

CORPORATION BOARD

Minutes of a Meeting 8.45 am on Friday 31st March 2017 Corse Lawn House Hotel

Present: Mr Edward Keene (EK) (Chair)
Mrs Barbara Buck (BB)
Ms Rachel Cowie (RC)
Mr David Crawford (DC)
Mr Sean Lynn (SL)
Mr Russell Marchant (RM)
Mr Chris Moody (CM)
Ms Zoe Nicholls (ZN)
Mr Graham Papenfus (GP)
Dr John Selby (JS)
Mr David Seymour (DS)
Mr Graham van der Lely (GvdL)
Ms Nicola Wheatley (NW)
Mr Charles Whitehouse (CW)

In Attendance: Mr Graham Ledden (GL)
Professor Ron Ritchie (RR)
Mrs Rosie Scott-Ward (RSW)
Ms Claire Whitworth (CW1)
Mrs Lesley Worsfold (LW)

Apologies: Ms Ingrid Barker
Ms Louise Cox
Professor Ian Robinson

Minutes: Mr Rob Lee

		ACTION	ACTION DATE
25/17	<p>The Chair opened the meeting by congratulating RSW and the HE Team on the positive outcome from ACDAP on our TDAP application. The Chair also congratulated Sean on being part of the coaching team for our BUCS Rugby Team that won the final the day before at Twickenham.</p> <p>Apologies</p> <p>Apologies were received from Ms I Barker, Ms L Cox and Professor I Robinson.</p>		

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26/17	<p>Declaration of Interest. Paper C26/03/17.</p> <p>The Clerk advised that members' interests would be taken as those disclosed in the Register of Members Interests. There were no declarations of members interests for agenda items.</p>		
27/17	<p>Minutes of the Last Meeting. Paper C27/03/17.</p> <p>Minutes of the meeting held on the 26th January 2017 were agreed to be a true and accurate record and signed by the Chair.</p>		
28/17	<p>Matters Arising.</p> <p>28.1. (4.2) The review of the Terms of Reference of the Quality Enhancement and Standards Committee will be discussed at Agenda Item 34.2.</p> <p>28.2. (4.3) The Equality and Diversity and Safeguarding on-line training packages were sent out on the 7th February 2017.</p> <p><i>It was agreed that the training packages will be uploaded to the Governors' Website under Special Documents.</i></p> <p>28.3. (8.2) Update on Students' Union Link Governor.</p> <p>BB confirmed that as Link Governor she had been in touch with the Students' Union and they had confirmed that she would be invited to a future meeting.</p> <p>28.4 (10.0) Safeguarding training will be held at the July 2017 Corporation Meetings.</p>	Clerk	Immediate
29/17	<p>Discuss Principals Report. Paper C29/03/17.</p> <p>RM advised that the QAA Board have agreed with the ACDAP recommendation on our TDAP application so we now move to the next stage and he hoped for final approval by the summer.</p> <p>RM advised that we continue to struggle with the installation of our new management information system and we have now engaged external specialists to audit the project and propose a way forward. Their initial Report has just been received and this will be debated internally but it is evident that there has been poor project management from both sides and we will be putting a structure in</p>		

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	<p>place to overcome this. GvdL questioned as to the impact this has had on students and RM advised that particularly with HE the system was not put in place so would not have been missed but if it had been released and working it would have been very beneficial to students but RM thanked the staff who had been operating processes manually to overcome this. In response to EK as to whether the system will be in place by the start of the next academic year RM believed that for FE it would but HE is more debateable. RSW commented that we have to make sure that the next release to students is 100% correct and we will hold until we believe this is the case.</p> <p>RM advised that the new Farm Manager is settling in well despite a serious shortage of staff which we are urgently trying to rectify. RM advised that a new strategy for the Farm has been agreed in principle but some of the detail still needs to be confirmed.</p> <p>RM outlined the rugby developments with Hartpury RFC, which has gained promotion to the Championship the 2nd tier of English Rugby currently winning all their games and the women's team that has been accepted into the new Women's Elite League. These developments together with the success of the BUCs team will help drive recruitment.</p> <p>RM confirmed that the UKVI have reinstated our Licence and thanked our local MP for his support. There will be no second chance and we have new processes in place and signed up for a premium advice service from the UKVI. RM confirmed that recruitment has not been unduly affected by our licence suspension.</p> <p>RM advised that the SFA released a proposal for a trial of the use of the powers of Designation and named four examples that came out of Area Review Board recommendations. RM advised that we were not aware of this trial and not named as an example. This was brought to our notice by Eversheds, who have been acting on our behalf in this matter, otherwise we would not have been notified. RM confirmed that if we are not part of this trial it could seriously delay our application to move to an HEC and then on to university title. Eversheds have therefore approached the SFA on our behalf to get us listed on the trial for the reason that if the recommendation from our Area Review Board had been already published we would have been part of this trial. The SFA have responded that we have not been excluded but still being considered and a final outcome is awaited.</p> <p>The attached reports were noted.</p>		
30/17	<p>Discuss Vice Principal (FE) Report. Paper C30/03/17.</p> <p>CW1 advised that recruitment continues to be strong. To date we</p>		

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<p>have received 1435 applications for the academic year 2017-2018 compared to 1479 at the same point last year. CW1 advised that we have made 1058 offers and have received 866 acceptances compared with 672 at the same point last year. CW1 advised that we are now working on maximising conversions. CW1 confirmed that accommodation applications are also strong.</p> <p>CW1 advised that formal 'no notice' lesson observations are currently underway with full analysis of grades to be available for the next QuEst Meeting. CW1 advised that 93% of lessons achieved good or better in the autumn term. In response to EK CW1 confirmed that there will be further enhancements to the process next year to continue to improve the quality of teaching and learning.</p> <p>CW1 advised that positive progress is being made with Math's GCSE performance compared with the performance last year but still remains a challenge CW1 advised that this had been discussed at the last QuEst Meeting where further actions were outlined and updates will continue to be given to each meeting for governors to scrutinize performance.</p> <p>CW1 advised that the A Level action plan is fully implemented with significant developments to date but the culture remains a challenge in line with the expectations of changes implemented and is therefore work in progress. The progress, as can be seen from the minutes, was discussed in detail at the last QuEst Meeting but progress has been slower than expected. CW1 confirmed that lesson observations in this area are very strong.</p> <p>CW1 advised that the student voice activity has further strengthened this year and outlined the initiatives taken in communication, surveys and engagement with employers.</p> <p>CW1 outlined the performance against the KPI targets with the majority showing positive trends. Only progression to HE is slightly down but this should increase at Clearing.</p> <p>GvdL believed that one of the underlying weaknesses mentioned at the last Ofsted Inspection had been Blended Learning and questioned the developments in this area. CW1 agreed and confirmed that progress had been made but to further recognise the importance of this area she had set up a team to specifically look at the impact of this area on the learner. CW1 advised that there had been positive increases in survey responses last year and RM advised that Agriculture had been short listed for a national award in this area. CW1 believed that Ofsted will see that there has been significant progress in this area.</p>		

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31/17	<p>The Student Voice.</p> <p>31.1. Verbal reports from Student Governors.</p> <p>ZN advised that elections for students' union officers have been held and all positions have been filled. The process for FE elections still has to be agreed. ZN advised that student representative meetings have been very positive.</p> <p>31.2. Verbal reports from governors on Link Governor visits.</p> <p>JS advised that he has met his Head of Department and a future meeting is planned. Other governors confirmed visits have been arranged.</p>		
32/17	<p>Discuss Vice Principal (HE) Report. Paper C32/03/17.</p> <p>RSW advised that recruitment continues to be a challenge with applicants 13% down on last year and outlined the actions that are taking place to improve the situation. RM advised that we are looking at our Clearing Campaign and expected recruitment to go on right up until September but warned that the shortfall in students will have an impact on our budget. In response to EK RSW confirmed that there were shortfalls in applications across all curriculum areas. RSW outlined the major competitors and the areas in which they most affected us. DC advised this had been discussed in some detail at QuEST were RM advised that we have been slow to react to some of the dubious practices being operated by some other institutions and RM gave examples of some of the practices being used. RSW outlined actions that were being taken to maximise conversions and advised she had met with UWE who shared their practices with us which had been helpful. In response to RR RSW confirmed that our relationship with UWE continues to be positive. We have set up an Apprenticeship Group where we have an opportunity in Agriculture and Sport particularly in fitting elite sport with academic activity. DC advised that this had also been the basis of an article in the previous days Daily Telegraph and he felt that this was an opportunity that should be pursued. RM believed that accommodation was also key to recruitment and with the construction of Dingle2 we will have more accommodation for HE students and will guarantee all HE first year students accommodation if required. GvdL advised that competition is stiff and demographics until 2020 against us and RSW believed that it is vital that we obtain university title during this time frame.</p> <p>RSW advised that we are working hard to have clear milestones on the implementation of the new student record system to ensure we meet our targets by September. RSW also advised that we are</p>		

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	<p>building a link between our current system ISIS and our new system.</p> <p>RSW outlined performance to KPI targets. RSW advised that one area of concern was the increase in students suspending studies and whilst still small there is a growing pattern around mental health issues and wellbeing challenges. RSW advised that our support services are stretched but we are working to maximise the support available. RR advised that we must take this very seriously and questioned if we are confident that we have the right level of support in place. LW confirmed that at this time we do but we are looking at how this can be improved next year as we are seeing a significant increase in numbers and RSW outlined some of the measures being taken. In response to RR RSW confirmed that we are working with UWE on these issues. RM advised that our Wellbeing Day, which we run in September, is a huge success and we will take this worrying trend into account when planning the next event. In response to EK RSW advised that a suspension of studies will affect us financially according to the time of year as there are three financial cut-off points and that studies can be suspended for up to 2 years.</p> <p>32.1. The TDAP Report and updated commentary can be found on the Governors' Website.</p>		
33/17	<p>Discuss Mid-Year Update. Paper C33/03/17.</p> <p>GL advised that the revised out turn is £1,509k against an original budget of £1,604k. GL explained that the contingency in the original budget was reduced by £100k for Area Review purposes and this has now been used. GL outlined the key changes. Overall income is largely unchanged but there are differences in lines particularly in HE. GL explained that in HE Funding, whilst student numbers overall are up on budget, there are fewer first year undergraduates, at £9000pa, than anticipated which has been compensated by a greater number of undergraduate returners and postgraduates at a lower fee. GL advised that this change in mix is resulting in a forecast reduction in income of £247k but he believed that this would be reduced to a nett £125K due to an increase in international tuition fees. Relating to the key issues in costs GL advised that a higher than expected partnership with the RFU has resulted at higher costs within Hartpury ICE which is countered somewhat by higher income. GL explained that the two key areas of increase in pay are FE, at 70K overspend, and where there has been a higher use of sessional staff and catering, with a £50K overspend, where there has been a greater use of agency staff. CW1 advised that the FE forecast pay cost is still lower than last year. RM advised that the move towards the living wage has been very well received. GL advised that in the non-pay costs higher costs have been incurred for Student Transport due to a much higher than anticipated number of students using the service and this is largely</p>		

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	<p>linked to increased FE student numbers. GL further advised that within Utilities, much lower costs have been incurred on electricity and gas. In addition, a release of £100k of an electricity provision has been made as highlighted in the 2016 year end external audit which has led to a forecast saving to budget of £230K. GL outlined the key shortfalls in our commercial activities. The Farm continues to struggle with a £61K forecast shortfall to budget. The reasons for the shortfall have in the main previously been discussed with anomalies highlighted in the opening valuation with regard to the sheep and youngstock enterprises. In addition, reductions in the amount of milk produced due to lower than budgeted cow numbers and poor performance on the sheep unit have adversely effected the gross margin. GL advised that Catering is forecast to make a £145K deficit to budget due to higher direct costs being incurred in relation to income. It is believed that the true effect of discontinuing the meal packages this year, which were unpopular with parents and students but did mean a considerable profit on untaken meals, were not fully recognised in the original budget. GL advised that there is no remedy to this in-year but we will be introducing an all-inclusive accommodation package for the next academic year which includes 5 meals excluding breakfast. LW advised there is a trend in the average spend going down due to students bringing more food from home. In response to JS LW advised that none of the student surveys indicated a problem with quality and believed this was down to a change in patterns. GL agreed as our increase of over 200 students has not shown the expected rise in income. GL expected cashflow to be as budget.</p>		
<p>34/17</p>	<p>Quality Enhancement and Standards Committee (QuEst) 14th March 2017.</p> <p>34.1. Discuss Chairs Report. Paper C34.1/03/17.</p> <p>DC outlined the major areas that were discussed at the meeting. Our Teaching Excellence Framework (TEF) submission outlining our teaching quality, learning environment and student outcomes went in on time and the metrics within the submission predict a silver grade which is the middle of the three grades that can be awarded. DC advised that a discussion took place on the role of QuEst in the oversight of HE quality assurance which had been initially triggered by the draft TDAP Report. DC confirmed that QuEst recommends to the Corporation approval of the changes outlined. DC advised that there was considerable discussion and scrutiny over the progress in Maths and English and A Levels. The progress in Maths is still a challenge and A Levels continue to be a worry with progress slower than expected and whilst there is a great deal of activity this needs to show progress to have a positive outcome for the next inspection. DC advised that on a positive note our BTEC results are outstanding.</p>		

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	<p>34.2. Agree the role of QuEst in oversight of HE quality assurance. Paper C34.2/03/17.</p> <p>RM outlined the main changes proposed which had been discussed fully at the last QuEst Meeting.</p> <p><i>The proposed changes to the role of QuEst in oversight of HE quality assurance were agreed.</i></p> <p>34.3. Receive, note and accept minutes. Paper C34.3/03/17.</p> <p><i>The Minutes were received, noted and accepted.</i></p>		
35/17	<p>Discuss Health and Safety Report. Paper C35/03/17.</p> <p>LW advised the Report had been reviewed by the Health and Safety Forum and provides Governors with an update on health and safety activities and accident statistics. LW advised that the agricultural sector continues to have the highest incident rate of death and serious injury of any industry. At the last meeting of the Health and Safety Forum this was discussed and we believe that the College has the ability to influence this through our educational programmes. LW advised, therefore, that we will be running a campaign for our agricultural students to highlight the problems in the industry and to improve safety for the future. LW also urged governors to view a YouTube video, the link is in the Report, on the use of mobile phones whilst driving.</p>		
36/17	<p>Update on Capital Projects. Paper C36/03/17.</p> <p>36.1. Gloucester Boathouse.</p> <p>GL advised that the completion is well behind schedule and outlined the reasons for this but believed that this should not impact on the budget. Completion is now unlikely to be before the Summer.</p> <p>36.2. Dingle2</p> <p>GL advised that the project is on budget and on target for completion by late July 2017.</p> <p>36.3. LEP Bid</p> <p>GL advised that after initially offering us £500K for the development of growth hub the process has now gone back to square one with the</p>		

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	<p>LEP encouraging further bids for a revised project in Forest of Dean. RM believed that the way the process had been handled was unprofessional and confirmed that we will not be bidding for any project where we have to put staff off site and now awaits further developments.</p> <p>36.3. Sports Academy2</p> <p>GL advised that the approved proposal was to construct a 3,500 square metre building but due to a slight configuration of the building this could be reduced by 216 square metres giving a potential saving of £400K. GL advised that planning has been delayed and is now expected the middle of April but this will not delay the project. GL advised that of more concern is the delay over the loan from the Bank, who are imposing significant legal and surveying costs of approximately £30K to provide limited security which is likely to be against 17 of our accommodation blocks. GL advised that we would want to go out with first tender package in May but this is dependent on finalising the loan.</p>		
37/17	<p>Application of the College Seal. Paper C37/03/17.</p> <p>It was RESOLVED that the Corporation Seal be applied to the Deed of variation of the lease between Gloucester Rugby and Hartpury College and signed by the Chair and Principal.</p>		
38/17	<p>38.1 Note College Top Risks. Paper C38.1/03/17.</p> <p>The College top risks were noted.</p>		
39/17	<p>Any Other Business</p> <p>There was no other business.</p>		
	<p>Dates of Future Meetings-all scheduled to commence at 10.00am except where noted.</p> <p>Thursday 25th May 2017 Thursday 13th July 2017 Thursday 12th October 2017 Thursday 7th December 2017</p> <p>Thursday 25th January 2018 Wednesday 21st March 2018 at 2.30pm followed by Dinner and overnight stay.</p>		

		ACTION	ACTION DATE
	Thursday 22 nd March 2018 9.00am-4.00pm Strategic Event. Thursday 24 th May 2018 Thursday 12 th July 2018 Thursday 18 th October 2018 Thursday 6 th December 2018		

Mr Edward Keene
Chair of Hartpury College Corporation

25th May 2017