

**HARTPURY UNIVERSITY  
SEARCH and GOVERNANCE COMMITTEE**

**Minutes  
9.30am Monday 13<sup>th</sup> May 2019  
Gordon Canning Room**

**Present:** Mr Edward Keene (Chair) (EK)  
Mr Russell Marchant (RM)  
Mr David Seymour (DS)  
Mr Charles Whitehouse (CW)

**In Attendance:** Mr Chris Moody (CM)  
Mr Graham van der Lely (GvdL)

**Apologies:** Mr Henry Hodgkins (HH)

**Minutes:** Dr Nicola Potter (NP)

		<b>ACTION</b>	<b>ACTION DATE</b>
<b>1. Apologies</b>	Apologies were received from Henry Hodgkins		
<b>2. Declaration of Interest. Paper USG2-5-19</b>	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.		
<b>3. Minutes of the Last Meeting. Paper USG3-5-19</b>	Minutes of the meeting held on the 16 <sup>th</sup> January 2019 were agreed to be a true and accurate record and signed by the Chair.		
<b>4. Matters Arising</b>	It was confirmed that all outstanding items were contained within the agenda.		

		ACTION	ACTION DATE
5.	<p><b>Search and Governance – Terms of Reference (Clerk)</b> <b>Paper USG5-5-19</b></p> <p>The Clerk explained that no changes had been made since the last approval. The Terms of Reference are due to be approved at the final meeting of the academic year for each committee.</p> <p><i>The Terms of Reference were approved.</i></p> <p><b><u>ACTION</u></b> <b>Submit Terms of Reference to the next Corporation meeting for final approval.</b></p>	Clerk	30/5/19
6.	<p><b>Discuss current governor vacancies on Committees (RM).</b> <b>Paper 6-5-19.</b></p> <ul style="list-style-type: none"> <li>• <b>Governor and link governor vacancies</b></li> </ul> <p><u>Co-opted Hartpury University Governor</u> - The tenure of the current co-opted governor on the Hartpury University Board, Prof. Ron Ritchie, expires in September 2019. It was agreed to advertise for a replacement co-opted governor with current HE knowledge, whilst also strongly welcoming applications from females and those from minority backgrounds. Members suggested working with relevant organisations, such as GuildHE, to assist in the recruitment of appropriate governors.</p> <p><b><u>S&amp;G Recommendation – Governor Recruitment</u></b> <b>Committee members approved the recruitment of a new co-opted governor on the Hartpury University board.</b></p> <p><b><u>ACTION</u></b> <b>Commence recruitment process for additional University co-opted governor member</b></p> <p><u>Link governors</u> - Members discussed the value of the link governor scheme. Its primary aim is to develop governors' understanding of Hartpury's wider business / curriculum areas and provide governor visibility for staff without being too formal. It was agreed that FE and HE areas should not be split and future link governors visits should cover both College and University areas (e.g. HE and FE Sport) to ensure continuity. Charlie Whitehouse agreed to fill the vacant role of Safeguarding Link Governor until the end of the 2018/19 academic year.</p> <p><b><u>S&amp;G Recommendation – Link Governor Scheme</u></b></p> <ul style="list-style-type: none"> <li>• <b>To combine College and University link governor areas for 2019/20.</b></li> <li>• <b>Charlie Whitehouse to fill the vacant role of Safeguarding</b></li> </ul>	Clerk	1/6/19

		<b>ACTION</b>	<b>ACTION DATE</b>
	<b>Link Governor until the end of the 2018/19 academic year.</b>		
	<b><u>ACTION</u></b> <b>Allocate link governor areas for 2019/20 and combine FE and HE areas</b>	<b>Clerk</b>	<b>1/6/19</b>
	<b>Add link governor list to Corporation agenda in May 2019</b>	<b>Clerk</b>	<b>30/5/19</b>
<b>7.</b>	<p><b>Discuss the diversity of the membership of the Corporation/Board of Governors and its Committees. (Clerk). Paper USG7-5-19</b></p> <p>Past recruitment of governors has often originated from personal contacts as opposed to external advertisements, however, members discussed the importance of following a standard process for all applicants, regardless of the route of recruitment. Governors agreed that the onus is also on existing members to target potential governors from diverse backgrounds, which is regarded as more difficult in rural settings such as Hartpury, often being less diverse than urban areas. There was a strong recognition amongst committee members that increasing the diversity of the governing body was a priority. As a result, it was agreed that the following actions be taken to address the current imbalance:</p> <ul style="list-style-type: none"> <li>• Current members to actively encourage potential governors to apply</li> <li>• Tap into Hartpury's internal diversity-related resources to encourage applicants from diverse backgrounds</li> <li>• Maximise the visibility of vacancies both inside and outside the education sector</li> <li>• Use inclusive language to ensure a wide range of candidates can identify with the opportunity and institution – ensure that the advert reflects the essential knowledge, skills and experience required for the board (but does not over-specify and risk limiting the pool unnecessarily).</li> <li>• Include the statement "we particularly welcome applications from women, people with disabilities and individuals from ethnic backgrounds" in future adverts</li> <li>• Keep abreast of developments and publications detailing best practice related to diversity</li> <li>• Advertise through our Alumni Association and at relevant Hartpury events (e.g. FE Prizegiving Day)</li> <li>• Address diversity in all interviews and review this measure regularly</li> </ul> <p>An amendment to the diversity KPI was also approved (see Agenda Item 8).</p>		

		ACTION	ACTION DATE
8.	<p><b>Discuss governor KPI target measures (Clerk) USG8-5-19</b></p> <p>Discussion took place regarding the diversity target and agreement to re-word this target followed. The new wording would emphasise the focus on diversity within governor recruitment processes. The clerk highlighted the importance of providing measureable targets which resulted in target 15, relating to KPIs, being re-worded for 2019/20. The Chair expressed the difficulty in scheduling 1:1 sessions with all governors, which resulted in target 14 being changed to allow 1:1s to be carried out by the Chair or vice-chair.</p> <p>Committee members discussed the value in conducting a Chair's appraisal. There was agreement that an appraisal conducted by an external independent appraiser was of value and will be added to the KPI target list for 2019/20.</p> <p><b><u>S&amp;G Committee Recommendation – KPI targets</u></b>  <b>Members recommended that the governor KPIs for 2019/20 be approved pending the amendments agreed</b></p> <p><b><u>ACTION</u></b>  <b>Update governor KPIs and submit to Corporation meeting in May</b></p>	Clerk	30/5/19
9.	<p><b>Discuss Senior Post Holder positions (RM) - verbal</b></p> <p>RM explained that there are currently two SPH positions at Hartpury, the Principal/Vice-Chancellor and the Vice-Principal (Resources). A proposal was presented to the committee that the SPH status be removed from the Vice-Principal (Resources) position and be transferred to the Chief Operating Officer role who has oversight of Hartpury's finances. This would provide the corporation with security in future if serious issues (e.g. disciplinary) arise with the Principal/Vice-chancellor.</p> <p>Members were reminded that recruitment, and potential disciplinary, issues with the COO position would be the responsibility of the board of governors. RM considered this to be a more secure set-up for the future, since it prevents the 'power' to recruit and terminate senior posts being in the hands of just one individual SPH. It also provides a standby position if the Principal/Vice-chancellor cannot be in post for any reason.</p> <p>Governors debated the pros and cons of having two SPHs and transferring from an existing SPH post but concluded that the COO be made a SPH, transferred from the Vice-Principal (Resources) role.</p> <p><b><i>Members agreed to make the COO a SPH position, transferred from the Vice-Principal (Resources) role</i></b></p>		

		<b>ACTION</b>	<b>ACTION DATE</b>
	<p><b>ACTION:</b> Put discussion of SPH roles on the Closed session agenda for Corporation in May</p>	Clerk	30/5/19
10.	<p><b>Discuss the results of the Skills and Knowledge Survey and possible actions from the outcomes. (Clerk). Paper USG10-5-19</b></p> <p>The clerk talked through the results and analysis of the Skills and Knowledge survey. Governors questioned the lack of reference and subjective nature of the scoring system. It was suggested that applying underlying criteria for each point would be of value when conducting future surveys.</p> <p>When discussing the skills lost due to the recent departure of governors, members agreed that a suitable skill mix has been maintained, whilst acknowledging that some skills must be targeted when recruiting new governors (e.g current HE knowledge for University governor). It was noted, however, that where specific skills are required, and absent among governors (e.g. working knowledge of the law/a magistrate), this expertise would be contracted in to ensure that appropriate advice is provided to the institution.</p> <p><b>ACTION:</b> Consider setting criteria to underpin the Skills and Knowledge Survey questions</p>	Clerk	Dec 2019
11.	<p><b>Discuss Students' Union requirement to provide audited accounts as stated in Instruments and Articles of Government (Clerk). Paper USG11-5-19</b></p> <p>The terminology relating to the Students' Union accounts in the Instruments and Articles of Government was discussed. Although an independent body, Hartpurv Students' Union operates as a Hartpurv department for accounting purposes due to its size. As a result, the accounts are audited in line with the requirements of any other department. It was therefore agreed that this clause in the Instruments and Articles of Government is satisfied by the current processes.</p>		
12.	<p><b>Review revised Hartpurv Standing Orders (Clerk). Paper USG12-5-19</b></p> <p>The clerk explained that the Standing Orders required updating to reflect the new structure of Hartpurv College and Hartpurv University.</p> <p><b>The Standing Orders were accepted and recommended for approval</b></p>		

	ACTION	ACTION DATE
<p>at Corporation meeting in May</p> <p><b>ACTION:</b> Submit the Standing Orders to Corporation in May 2019 for approval.</p>	Clerk	30/5/19
<p><b>13. Any Other Business</b></p> <p>There was no other business raised.</p>		

Mr Edward Keene  
Chair Search and Governance Committee

9<sup>th</sup> October 2019