

## CORPORATION BOARD

### Minutes of a Meeting 10.00am on Thursday 12<sup>th</sup> October 2017 Gwynne Holford Room

**Present:** Mr Edward Keene (EK) (Chair)  
Mr Alejandro Arguelles-Bullon(AAB)  
Ms Ingrid Barker (IB)  
Mrs Barbara Buck (BB)  
Ms Hannah Knaggs (HK)  
Mr Sean Lynn (SL)  
Mr Russell Marchant (RM)  
Mr Chris Moody (CM)  
Mr Graham Papenfus (GP)  
Professor Ian Robinson (IR)  
Mr David Seymour (DS)  
Mr Graham van der Lely (GvdL)  
Mr Charles Whitehouse (CW)

**In Attendance:** Ms Lynn Forrester-Walker (LFW)  
Professor Ron Ritchie (RR)  
Mrs Rosie Scott-Ward (RSW)  
Ms Claire Whitworth (CW1)  
Mrs Lesley Worsfold (LW)

**Apologies:** Ms Rachel Cowie  
Mr David Crawford  
Dr John Selby

**Minutes:** Mr Rob Lee

		ACTION	ACTION DATE
90/17	<p>The Chair welcomed Lynn Forrester-Walker and the Student Governors, Hannah Knaggs and Alejandro Arguelles-Bullon to their first meeting. The Chair also welcomed Jon Sawyer from PricewaterhouseCooper who is conducting an external review of governance for the College.</p> <p><b>Apologies</b></p> <p>Apologies were received from Ms R Cowie, Mr D Crawford and Dr J Selby.</p>		

		<b>ACTION</b>	<b>ACTION DATE</b>
<b>91/17</b>	<p><b>Declaration of Interest. Paper C91/10/17.</b></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>		
<b>92/17</b>	<p><b>Minutes of the Last Meeting. Paper C92/10/17.</b></p> <p>The Clerk advised that Dr Selby had requested a slight alteration to Minute 70.1 and read out the proposed amendment. The Minutes of the meeting held on the 13<sup>th</sup> July 2017, with this amendment, were agreed to be a true and accurate record and signed by the Chair.</p>		
<b>93/17</b>	<p><b>Matters Arising</b></p> <p><b>93.1. (73/17) Clarify the reasons for the Spring Student Satisfaction target being missed. (CW1).</b></p> <p>CW1 advised that the fall had been the result of the media attention relating to the incident previously reported concerning the Agriculture Department.</p> <p><b>93.2. (71/17) MIS and IT Services.</b></p> <p>In response to EK RM gave a progress report on MIS and IT. RM believed that MIS was now making rapid progress with a project plan in place. RM advised that we have, however, four interim posts in place and we therefore will be looking to recruit a Director of Digital Services and look at how we re-structure this function across the College.</p> <p>All other matters are contained within the Agenda.</p>		
	<b>Part 1 Priority Agenda Items</b>		
<b>94/17</b>	<p><b>Discuss Principals Annual Report on outcomes for 2016/2017. Paper C94/10/17.</b></p> <p>RM introduced his Annual Report giving a high-level review of the Colleges performance over the last academic year.</p> <p>RM advised that FE had been a year of challenge and consolidation with the new team in place for one year. Recruitment was high but not where expected and real growth has not been achieved. There is a</p>		

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<p>need to develop a more sophisticated recruitment model to remove the unpredictability of enrolments. In response to DS RM advised that we are still analysing the reasons why students did not enrol. It was not just about transport or accommodation as there were quite a number of students who had paid deposits for accommodation who did not enrol. It was also about not achieving the expected examination results and schools working harder to keep their students. In response to GvdL RM agreed that demographics are against us for the next two years and whilst accommodation is full we do not recommend to parents that under 18 students be in off-site accommodation. In response to IR RM advised that whilst we did not achieve our stretch targets we have the highest number of students ever but agreed we should broaden our discussions on FE recruitment. EK believed that this should form a discussion at our Strategic Planning Day. CM believed it had been a fantastic year but has concerns over the comment made that Level 2 students do not have access to accommodation and thought that this was against what FE was meant to be about giving all students equal opportunity. CM believe we should focus on addressing the behaviour problems and as there is funding available this cannot be a financial problem. RM advised that this was a decision that had been made some years ago and CW1 advised that we have Level 2 students in Sport but they are local and travel. Academically the year was strong with retention high, BTEC results high with excellent Level 3 value added and the considerable focus on Maths and English has produced results now well above the national average. RM wished to point out the outstanding results in Maths which has moved from 0% to 6% and now to 30.2% achieving A*-C against a national average of 22.9%. RM advised that A Levels, however, continue to disappoint but the Landex Quality Review had been positive relating to the actions we have put in place but this must lead to improvements in the results this year. Overall RM believed that the team has made progress on the journey to outstanding.</p> <p>RM advised that the new HE Management Team have bedded in well and continued to drive progress. TDAP has been achieved, Hartpury qualifications validated, achieved TEF Gold Standard, new Foundation Years launched and record enrolment which has been helped by the increased number of beds available. RM advised that we must now work towards achieving Higher Education Corporation status and University Title, improve progression from Hartpury FE, improve our National Student Survey scores and data, and develop the Graduate School and Research Degrees whilst maintaining the quality of student experience. In response to RR RM agreed that progression from FE into HE at Hartpury is disappointing and RR questioned why the lessons learnt from the social media incident had not been communicated. RSW agreed that communication is the key and our Marketing Department was under resourced at the time but we now have a new Marketing Director in place.</p>		

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<p>RM believed that we should celebrate our performances in sport with 52 Titles made up of 21 National Team Titles, 14 League Titles and 17 individual National Titles. There are 673 academy members across all sports, 415 from FE and 258 from HE.</p> <p>RM advised that it has been a solid year financially but budget was not achieved. The February re-forecast had lacked rigour and the Farm and Catering underperformed. In response to IB LFW advised that we will be re-forecasting each month rather than twice per year which will give us a better opportunity to rectify shortfalls. LFW advised that the Farm was discussed in detail at the Finance and General Purposes Committee and confirmed that there is going to be considerably more financial department focus on it this year. This has already started with review to make sure that we have started correctly. LFW advised that Catering has re-introduced the "Meal Deal" which should go some way to resolving the problems but advised that she has experience in this area and it will continue to be under scrutiny. LFW added that we need to look at course level costing, implementing more purchasing controls and stricter management of the cost base. RM agreed and added that we need to do more work with budget holders. RM advised that Dingle2 and Limbury Refurbishment have been completed and we continue our strategy of "save and spend". RM advised that our accommodation is full and recruitment targets have been met or exceeded. RM advised that the current financial performance places Hartpury firmly in the upper decile of colleges in terms of surpluses and cash but we must develop stricter costing processes and budgetary rigour to achieve 5% surpluses.</p> <p>Concerning our general performance RM advised that staff turnover was acceptable but too high in some areas. We started to address the Living Wage issue and we plan to complete the move to all staff receiving the real Living Wage as a minimum in 2017/2018. The residential and safeguarding service continues to expand and we experienced our first social media incident, which is well documented, and lessons were learnt and actions have been put in place. RM explained that we conducted our first external room utilisation for some time which revealed we are not making the best use of our resources. RM explained some of the changes that have resulted and a further audit will take place later in the year. RM advised that the Corporation has been kept informed of the dispute with the Students' Union which has now been resolved but resulted in a year of lost development but the new Students' Union Executive have made an excellent start. RM advised that we secured inclusion in the Designation Trial as a result of the Area Review and discussions continue on the structure of the College going forward.</p> <p>RM advised that the conclusions from the last year are that:-</p>		

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	<ul style="list-style-type: none"> <li>❖ FE may be reaching its limit, but we will continue to fine tune.</li> <li>❖ HE must make full use of University Title when achieved.</li> <li>❖ Budgets will be examined and tested in detail, financial planning will be improved.</li> <li>❖ Digital and Information services remain a challenge which must be successfully addressed in 2017/2018.</li> <li>❖ Real Living Wage will become our base, FE and HE academic salary structures will be improved and brought up to date.</li> </ul> <p>EK believed this to be an excellent result to a challenging year and would like to thank RM his team and all the staff for achieving these phenomenal results.</p>		
<p><b>95/17</b></p>	<p><b>Update on our application for Designation, Transfer to HEC and University Title. Paper C95/10/17.</b></p> <p>RM advised that since we had last met TDAP has been achieved; we have completed our consultation on the proposal and name; responded to ESFA Section 28 Advice and submitted first draft of our application in mid-September. RM confirmed that we continued to take legal advice from Eversheds. RM outlined the broad principles of our application in that it protects FE and provide sufficient independence with the subsidiary company conducting the FE institution. RM confirmed that our application enshrines protection of FE and joint business planning in our proposed Articles and Instruments. RM advised that initial feedback from DfE, ESFA and HEFCE was received at a meeting with them on the 4<sup>th</sup> October 2017. It was disappointing in that whilst they continued to support our application they stated that it is unlikely they will be able to meet our preferred timescale. IR believed the worst case scenario was that we could not talk about university title until September 2018 and this would affect recruitment but questioned when we could flip students to a Hartpury Degree. RSW advised that we could do this at enrolment but after this she did not believe HEFCE and ESFA could cope with the data requirements. In response to GvdL RSW advised that UWE are aware of this and in response to IB RSW confirmed that students can remain with a UWE degree if that is their wish. In response to HK RSW advised that you would be able to flip in your third year. In response to AAB RSW believed that students would want to flip to a Hartpury Degree due to the expertise and that they are going to a different graduate employment that would be enhanced by the name Hartpury. RM advised that the DfE believe there is problem with a FEI owned by a FEC operating FE and being designated to receive funds but Eversheds, who were present at the meeting, do not believe this to be an issue that cannot be addressed and said so. In response to RR RM agreed that they are concerned about setting a precedent and they wish to look at legal ramifications. RM advised that he raised the possibility of a Judicial Review if they</p>		

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	<p>did not find a solution as we have QC opinion that agrees to count under 18s in the FE numbers now the participation age has been raised to 18 is wrong. They took detailed notes on this point and have promised to investigate, they were unaware of the detail of the 1982 Act. All other feedback was around minor data tweaks &amp; presentation. RM advised that they do, however, want separation of Vice Chancellor and Principal roles and whilst this will not be insurmountable we plan to push back on this issue. RM advised that they also indicated that the FE Chair should be chosen by FE Board and be independent and we will pursue our one Chair option. Eversheds subsequently attended a Trial 1 Meeting which was slightly more positive but Eversheds believe that they appear to be trying to apply merger criteria to what in Hartpury's case is a demerger. RM advised that they have promised detailed written feedback by the end of the month and in the mean time we work on other areas raised to provide detail for our final application. RM raised the question that for urgency we may require electronic sign off, rather than wait for the December Board meeting to discuss. IB was not comfortable with this over such an important issue.</p> <p><b><i>It was agreed that the application for Designation, Transfer to HEC and University Title can only be approved electronically if it does not differ fundamentally from the draft.</i></b></p>	RM	As required
96/17	<p><b>Discuss Vice Principal (HE) Report. Paper C96/10/17.</b></p> <p>RSW advised that despite being over 12% down at Christmas recruitment has made significant progress and whilst the data comes with caveats there is evidence that we have achieved the highest ever recruitment of new students. RSW advised that we have the highest ever Agriculture students and there is good recruitment in Equine and Sport. RSW is concerned over the balance as there is a drop in Animal recruitment but indications suggest that HE should meet its overall financial target. In response to RR RSW advised that the poor progression to HE at Hartpury particularly from our A Level students is in the main that they are going into courses that we do not offer. RSW outlined some of the actions we are taking and SL believed that student experience was a key factor. In response to GvdL RSW advised that there is a 10% decline in Animal student's year on year. RSW advised that the NSS results show that we have stood still this year and whilst we remain above sector average in most cases we are not in the upper quartile. RSW explained that our overall satisfaction was 86% against an average of 84%. RSW advised that Organisation and Management and in particular timetabling is an area of ongoing significant concern for students and MIS/IT are absolutely critical in how we communicate with our students. RSW advised that historical comparisons are not possible due to change in questions and calculation. RSW outlined the performance of KPIs against targets. In</p>		

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	<p>response to IB RSW advised that the drop in graduate level destinations is partly down to jobs, such as veterinary nursing, not being classified as graduate employment but agreed it was lower than expected. RSW advised that we will need to sign off the Quality Assurance Report by the 1<sup>st</sup> December and proposed that we do the same as last year giving delegated responsibility to QuEst.</p> <p><b><i>Delegated responsibility is given to the Quality Enhancement and Standards Committee to approve the Quality Assurance Report. The Corporation will confirm receipt of the final report at their meeting on the 7<sup>th</sup> December 2017.</i></b></p>	<p><b>RSW</b></p> <p><b>Clerk</b></p>	<p><b>13/11/17</b></p> <p><b>07/12/17</b></p>
<p><b>97/17</b></p>	<p><b>The Student Voice.</b></p> <p><b>97.1. Student Governor verbal reports on enrolment and induction.</b></p> <p>HK advised that the Students' Union helped over enrolment. Some of the FE 2<sup>nd</sup> Year students had been difficult to engage with but there were no major issues. HK advised that there were some HE timetabling issues but overall had been very good. AAB advised that students had been very positive about location and organisation but a lack of staff in some areas had led to queuing. At times 2<sup>nd</sup> Year students were coming in with 1<sup>st</sup> Year students and this led to some confusion. BB advised that there were problems again on transport taking students home and CW1 put this down to the first time drivers had gone round the routes.</p> <p><b>97.2. Update on Governor Link Visits.</b></p> <p>GvdL advised that he has visited FE Animal Management and was impressed with the way we were looking after students particularly those who need more help.</p> <p>RC has visited Learning Support but is not present to make a report.</p> <p>CM has visited HE Animal and Land and had received lots of information prior to visit. Agriculture recruitment very encouraging as there is a very innovative programme.</p> <p>Visits are already scheduled for A levels, FE Equine, FE Agriculture and Equality and Diversity.</p> <p>IR advised that he attended the latest Principals Briefing and believed that the staff awards are very good for morale.</p>		

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<b>98/17</b>	<p><b>Discuss Vice Principal (FE) Report. Paper C98/10/17.</b></p> <p>CW1 advised that recruitment whilst higher than last year at 1776 against 1753 and achieving budget did not meet the stretch target for growth. The six week funding cut off will be established after half term which will fix the number of students we will get paid for. Agriculture recruitment was very strong and the only Department, other than Access to HE which is small numbers, to hit their stretch target. CW1 advised that A Level recruitment was disappointing and felt that this was in part due to schools working harder to keep their students and not achieving the GCSE grades and this is supported by the fact that we had 20 potential A Level students transfer to BTEC courses on GCSE results day. CW1 advised that we also have to consider our average A Level results in the disappointing recruitment numbers. CW1 confirmed that we will be adjusting staff numbers to reflect recruitment. CW1 advised that the significant improvements in Maths and English have already been covered in the Principals Annual Report. CW1 confirmed that the A Level Action Plan is fully implemented but these have yet to impact on outcomes this year. There have been some improvements but Maths, Biology and Chemistry have not improved and CW1 advised that we are in the middle of a significant performance review of Maths specifically as this is the weakest area of results. CW1 outlined the KPI performance to targets with all achievement targets met except Long Level 1 complementary and A Levels. In response to RR CW1 advised that progression to HE was 3% down. EK thanked CW1 and her team for the improvements that have been made and looked forward to seeing improvements in A Levels throughout the year.</p>		
<b>99/17</b>	<p><b>Discuss Human Resources Annual Report. Paper C99/10/17.</b></p> <p>LW advised that the HR Annual Report provides Governors with a comprehensive overview of HR and staff development activities over the last academic year. LW believes that the Report shows how we are progressing towards our targets set out in the Strategic Plan. LW outlined the Colleges performance on Staff Turnover, Staffing, Recruitment and Selection, Pay and Conditions, Performance Management, Performance Reviews, Absence, Equality, Diversity and Inclusivity and Staff Development. CM was disappointed to see that the amount spent on staff development had gone down year on year and felt that the overall figure to be low. RSW advised that some of the HE staff development has been covered within the HE Budget. CM believed that this therefore needs to be looked at so that the full amount spent on staff development can be seen and monitored. LW advised that John Selby has sent an email, as he was unable to make the meeting, relating to the very low numbers of staff from BME backgrounds</p>		

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	<p>and that the very small numbers are concentrated in the support staff and believes this is a concern. He thought that while one might expect support staff to be more likely to be drawn from the local area and this provides a reasonable reference point for that category of staff, for the academic staff, it makes more sense to compare against national figures and this suggests that much more effort needs to be made. LW advised that this will be an agenda item for the next Equality and Diversity Forum. CM questioned in terms of retaining staff whether our low salaries compared to the university sector was affecting turnover. RM advised that he will outline in the Close Session a proposal to go some way in overcoming this. RSW advised that turnover at 9% in the last year was good and this was down to improved staff development, flexible working, TDAP and the move towards University Title but agreed that salaries will need to be addressed. LW outlined the performance against KPI targets.</p> <p><b><i>Clarify the way staff development costs are reported.</i></b></p> <p><b><i>The low numbers of academic staff from BME background and actions that can be taken will be discussed at the next meeting of the Equality and Diversity Forum.</i></b></p>	<p>LW</p> <p>LW</p>	<p>Next Report 08/11/17</p>
<p><b>100/17</b></p>	<p><b>Discuss Health and Safety Report. Paper C100/10/17.</b></p> <p>LW advised that the Report was reviewed by the Health and Safety Forum at their last meeting and provides governors with an update on health and safety activities and accident statistics. The Report outlined the changes that have taken place in health and safety legislation particularly the new Sentencing Guidelines which is one of the most influential pieces of legislation in recent years. LW outlined the actions we are taking. In response to DS LW confirmed that there is no evidence that sports injuries are getting worse. LW advised that our Wellfest Event that takes place at the beginning of the academic year is a very important start to educating students in health and safety matters. In response to EK CW1 advised that health and safety is embedded in practical sessions for students and we have campaigns throughout the year. CW1 advised that there will be a Farm Health and Safety Week, including an NFU Safety Day, during this term aimed at the new cohort of students. RSW advised that students are required to complete an on-line health and safety course before going out on work placement. LW advised that if there is a health and safety incident with a student then we work through this with the student. IB questioned that as our staff and students work in a risky environment what assurances can be given that all the corporate responsibilities are in place. LW agreed that we work in a very challenging environment and the purpose of the twice yearly reports is to give assurance to governors. RR questioned whether we are making the</p>		

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	<p>link from the Report to our risks and where more explicit risks have changed what actions have been taken. IB would like to see Board Assurance on Corporate Strategic Risk and Operational Risk and what is managed where. LFW advised that this has been discussed as a way forward and the Risk Register is having a major review. In response to EK LFW advised that the new risk structure should be in place by April 2018. EK thanked LW and her team for their work in what is a critical and complex area for the College.</p>		
<p><b>101/17</b></p>	<p><b>Skills and Knowledge Survey.</b></p> <p>The Clerk advised that the Skills and Knowledge Survey will be sent our electronically. The form will contain last year's data and only needs to be amended where governors feel there has been a change to their knowledge and experience.</p>		
	<p><b>Part 2 Approve Recommendations and Accept Minutes from Corporation Committees.</b></p>		
<p><b>102/17</b></p>	<p><b>Search and Governance Committee.</b></p> <p><b>102.1. Receive, note and accept the minutes of the Search and Governance Committee 21<sup>st</sup> September 2017. Paper C102/10/17.</b></p> <p>IB requested an update on our search for a financially qualified governor as she believes we are vulnerable in this area. EK advised that we have made a number of contacts and had one contact who had accepted their name to be put forward to become a governor only then to drop out. The search is continuing and it has been agreed that we will look at advertising although this has not been very successful in the past. EK advised that the Clerk has received an email from John Selby over our process for filling vacancies and our responsibility to seek to diversify the membership. EK advised that this will be discussed at the next meeting of the Search and Governance Committee.</p> <p><b><i>The process for filling vacancies and the need to diversify the membership will be discussed at the next meeting of the Search and Governance Committee.</i></b></p> <p><b><i>The Minutes were received, noted and accepted.</i></b></p>	<p>Clerk</p>	<p>11/01/17</p>

		<b>ACTION</b>	<b>ACTION DATE</b>
<b>103/17</b>	<p><b>Finance and General Purposes Committee.</b></p> <p><b>103.1. Review the discussions on the financial performance of the College for the year ended 31<sup>st</sup> July 2017. Paper C103.1/10/17.</b></p> <p>LFW advised that there had been a full discussion at the Finance and General Purposes Committee on the end of year accounts including the steps that will be put in place over the next few months to tighten purchasing controls, introduce more rigorous and regular scrutiny of budget performance and budget holders and improved and more regular forecasting.</p> <p><b>103.2. Receive, note and accept the Minutes of the Finance and General Purposes Committee 21<sup>st</sup> September 2017. Paper C103.2/10/17.</b></p> <p>GvdL advised that the section of the minutes relating to the Farm Accounts particularly relating to forage costs needs amendment and this will be done prior to them being signed at the next meeting.</p> <p><b><i>The Minutes were received noted and accepted.</i></b></p>		
<b>104/17</b>	<p><b>Audit Committee.</b></p> <p><b>104.1. Note the College Top Risks. Paper C104.1/10/17.</b></p> <p><b><i>The College Top Risks were noted.</i></b></p> <p><b>104.2. Receive, note and accept the Minutes of the Audit Committee 27<sup>th</sup> September 2017. Paper C104.2/10/17.</b></p> <p><b><i>The Minutes were received, noted and accepted</i></b></p>		
	<p><b>Part 3 Documents for Governors to approve.</b></p>		
<b>105/17</b>	<p><b>Approve the terms of loan with Lloyds Bank and attach the Corporation Seal. Paper C105/10/17</b></p> <p>The Chair reported the business of the meeting was that the College was considering entering into a Facility Agreement with Lloyds Bank plc (the "Bank") (the "New Facility Agreement") to borrow £4,000,000 (the "New Facility") to fund the development of the new sports facility at the College (the "Transaction"). Defined terms in these minutes shall have the same meaning as in the New Facility Agreement unless</p>		

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<p>otherwise stated. The purpose of the Meeting was therefore to consider the documentation which the Bank required the College to enter into in order for it to be able to be able to borrow the New Facility; if it thought fit, to approve such documentation and to authorise the College's execution and delivery of the documents to which it is a party. The Chair reminded the Governors of the rationale behind the Transaction and the key considerations of note for the College. In considering and approving the Transaction the Chair reminded the Governors of their duty to promote the success of the College and also of their statutory duties more generally. Each Governor present confirmed that they had no interests in the transactions and arrangements to be considered at the meeting as required by Sections 177 and 182 Companies Act 2006 and the College's Constitution. The following documents ("the Documents") had been made available to governors:-</p> <ul style="list-style-type: none"> <li>• Finance Documents to which the College was a party</li> <li>• The New Facility Agreement;</li> <li>• A form of Utilisation Request in respect of the New Facility Agreement;</li> <li>• The Legal Charge;</li> <li>• The Option Agreement</li> </ul> <p>A borrower's certificate to be provided by the College to the Bank in connection with the Finance Documents (the "Borrower's Certificate"). The Governors noted the following matters in respect of the Transaction and the Documents. The meeting considered the terms and provisions of the Finance Documents and the Borrower's Certificate in detail and the College's obligations, confirmations and representations thereunder. Particular note was made of the representations, covenants and events of default contained in the Finance Documents which applied to the College and with which the College would have to comply for the duration of the New Facility. The meeting then considered whether it was in the interests of the College to execute the Finance Documents (and to grant the security provided for in the Legal Charge) and to exercise its rights and to perform its obligations thereunder. The meeting also noted that the New Facility Agreement would require the College to satisfy certain conditions precedent before the New Facility would be made available to the College and certain conditions subsequent which will need to be satisfied after the New Facility Agreement is entered into. The meeting then considered whether it was in the best interests of the College to execute the Finance Documents and to exercise its rights and to perform its obligations thereunder. It was agreed after careful consideration of the terms of each of the Finance Documents that it would be in the interests of the College to enter into each of them.</p> <p><b><i>It was resolved that the terms of the Transaction together with the Documents be approved and entered into in good faith on behalf of the College.</i></b></p>		

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	<p><b><i>The Legal Charge and the Option Agreement be executed as deeds on behalf of the College (subject to such amendments, modifications and variations as those executing the same on behalf of the College see fit) by the Principal and Chair and the Corporation Seal applied.</i></b></p> <p><b><i>The Documents, with the exception of those referred to in 6.2 above, be executed on behalf of the College (subject to such amendments, modifications and variations as those executing the same on behalf of the College see fit) by the Principal, and the Chair.</i></b></p> <p><b><i>Each Governor be authorised to do all such other acts and things and to execute on behalf of the College all such ancillary documents as may be necessary or desirable in connection with the Transaction.</i></b></p>		
<b>106/17</b>	<p><b>Any Other Business</b></p> <p>There was no other business.</p>		
	<p><b>Dates of Future Meetings-all scheduled to commence at 10.00am except where noted.</b></p> <p>Thursday 7<sup>th</sup> December 2017</p> <p>Thursday 25<sup>th</sup> January 2018</p> <p>Wednesday 21<sup>st</sup> March 2018 at 2.30pm followed by Dinner and overnight stay.</p> <p>Thursday 22<sup>nd</sup> March 2018 9.00am-4.00pm Strategic Event.</p> <p>Thursday 24<sup>th</sup> May 2018</p> <p>Thursday 12<sup>th</sup> July 2018</p> <p>Thursday 18<sup>th</sup> October 2018</p> <p>Thursday 6<sup>th</sup> December 2018</p>		

**Mr Edward Keene**  
**Chair of Hartpury College Corporation**

**7<sup>th</sup> December 2017**