



HARTPURY

MINUTES

**Meeting Hartpury College Board of Governors
2pm-3.30 Tuesday 5th November 2024
Gordon Canning, Hartpury House**

Present:		
	Edward Keene (Chair)	University and College Board
	Andy Collop (Professor)	Vice-Chancellor & Principal
	Barbara Buck	College Board (Vice Chair)
	Mary Heslop	College Board
	Melissa Orritt	College Board – Staff Governor
	Chris Moody	University and College Board
	Sue Blake	College Board
	Ella Smith	College Board – Student Governor
In Attendance:		
	Mick Axtell	Chief Operating Officer
	Claire Whitworth	Deputy-Principal Further Education
	Gillian Steels	Clerk to the Governors
	Lesley Worsfold	Deputy-Principal Resources
	Hannah Lennon	Deputy Student Governor
Apologies		
	Patrick Brooke	College Board
	Alastair Grizzell	College Board
	Helen Wilkinson	College Board

		Action & Action Date
FE01/11/24	Welcome and Scene Setting The Chair welcomed attendees to the meeting.	
FE02/11/24	Apologies – as detailed above.	
FE03/11/24	Quoracy It was confirmed the meeting was quorate.	
FE04/11/24	Declarations of Interest It was noted that the Chair, Vice Chancellor & Principal & Chris Moody – were also Members of the University Board.	
FE05/11/24	Granting Reserves to Hartpury University Group At the February 2020 FE Board when it considered the Integrated Financial Model the FE Board concluded that there was the potential for the College's accounts to be misinterpreted and that it might provide greater clarity for any cash balance to be granted back to the University at the end of the year. This would then put the College in the same position as the other subsidiaries.	

		Action & Action Date
	<p>It was agreed that in future this exercise should be undertaken when the Annual Financial Statements were approved. It was agreed the Chief Operating Officer would undertake the necessary review to support this. This feedback has been used to inform this paper.</p> <p>The ESFA currently measure financial health using three indicators:</p> <ul style="list-style-type: none"> • Solvency – using an adjusted current ratio • Performance – using the sector specific EBITDA as a percentage of adjusted income • Borrowing – using the level of borrowings as a percentage of adjusted income Our aim should be to maintain an assessment of at least Good. <p>Based upon the analysis undertaken as part of the submission of the ESFA Financial Plan in July 2024 the financial health for 2023/24 was Outstanding on both the current and proposed ESFA measures</p>	
	Having considered the current financial position of the College, the ESFA assessment criteria and future commitments, the FE Board APPROVED a grant to the University of full income and expenditure reserve of £1,411,497.	
FE06/11/24	Any Other Business - None	

Dates of Future Meetings - all scheduled to commence at 11.30am except where noted.

The meeting was followed by a Board Strategic Session to consider the College 2030 Strategy. (the Vice-Chancellor & Principal, Chief Operating Officer and Deputy Principal Resources left the session)

	Board Strategic Consultation Session to consider the College 2030 Strategy
	<p>The Deputy Principal Further Education provided a background presentation which set out the timeline and process for the development of the Strategy and the key aspects to consider:</p> <ol style="list-style-type: none"> 1. <i>What do the approved strategic priorities mean for the College?</i> 2. <i>Growth?</i> <ul style="list-style-type: none"> - <i>Local & regional vs national?</i> - <i>More accommodation vs transport challenges?</i> - <i>Diversify (but not from core)?</i> - <i>Improve efficiencies?</i>
	<p>It was confirmed that the consultation was being undertaken internally and externally and had included a discussion with the FE Commissioner, and would include staff, industry, parents, students and community feedback.</p> <p>The presentation highlighted the journey to 2024/25 in terms of student numbers in FE and apprenticeships and funding, and detailed demographics in Gloucestershire to 2043, highlighting that 16-18 numbers would peak in 2028 and then start to fall (position in Gloucestershire and nationally). Factors which had influenced growth were</p>

Approved for Website

	improvements in quality, changes in curriculum and most recently, anecdotally, introduction of VAT on private school fees.
	The Board considered the key questions in small groups.
	Feedback:
	Place
	Regionally and nationally - view could increase locally by 20% - would need investment in accommodation and local transport. International - could support future diversity & inclusivity. Currently focused on port & A'levels – could cover T'levels in future as these become better known. More pastoral support would be required.
	Partnerships and Collaboration Demonstrate through leadership e.g. highlighting Wellfest more widely as good practice – use to enhance reputation by building awareness of Hartpury's practice. Promote safe campus – highlight practice – e.g. new induction for residential students
	Teaching Excellence
	Want to maintain current practice and continue to ensure staff have experience from industry to contribute. Ensure facilities support teaching excellence and are available to students. Continue to have big events which support Hartpury's reputation, but ensure don't distract from core activities. Promote employability and work placements. Develop teaching and learning on ongoing basis and promote co-assessment with industry.
	Wellbeing
	Hartpury accommodates a diverse range of students if grows need to grow support appropriately. Building student resilience key.
	People
	Widen understanding of Hartpury's operation through community, parish councils, councils etc. Work to have a more diverse community – students, staff, Board. Confirmed as priority for the Board This could be supported by international recruitment of students, including recruitment from schools with international students. The benefit diversity brings in terms of knowledge, ways of doing things and experience recognised, for example international agriculture students may have experience different climate and crops (low numbers of BME students in equine and agriculture flagged). Need to be ready to use technology to support students and staff.
	Sustainability
	View Hartpury should be targeting net zero, less reliance on fossil fuels, consider how waste products from Hartpury activities (farm, equine etc can be reused). Recognised sustainability something students are looking for. Hartpury needs to demonstrate it is a responsible institution. Financial sustainability – ensure maximising use of buildings.
	Digital and Technology
	FE Commissioner had highlighted this as area for focus going forward.
	Consider how to use AI – to prepare students for changes in industry and move to greater use of technology. Use AI to improve efficiency of operation.

	Growth
	<p>Local & regional against national considered – recognised former needs transport and latter accommodation.</p> <p>Need to consider sustainability of growth given demographic changes – don't want to invest in new accommodation (both residential and teaching space) if we won't fill it in the future – recognised turning transport on & off is easier.</p> <p>Need to diversify operation to build resilience when demographics decline.</p> <p>Need to improve efficiencies.</p> <p>Ensure stay sector leading to maintain recruitment when demographics reduce.</p> <p>Need to understand drivers for growth & look at how these can be developed.</p> <p>College role in skills and economic growth.</p> <p>Need to change & develop as external environment changes – can't just keep doing the same.</p> <p>Explore options of doing more level 1 and level 2.</p> <p>Consider delivering offsite or acquisition.</p> <p>Consider further growth of apprentices.</p> <p>Consider whether want to pursue part time adults – recognise current funding constraints.</p> <p>Need to consider against staff costs.</p> <p>When considering diversifying curriculum need to balance against costs of delivery – focus on growing where funding is better?</p> <p>Maintain or change entry criteria?</p> <p>Increase international students (currently 1% college student body)</p>
	Next Steps
	Deputy Principal FE to take this feedback and consultations with other groups, bodies as set out and develop draft College 2030 Strategy for consideration at Board Away Days in March 2025.