open 24 hours but the bus service stopped at 8.00pm. IB advised that students were very pleased with the library service. IB confirmed that the staff/student relationship was very good. IB outlined the work of the Students Union which she felt would help the College grow. Officers had been appointed a Mission Statement and Values agreed and policies are being written. IB advised that a good relationship with UWE will be maintained. IB advised that the first Council Meeting had been held and for the first time the College will be represented at the NUS Conference. In response to GvdL IB advised that the Students Union was working very hard to increase participation in Union affairs.</p> <p><b><i>It was agreed to communicate to FE students the current situation with the Library.</i></b></p> <p><b><i>A review of the Bus Service will be undertaken with the Students Union.</i></b></p>	<p>LR</p> <p>LW/IB</p>	<p>Immediate</p> <p>Immediate</p>
<p>136/14</p>	<p><b>HE Report</b></p> <p><b>136.1. Vice Principal Report. Paper C136.1/12/14</b></p> <p>JD advised that recruitment targets for 2014/2015 had been achieved helped by internal enrolments from FE to HE increasing from 55 to 74. JD advised that applications for next year are up by 1% on the same time last year. Animal and Land applications have dropped for the first time in four years and we are working with marketing to boost awareness. Encouragingly Sport applications have grown on the back of new programmes introduced. JD asked governors to note that 2015 entry will be the first year that student fees will be £9000 for all foundation degree and degree courses. JD advised that the QAA Higher Education Review Action Plan which is attached to the paper had been submitted to the QAA. JD advised that the final draft of the TDAP Critical Self-Analysis (CSA) document has been scrutinised by the Governor Sub-group and further copy was handed to all governors. The Sub-Group have gone through the document in detail and RR advised that it was an excellent well written document that is recommended to the Corporation for approval. JD advised that the document will be sent to the QAA on the 17<sup>th</sup> December 2014 and if submission is approved in February 2015 scrutiny will begin in May 2015. JD confirmed that governor training will take place in February and March 2015.</p>		

***The TDAP Critical Self-Analysis Document was approved by the Corporation and can now be sent to the QAA.*** JD

17/12/14

**136.2. Discuss and approve proposal for Integrated Masters Programmes. Paper C136.2/12/14**

JD advised that for many years the College has run successful undergraduate and post graduate awards in Equine Science and Sports Coaching. JD explained that following investigation we wish to propose a suite of integrated Bachelors/Masters Awards. The programmes will have minimal resource implications. The Awards are recommended for approval by the Associate Faculty Board, UWE Academic Board and QuEst.

***The Corporation approves the inclusion of a Master of Equine Science (MEqSci) and Master of Sports Coaching (MSCo) as Integrated Bachelor/ Masters Awards.***

**136.3. Discuss possible future changes to the committee structure of HE. Paper C136.3/12/14**

JD advised that following discussions with external reviewers they had suggested some minor changes to the committee structure. JD outlined the proposed changes. RR confirmed to Members that this is in the TDAP document and sets a framework for when TDAP has been achieved and therefore needs approval.

***The amendments to the HE Committee Structure were approved.***

**136.4. Approve the closure of MA Sports Management programme. Paper C136.4/12/14**

JD advised that due to poor recruitment he proposes that the MA Sport Management be closed. JD advised that the programme had been dependant on international recruitment majorly with a single Chinese partner which is no longer active. The programme had been re-validated but still had limited recruitment and we have stopped advertising this award. RBS felt that this proposal should have been brought to the Board prior to stopping advertising. RM advised that to stop running a course was an executive decision but to close was a Board decision and agreed that the proposal should have been made in July and apologised for the delay.

***The closure of MA Sports Management Award was approved.***

**136.5. Review Key Performance Indicators. Paper C136.5/12/14**

JD advised that the drop in tariff entry had been discussed by QuEst.

	<p>JD advised that the average tariff on entry reduction from 310 to 291 was the lowest score for three years and a breakdown of the figures suggests there is a need to attract higher achieving degree students and explained some of the key activities that were taking place. JD questioned who we were comparing ourselves with, universities or colleges with HE. RM believed that if we are serious about TDAP then we have to compare ourselves with universities. RBS felt that we really need to understand the reasons for this drop. RBS also believed that the targets set for this year should not be below that achieved last year. JD advised that the criteria for teaching observations had changed and this is the reason for the drop. Relating to the number of students obtaining good degrees JD advised there had been a significant increase this year and he was waiting for UWE to notify their target. RM wanted to see more consistency rather than the big fluctuations that had taken place.</p> <p><b><i>It was agreed that a paper will be presented to the next meeting of QuEst outlining reasons for drop in Tariff Entry and the actions being taken.</i></b></p> <p><b><i>The target for Good honours achievement will be reviewed.</i></b></p>	<p>JD</p> <p>JD</p>	<p>12/03/15</p> <p>29/01/15</p>
<p>137/14</p>	<p><b>Finance Report</b></p> <p><b>137.1. Discuss Management Accounts for October 2014. Paper C137.1/12/14</b></p> <p>GL advised that the operating result for the first three months of the financial year shows a deficit of £1932K compared to a budgeted deficit of £1915K. GL advised that HE and residential income did not appear in accounts until October and this leads to a mismatch in the budget at this time of year. GL outlined areas of concern and in response to CW advised that the high staff development costs of 72% of budget were a result of supporting staff for TDAP. In response to CW GL advised that the high percentage of staff costs to turnover was due to the low total turnover at this time of year but should rectify itself although may be affected by the method, still to be agreed, how we pay the visiting professors. GL advised that the full year budget column on the commercial activities needs changing and GvdL felt further information was required in this section. In response to GvdL GL advised that the healthy position on net cash was due to starting the year with more cash in the bank than budgeted.</p> <p><b><i>The format for presenting the results of commercial activities will be discussed at the next Finance and General Purposes Committee.</i></b></p>	<p>GL</p>	<p>15/01/15</p>

**137.2. Update on Dingle2 and Banking arrangements. Paper C137.2/12/14**

*Minuted in Closed Session.*

**137.3. Update on Capital Projects. Paper C137.3/12/14**

**FE Centre**

GL was pleased to report that at last work to rectify the damage due to the fire in July has now commenced. Actions to address the issue concerning the high chloride levels in some of the insulating materials in the air conditioning are being progressed. Inspections of the steel work indicate that this is undamaged from the fire as the heat generated was not sufficient to cause any structural issues. GL advised that we are still being told that the building will be ready for occupation at the February half term and this was dependent on the delivery of replacement parts for the air conditioning damaged in the fire and these have just arrived. The official cause of the fire has now been released and identified as "resistive heating" in the PV cables due to the poor crimping of the cable connectors. GL explained that the College's business interruption insurance continues to cover the costs of the temporary buildings on site and we have currently spent £500K of the £1m provided.

**Biomass Boiler Project**

GL advised that following delays regarding planning the project is now in full flow and should be completed in time to register for the RHI before the year end. This is a key date as the tariff reduces after that date. GL confirmed that the budget remains at £840k.

**Gloucester Rowing Club**

GL advised that no further meetings have been held with representatives of Gloucester Boathouse Ltd to discuss the terms of our £100k contribution.

**Stock Handling Facility**

GL advised that this facility will be financed by £220k grant from the SFA. Demolition of certain farm buildings is now complete and planning consent is expected prior to Christmas. GL advised that tenders are currently being evaluated and finalised and it is hoped to award a contract early in the new year.

**137.4. Review Colleges top risks. Paper C137.4/12/14**

GL advised that the risks are regularly reviewed by the Risk Management Group and the College Executive and that the risk

	<p>relating to lack of bed spaces had now been increased and this was before we had problem financing Dingle2. EK referred to the business interruption and queried whether we had a plan if a situation such as happened at the FE Centre occurred in term time. GL agree that as it happened at the beginning of the summer break it gave us the opportunity to bring in temporary units. GL advised that we had learnt lessons from the fire and consequent disruption of the FE Centre but felt that we should re-visit the Business Continuity Plan to see what actions are needed over a shorter time span. RR questioned why Ofsted Inspection and the potential loss of "Outstanding" grade were not on the Top 10 List. RBS agreed that the loss of "Outstanding" grade would have serious implications for the College. CM believed that the impact of being graded "Good" would not be significant but any lower would be. CM believed that it was wrong to chase an Ofsted grade as this was only a measure at a point in time and we should be looking to continually improve. DC1 believed that the risk on Ofsted should be reviewed as the criteria has changed since the last inspection but agreed that he would not be over concerned with dropping to "Good" and we should concentrate on the unique nature of the College and giving a positive student experience.</p> <p><b><i>The Risk Manage Group will review the Colleges top risks in the light of the above comments.</i></b></p>	GL	05/02/14
138/14	<p><b>The Quality, Enhancement and Standards Committee</b></p> <p><b>138.1. Discuss Report from Chair of Quality, Enhancement and Standards Committee. Paper C138.1/12/14</b></p> <p>DC1 advised that the meeting had already discussed the main subjects that had been discussed at QuEST Meeting in the Self-Assessment Report and Key Performance Indicators. DC1 however wished Members to note that a new system had been used to analyse student and parent views of FE Enrolment and that the results had been very good with satisfaction levels exceeding 90% on the overall process.</p> <p><b>138.2. Receive, note and accept Quality, Enhancement and Standards Committee Minutes of the 11<sup>th</sup> November 2014. Paper C138.2/12/14</b></p> <p><b><i>The Minutes of the Quality, Enhancement and Standards Committee were received, noted and accepted.</i></b></p>		
139/14	<p><b>Update on the Strategic Plan.</b></p> <p>The Principal gave a presentation, attached, on his review of the Strategic Plan including proposed amendments to the Mission</p>		

	<p>Statement, College Vision and Strategic Priorities and a proposal to add enabling strategies. The Principal also outlined the current situation with LEP and STEM Funding and the National College.</p> <p><b><i>A further update on the Strategic Plan will be given to the next meeting.</i></b></p>	RM	29/01/15
140/14	<p><b>Review Performance to Governance Targets for 2014 and agree targets for 2015. Paper C140/12/14</b></p> <p>The Clerk outlined the performance to the Governance Targets for 2014 and advised that two targets had been missed. The seven day period for sending out papers for QuEst Meetings had been missed on two occasions due to delays with Self-Assessment Report and the large amount of papers required for TDAP. Key Performance Indicators were late but now in place and the Clerk explained that this was due to the change in the process to give more focus on FE performance and quality of teaching and learning. The overall attendance of governors at Corporation and Committee Meetings at 89% was outstanding. The Clerk outlined proposed changes to the targets for 2015 increasing the attendance target, adding TDAP training and 1:1 meetings with Chair and regular Governor News Letters.</p> <p><b><i>The Governors performance to Governance Targets 2014 was noted.</i></b></p> <p><b><i>The proposed changes to Governance Targets for 2015 were approved.</i></b></p>		
141/14	<p><b>Discuss Equality and Diversity Report. Paper C141/12/14</b></p> <p>LW advised that the Equality and Diversity Report had been discussed at the recent Equality and Diversity Forum. LW advised that the Report provides an update on the Colleges E&amp;D objectives and these help the Governors to ensure we are meeting our statutory duties. LW asked governors to note the involvement of the Students Union who had appointed Equality and Diversity Officer.</p>		
142/14	<p><b>Discuss FE Commissioner Annual Report 2013/2014. Paper C142/12/14</b></p> <p>The Clerk advised that the FE Commissioner had recently produced his first Annual Report. A majority of the Report outlines the reasons why and actions taken at eleven colleges where it had been necessary for him to intervene. The Clerk advised, however, that the report also outlined the lessons that had been learnt from these interventions and he had summarised these for governors to use as</p>		

	an aide memoire for their 1:1 meetings with the Chair.		
143/14	<p><b>The Audit Committee</b></p> <p>GL advised that the Audit Committee had discussed all the following papers at their recent meeting and recommended them for approval.</p> <p><b>143.1. Report on Audit Findings, Letter of Representation and Financial Statement. Paper C143.1/12/14</b></p> <p>GL advised that the Financial Statement is consistent with the Management Accounts except the impact of the FRS17 and there had been no adjustments and the Auditor had given an unmodified opinion.</p> <p><b>143.2. Financial Statement Limbury Ltd. Paper C143.2/12/14</b></p> <p><b>143.3. Financial Statement Rudgeley Ltd. Paper C143.3/12/14</b></p> <p><i>The Letter of Representation for the Audit and the Financial Statements for Hartpury College, Limbury Limited and Rudgeley Limited for the year ended 31<sup>st</sup> July 2014 were approved and signed by the Chair, Principal and Directors.</i></p> <p><b>143.4. Confirm College as a "Going Concern". Paper C143.4/12/14</b></p> <p><i>It was agreed that a discussion will take place at the next meeting of the Finance and General Purposes Committee on the implications for the College of FRS102.</i></p> <p><i>The statement to confirm the College as a going concern was approved.</i></p> <p><b>143.5. Audit Committee Annual Report. Paper C143.5/12/14</b></p> <p><i>The Audit Committee Annual Report for 20013/14 was approved by the Corporation.</i></p> <p><b>143.6. Internal Audit Annual Report. Paper C143.6/12/14</b></p> <p><i>The Internal Audit Annual Report for the period ended 31<sup>st</sup> July 2014 was approved by the Corporation.</i></p> <p><b>143.7. Amendments to Audit Committee Terms of Reference. Paper C143.7/12/14</b></p> <p><i>The Audit Committee Terms of Reference was approved without amendment</i></p>	Clerk	15/01/15

	<p><b>143.8. Receive, note and accept Audit Committee Minutes of the 18<sup>th</sup> November 2014. Paper C143.8/12/14</b></p> <p><i>The Audit Committee Minutes were received, noted and accepted.</i></p>		
144/14	<p><b>144.1. Tuition Fee Policy for 2015/16. Paper 144.1/12/14</b></p> <p><i>The Tuition Fee Policy for 2015/2016 was approved by the Corporation.</i></p> <p><b>144.2. Policy on Openness. Paper C144.2/12/14</b></p> <p><i>The Policy on Openness was approved by the Corporation.</i></p> <p><b>144.3. Governor Questionnaire for appraisal of Chair.</b></p> <p><i>The Governor Questionnaire for the appraisal of the Chair was approved by the Corporation and will be completed by all governors with 12 or more month's service and returned by the 4<sup>th</sup> January 2015.</i></p>		
145/14	<p><b>145.1. Letter from FE Commissioner 17<sup>th</sup> October 2014 on Quality Improvement.</b></p> <p><b>145.2. Letter from HEFCE 18<sup>th</sup> November. Update on Quality Assessment Issues.</b></p> <p><b>145.3. Association of Colleges Manifesto 2015 (Copy for governors only as Executives already have copy)</b></p> <p>The above documents were noted.</p>		
146/14	<p><b>Any Other Business</b></p> <p><b>146.1. Root, Fruit and Grain Awards.</b></p> <p>EK wished it to be minuted that Mr C Whitehouse at the recent award ceremony had won prizes for his crops, the farm machinery category and the large farm category but also the top Premier Prize as the best of the best.</p>		
	<p><b>The Chair closed the Meeting by advising that this would be Mr Babers last meeting as he was retiring as a governor in February 2015 after more than 25 year service to the College. The Chair advised that Mr Baber had always been highly</b></p>		

	<p>student focused and was ahead of his time by finding time to visit the College every week. Mr Baber has an intense and passionate interest in the College and the outcomes for the students. Mr Baber will continue to be President of Hartpury RFC. The Chair advised that we would be holding a function in his honour in February/ March 2015.</p> <p>Mr Baber responded with thanks.</p>		
147/14	<p><b>Dates of Future Meetings-all scheduled to commence at 10.00am except where noted and the Strategic Planning Day will start at 9.00pm. New dates are in red</b></p> <p>Thursday 29<sup>th</sup> January 2015  Wednesday 25<sup>th</sup> March 2015 at 2.30pm followed by Dinner and overnight stay at Corse Lawn Hotel.  Thursday 26<sup>th</sup> March 2015 at 9.00am-4.00pm Strategic Planning  Thursday 28<sup>th</sup> May 2015  Thursday 9<sup>th</sup> July 2015  Thursday 8<sup>th</sup> October 2015  Thursday 10<sup>th</sup> December 2015</p> <p><b>Thursday 28<sup>th</sup> January 2016</b>  <b>Wednesday 30<sup>th</sup> March 2016 at 2.30pm followed by Dinner and overnight stay.</b>  <b>Thursday 31<sup>st</sup> March 2016 9.00am-4.00pm Strategic Planning</b>  <b>Thursday 26<sup>th</sup> May 2016</b>  <b>Thursday 14<sup>th</sup> July 2016</b>  <b>Thursday 13<sup>th</sup> October 2016</b>  <b>Thursday 8<sup>th</sup> December 2016</b></p>		

Mr Graham van der Lely  
Chair of Hartpury College Corporation

29<sup>th</sup> January 2015