

## CORPORATION BOARD

### Minutes of a Meeting 10.00am on Thursday 25<sup>th</sup> January 2018 Gwynne Holford Room

- Present:** Mr Edward Keene (EK) (Chair)  
Mrs Barbara Buck (BB)  
Ms Rachel Cowie (RC)  
Mr Russell Marchant (RM)  
Mr Graham Papenfus (GP)  
Professor Ian Robinson (IR)  
Dr John Selby (JS)  
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)  
Ms Claire Whitworth (CW1)  
Mrs Lesley Worsfold (LW)
- Apologies:** Mr Alejandro Arguelles-Bullon  
Ms Ingrid Barker  
Mr David Crawford  
Ms Hannah Knaggs  
Mr Sean Lynn  
Mr Chris Moody  
Mrs Rosie Scott-Ward
- Minutes:** Mr Rob Lee

		<b>ACTION</b>	<b>ACTION DATE</b>
	<p>A Presentation was made by Jess Taylor, Director of Communications and Marketing, and Sophie Channings, PR and Marketing Manager, on the strategic priorities of the Marketing Department. A copy of the slides is attached.</p> <p><b><i>It was agreed that a copy of the new HE prospectus would be sent to governors when available.</i></b></p>	Clerk	When Available
<b>1/18</b>	<p><b>Apologies</b></p> <p>Apologies were received from Mr A Argüelles-Bullon, Ms I Barker, Mr D Crawford, Ms H Knaggs. Mr S Lynn, Mr C Moody and Mrs R Scott-Ward.</p>		

		<b>ACTION</b>	<b>ACTION DATE</b>
<b>2/18</b>	<p><b>Declaration of Interest. Paper CCS02/01/18</b></p> <p>The Chair, Mrs B Buck and Ms R Cowie declared an interest in Agenda Items 11.1, 11.2 and 11.3 respectively. The Clerk advised that members' interests would be taken as those disclosed in the Register of Members Interests. There were no further declarations of members interests for agenda items.</p>		
<b>3/18</b>	<p><b>Minutes of the Last Meeting. Paper CCS03/01/18</b></p> <p>JS pointed out that in item 116/17 stranglers should be changed to strangles and in item 124/17 the term staff neglect should be changed to staff decline. With these amendments the Minutes of the Meeting held on the 7<sup>th</sup> December 2017 were agreed to be a true and accurate record and signed by the Chair.</p>		
<b>4/18</b>	<p><b>Matters Arising</b></p> <p><b>4.1. (117/17) An update on our Application for Designation, Transfer to HEC and University Title which will include confirmation that we will be able to keep our specialist designation will be given at Agenda Item 6/18.</b></p> <p>RM advised that we have reviewed the relevant regulations and there is no requirement for the FEI to own the land as long as it has control.</p> <p><b>4.2. (117/17) Draft Instruments and Articles were sent to all governors on the 12<sup>th</sup> December 2017.</b></p>		
	<p><b>Part 1 Priority Agenda Items</b></p>		
<b>5/18</b>	<p><b>Discuss Principals Report. Paper CCS05/01/18</b></p> <p>RM advised that his Report covers the period from the last meeting at the beginning of December 2017 until mid-January.</p> <p><b>5.1. Digital Services.</b></p> <p>RM advised that Digital Services now cover three previously distinct areas, MIS, which is predominately FE, Academic Systems, entirely HE, and IT. The FE management information system QL had come to the end of its life and needed to be replaced as did the HE system as we could not continue to use ISIS the UWE system. RM outlined the structure of the Digital Department for the future. RM outlined the</p>		

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<p>current situation with the Unit-e Project and in response to RR agreed that there is a greater journey for HE than there is for FE. In response to CW RM advised that costs were higher than budget but initially had not included bringing HE management information back in house from UWE. RM advised that it had been necessary to employ a number of agency staff to progress the project and this had increased costs. In response to DS RM advised that we are still working with the supplier but had not fully paid their bill. RM outlined some of the project achievements and confirmed that HEFCE have signed off our data and given assurance for our transfer to the HE sector. RM advised that there were still some critical areas of the project that need to be completed by September 2018 and these would need further resource requirements which he outlined. RM confirmed that we will include these extra costs in our budget re-forecast currently taking place. IR stated that this was obviously mission critical and questioned what other support was required. LFW advised that we have a group looking at the resource needed including further support from the supplier and this will be fully costed in our re-forecast. In response to DS LFW advised that the system works in providing data for the funding bodies but does not provide some of the management information and student requirements and this is what we are working on. In response to CW RM advised that Capita did not have some of the Advantage products and any developments we are making will not be available to them. EK advised that we need sight of the extraordinary costs plus the on-going costs, the timelines and an understanding of the areas of risk. RM advised that we will have a better understanding after the group looking at the resource requirements has completed its task.</p> <p><b>5.2. Sports Academy 2</b></p> <p>RM advised that the completion of Sports Academy 2 Phase 1 remains on schedule although there is little leeway to allow for any further delays due to weather. RM advised that he is hopeful we will come in on budget when all the packages have been awarded but currently £200K over budget. RM advised that the estimated cost of Phase 2 has increased to £2.06m from £1.7m and the educational aim had been to complete both phases by September 2018 to ensure no negative impact on students. RM advised that to go ahead with Phase 2 would mean exceeding our original budget by £500K and we would need a significant overdraft for 7 months in 2018/2019 financial year and therefore believed that this is too high a risk strategy and we should not proceed. RM outlined the implication for students and the actions we were taking. RR questioned whether we had a comeback on the QS on how the estimates were so wrong. RM agreed that we need to take this into consideration on future work. EK believed that this decision will give us the opportunity to review the long term need for Phase 2 and to look at alternatives that could be more beneficial.</p>		

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	<p><b>5.3. Developments</b></p> <p>RM advised that progress is being made in developing the partnership with the Jockey Club, the British Racing School and the British National Stud. In response to GvdL RM advised that we have two degrees in Racing and CW1 added that we have a Racing Module in the FE curriculum. RM advised that the Farm Tech to Plate project was successfully presented to the LEP sub group and would be discussed at their next Board Meeting in February. RM did not expect this to be successful but it is hoped to get the project recognised as a pipeline project suitable for future funding. RM advised that the National Land Based College is having some difficulty developing a sustainable business model and this will be discussed at their AGM in March. In response to EK RM advised that the South African Project has gone quiet but will be followed up in April and British Racing have been approached to be involved in a project in China and we have been asked to be part of this project.</p> <p>The remainder of the Reports were taken as read.</p>		
6/18	<p><b>Update on our Application for Designation, Transfer to HEC and University Title.</b></p> <p>RM advised that we are having on-going dialogue with HFCE, ESFA, Privy Council and DfE over details of our application and Instruments and Articles of Government. RM advised that we are still waiting for confirmation on agreement for terms of office for governors and the issue of joint chair of the University and College Boards. We need to create the FEI and transfer FE students into it before the 1<sup>st</sup> March. We will also need to propose new University Board members to be agreed by the Secretary of State but this will be discussed later. RM outlined the timelines and hoped that the final order for us to become a University will come into force on the 1<sup>st</sup> August 2018.</p>		
7/18	<p><b>Discuss HE Report. Paper CCS07/01/18</b></p> <p>In the absence of Mrs R Scott-Ward the Report is presented by the Principal. RM advised that income was £200K above budget due to large first year in-take and postgraduates. RM advised that we are showing an 8% increase in applications against last year and UCAS data showing a 2% drop. RM was pleased that to report that there has been some bounce back in Animal applications. DS believed that this was extremely good news as UCAS hide the peaks and troughs. RR believed that the university sector is under pressure from the media and the report should have picked up some of the major issues and RM agreed that we need to have a more detailed strategic</p>		

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	discussion at our Away Day. RM advised that our first two full time PhD studentships have been secured, applications have been good and the anticipated start date is February 2018. RM also advised that we have two institutions interested in operating Hartpury University validated qualifications from September 2019.		
<b>8/18</b>	<p><b>The Student Voice.</b></p> <p><b>8.1. Student Governor Verbal Reports.</b></p> <p>Both student governors were absent due to illness and examinations.</p> <p><b>8.2. Update on Governor Link Visits.</b></p> <p>There have been no visits since the last meeting but visits to A Level Department, FE Equine, FE Animal Management, FE Sport and HE Sport have been scheduled. BB advised that she has attended some of the events taking place for our Equality and Diversity Week.</p>		
<b>9/18</b>	<p><b>Discuss FE Report. Paper CCS09/01/18</b></p> <p>CW1 advised that the Post 16 Technical Education Reform will be a key area of focus for FE over the next two to three years and outlined initial activity required for 2018-2019. CW1 advised that applications to date are showing a small increase on last year and there has been significant further work to maximise conversion to actual student numbers. There is specific marketing focus on Agriculture and Equine which are currently behind this time last year. CW1 advised that Autumn term no notice observations demonstrated 82% good or better delivery with 26% of these outstanding. The main area of continued focus that the FE team are working on is taking the quality of delivery to the next level with stretch and challenge, ensuring that each student is fully stretched, challenged and supported consistently in every lesson but admitted there is still some way to go. CW1 outlined the progress in A Level Department key focus areas and a full report will go to the next meeting of QuEst. CW1 outlined the headline performances to KPI targets. RR would like it noted that the turnaround in results for English and Maths is a great success story and the staff should be congratulated.</p>		
<b>10/18</b>	<p><b>Discuss Safeguarding Report. Paper CCS10/01/18</b></p> <p>LW advised that this is the first of two reports that are produced for the Corporation on an annual basis and provides governors with an</p>		

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	<p>update on safeguarding and helps to ensure governors are able to monitor and oversee the Colleges Safeguarding activity including referrals. LW advised that the statistics show an increase over last year in referrals but believed that this was down to staff training giving a much better understanding of safeguarding. In response to DS LW confirmed that despite the current media stories there had been no increase in claims of sexual harassment. LW outlined the Safeguarding Team with a new Counsellor, a new Mental Health Nurse and two Out-of-hours Nurses have been added to the team this academic year. LW advised that one of the changes that has happened this year is a significant increase in HE students requiring support. In response to CW LW advised that the main area was mental health concerns. LW advised that to enhance staff understanding of safeguarding a Safeguarding Newsletter has been produced and this has been sent to all staff and governors and can be accessed by clicking on the link below.</p> <p><a href="http://staff/sites/stainfo/Safeguarding/Safeguarding%20Documents/Safeguarding%20Newsletter%20November%202017.pdf">http://staff/sites/stainfo/Safeguarding/Safeguarding%20Documents/Safeguarding%20Newsletter%20November%202017.pdf</a></p> <p>LW advised that Engage opened its doors in September 2017 and has already become a valuable resource for our vulnerable learners especially those with social anxiety and mental health issues. Engage is located in the courtyard close to all the Wellbeing team. The room offers a 'safe space' where our learners can relax and engage with support staff.</p>		
	<p><b>Part 2 Approve recommendations and Accept Minutes from Corporation Committees.</b></p>		
<p><b>11/18</b></p>	<p><b>Search and Governance Committee 11<sup>th</sup> January 2018.</b></p> <p><b>11.1. Mr E Keene</b></p> <p><i><b>It is agreed that Mr E Keene be offered a further term of office of four years from the 9<sup>th</sup> August 2018.</b></i></p> <p><b>11.2. Mrs B Buck</b></p> <p><i><b>It is agreed that Mrs B Buck be offered a further term of office of four years from 1<sup>st</sup> September 2018.</b></i></p> <p><b>11.3. Ms R Cowie</b></p> <p><i><b>It is agreed that Ms Cowie be offered a term of office of four years as an independent governor from the 1<sup>st</sup> August 2018.</b></i></p>		

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<p><b>11.4. Discuss the application of Mr Henry Hodgkins to become a governor. Paper CCS11.4/01/18</b></p> <p>Mr G Papenfus declared an interest as he was a friend of Mr Hodgkins. EK advised that we have been looking for a governor with an accountancy qualification and whilst we had several people showing initial interest no firm application had materialised. Mr Hodgkins has considerable financial knowledge and experience but does not have an accountancy qualification. GP advised that as a governor of Dean Close School he has been involved with the Bursar in the finances of the School. EK advised that he had met Mr Hodgkinson with CW and believed he would be an outstanding addition to the Board. Mr Hodgkin's skills were outlined in his CV. RM advised that he had also met Mr Hodgkins at a business event and subsequently at rugby match and believed he would be fully committed to the College. In response to DS LFW believed that it was best practice for boards to have a qualified accountant as a member. RR agreed and believed that we should continue to look for a governor with an accountancy qualification. GvdL believed that it is important to have an accountant on the Audit Committee and we always have had as a co-opted member but did not believe it as important on the main board as there was considerable business and financial experience around the table and Mr Hodgkins seemed to tick all the boxes. IR still believed it would be desirable for an accountant to be on the Board.</p> <p><b><i>It was agreed that Mr Hodgkins will be invited to become a governor with a term of office of 4 years commencing 1<sup>st</sup> February 2018.</i></b></p> <p><b><i>It was agreed that we will continue to look for a governor with an accountancy qualification.</i></b></p> <p><b>11.5. Discuss and approve the governance arrangements for the future structure of the College. Paper CCS11.5/01/18</b></p> <p>The Clerk advised that it will be necessary to name our two Boards in February 2018 and appoint three directors for the FEI subsidiary company. The Search and Governance Committee at their last meeting discussed a proposal that allocates our current governors, excluding Mr D Crawford, to the two Boards focusing on their strengths. The Clerk advised that since this meeting we have had further correspondence from the Privy Council that the Vice Chancellor should not be included in the numbers to reach the minimum required and the independent governors should appoint a co-opted governor. Our legal advisors, Eversheds, who have written our Instruments have confirmed they will make the appropriate amendments. The Clerk advised that the minimum number of governors on the University Board must be twelve including the Staff Governor and</p>	<p></p> <p>Clerk</p> <p>Clerk</p>	<p></p> <p>01/02/18</p> <p>ASAP</p>

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<p>Student Governor but excluding the Vice Chancellor plus a Co-opted Governor. The maximum is twenty-four. The Clerk further advised that the minimum number of independent governors required for the Hartpury College Board is five including a Staff Governor and Student Governor. We could therefore accommodate both Boards from our current governor establishment, other than a HE Staff Governor although Hartpury College would have difficulty in appointing governors to committees with these numbers of governors. The Clerk advised that it is therefore proposed that two new governors be appointed one of which would be a direct replacement for Mr D Crawford. The Principal of the College, who can be the same person as the Vice Chancellor, will also sit on this Board. The Chair of Hartpury University will Chair the Hartpury College Board for a period of one year after which the independent governors will appoint their own Chair. Two of the Hartpury University governors will also sit on the Hartpury College Board, one of which for the first year will be the Chair of Hartpury University Board. The Clerk added that if these board structures are approved we will need four new independent governors and one co-opted governor. Mr H Hodgkins has now filled one of the vacancies on the University Board. JS believed experience of HE was stronger than FE and we need to make sure when appointing new governors that we have experience and knowledge of FE on the FEI Board. The Clerk advised that the Search and Governance Committee also discussed the split position of Vice Chancellor and Principal, which will need two separate contracts, and recommends that Mr R Marchant should be appointed interim Vice Chancellor of Hartpury University and interim Principal of Hartpury College. The respective boards when set up will then confirm the appointments. RR wished to make sure that our decision making process on this was transparent and was not clear on the audit trail. It seemed that RM had not declared an interest. RR believed that as the HE sector is under considerable scrutiny at the moment we should take advice on the process we should adopt. EK agreed that a declaration of interest should have been declared. RR advised that he wanted us to think about the complexities of the process and ensure transparency.</p> <p><b><i>The recommendation for the membership of the Hartpury University Board plus the inclusion of Mr H Hodgkins was approved.</i></b></p> <p><b><i>The recommendation for the membership of the Hartpury College Board was approved.</i></b></p> <p><b><i>It is approved that Mr G van der Lely, Mrs B Buck and Mr G Papenfus are appointed directors of the FEI subsidiary company.</i></b></p>		



		<b>ACTION</b>	<b>ACTION DATE</b>
	<p><i>It is approved that the Chair of the University Board should also Chair the College Board for a period of one year after which the independent members of the College Board will elect a Chair from their independent members.</i></p> <p><i>It is approved that Mr C Moody will be member of the University Board but also sit on the College Board.</i></p> <p><i>It is agreed that we will seek to appoint three new independent governors with the requisite skills, one to the University Board and two to the College Board.</i></p> <p><i>It is agreed that we will seek to appoint a co-opted governor who has experience of the provision of education to the University Board.</i></p> <p><i>It is agreed that we will appoint a Staff Governor nominated by the HE academic and support staff.</i></p> <p><i>It was agreed that we will seek legal advice on the process for appointing interim Vice Chancellor and Principal and the confirmation of these posts.</i></p> <p><b>11.6. Receive, note and accept the Minutes. Paper CCS11.6/01/18</b></p> <p><i>The Minutes were received, noted and accepted.</i></p>	<p>Clerk</p> <p>Clerk</p> <p>Clerk</p> <p>LW</p>	<p>ASAP</p> <p>25/04/18</p> <p>01/08/18</p> <p>21/03/18</p>
<b>12/18</b>	<p><b>Finance and General Purposes Committee 11<sup>th</sup> January 2018.</b></p> <p><b>12.1. Discuss the capital application for the construction of Sports Academy 2 Phase 2.</b></p> <p>This item has been withdrawn for reasons outlined in the Principals Presentation made earlier in the meeting.</p> <p><b>12.2. Receive, note and accept the Minutes. Paper CCS12.2/01/18</b></p> <p><i>The Minutes were received, noted and accepted.</i></p>		
	<p><b>Part 3 Documents for Governors to Note.</b></p>		

		<b>ACTION</b>	<b>ACTION DATE</b>
<b>13/18</b>	<p><b>13.1. Letter from CEO of Education and Skills Funding Agency. Paper CCS13.1/01/18</b></p> <p><i>The Letter from the CEO of the Education and Skills Funding Agency was noted.</i></p> <p><b>13.2. Top College Risks. Paper CCS13.2/01/18</b></p> <p><i>The top College Risks were noted.</i></p>		
	<b>Part 4 Confirm the application of the College Seal.</b>		
<b>14/18</b>	<p>The College Seal was applied to the undermentioned documents and signed by the Chair and Principal.</p> <p><b>14.1. Agreement between Lloyds Bank and Hartpury College on Bank Loan.</b></p> <p><b>14.2. Agreement between Lloyds Bank and Hartpury College on Bank Loan options.</b></p> <p><b>14.3. Agreement between M G Scaffolding (Oxford) Ltd for the scaffolding for Sports Academy 2 Phase 1.</b></p> <p><b>14.4. Agreement between Complete Installation Systems Ltd and Hartpury for work on Sports Academy 2 Phase 1.</b></p> <p><b>14.5. Agreement between M F Freeman Ltd and Hartpury for work on Sports Academy 2 Phase 1.</b></p>		
<b>15/18</b>	<p><b>Any Other Business</b></p> <p>There was no other business.</p>		
<b>16/18</b>	<p><b>Dates of Future Meetings-all scheduled to commence at 10.00am except where noted. <b>New dates in red</b></b></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>		

		<b>ACTION</b>	<b>ACTION DATE</b>
	<p>Thursday 31<sup>st</sup> January 2019  Wednesday 27<sup>th</sup> March 2019 at 2.30pm followed by Dinner and overnight stay.  Thursday 28<sup>th</sup> March 2019 9.00am-4.00pm Strategic Event.  Thursday 30<sup>th</sup> May 2019  Thursday 11<sup>th</sup> July 2019  Thursday 24<sup>th</sup> October 2019  <b>Thursday 21<sup>st</sup> November 2019 (from Thursday 12<sup>th</sup> December 2019) to facilitate the completion of year-end accounts for Hartpury University by the end of November.</b></p>		

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

**21<sup>st</sup> March 2018**

# Marketing and Communications

The uk's premier sport, equine and land-based college

## Marketing and Communications at Hartpury

Publications and printed collateral  
Website(s)  
Social media  
Student recruitment campaigns  
Advertising – digital and print (new 'always on' digital campaigns)  
Open Days and Applicant Days  
Events (graduation and summer fair) and industry shows/fairs  
Press and PR (external communications)  
Films and photography  
Design, branding and brand guidelines  
Outreach and widening participation activities

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### Strategic Priorities – an 18 month vision

**Define and promote USPs.** Clarify and consolidate Hartpury’s USPs – at both FE, HE, UG, PG and detailed subject and course level.

**Successfully transition to University whilst enhancing the College brand.** Use the opportunity to develop and position the Hartpury brand, maximising PR.

**Strategic outreach.** Targeted schools and colleges recruitment strategy, using data to focus on current/potential applicant generating schools, or for widening participation purposes.

**Creative, content-rich marketing collateral.** Create a suite of literature, online material and marketing collateral to support student recruitment campaigns.

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### Student journey and conversion – ‘every touchpoint counts’

Review and refine the student journey and experience from initial enquiry through to enrolment.

Using Akero to capture data at every stage – from open enquiries to open day bookings and attendance, to prospectus requests and UCAS events.

Segmented communications, tailored to specific enquirers and applicants, and at specific times in their journey (for example, revised comms around open days).

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