



HARTPURY

Minutes of the Meetings of Hartpury University and Hartpury College Boards 10am Thursday 20th May 2021 Via Zoom

Members

Mr Edward Keene
 Ms Jenny Arroud
 Ms Alison Blackburn
 Mr Patrick Brooke
 Ms Barbara Buck -
 Mr Joe Goodenough
 Ms Mary Heslop
 Mr Henry Hodgkins
 Mr William Lees
 Mr Sean Lynn
 Mr Russell Marchant
 Mr William Marshall
 Mr Chris Moody
 Mr Kam Nandra
 Ms Lisa Oliver
 Prof. Ian Robinson
 Dr John Selby
 Mr David Seymour
 Mr Graham van der Lely
 Mr Charlie Whitehouse
 Ms Helen Wilkinson

University Board

Present (Chair)
 Present (Staff Governor) (
 Present (Co-opted Governor)
 -
 -
 Present (HE Student Governor)
 -
 Present
 -
 -
 Present (Vice-Chancellor)
 Present (10-11.30 and 12.25 on)
 Present
 -
 Present
 Present
 Present
 -
 Present (Vice-Chair)
 -

College Board

Present (Chair)
 -
 -
 Present
 Present (Vice-Chair)
 -
 Present
 -
 Present (FE Student Governor)
 Apologies (FE Staff Governor)
 Present (Principal)
 -
 Present
 Present
 -
 -
 -
 -
 Present
 -
 Present (10-11.15am and 12.34 on)

In Attendance

Ms Lynn Forrester- Walker
 Mrs Rosie Scott-Ward
 Ms Gillian Steels
 Ms Claire Whitworth
 Ms Lesley Worsfold

Present (Chief Operating Officer)
 Present (Pro-Vice-Chancellor)
 Present (Clerk to the Board)
 -
 Present (Vice-Principal Resources)

Present (Chief Operating Officer)
 -
 Present (Clerk to the Board)
 Present (Vice-Principal Further Education)
 Present (Vice-Principal Resources)

		ACTION & ACTION DATE
01/05/21	<p>Welcome, Apologies and Confirmation of Quoracy The Chair welcomed the Board to the meeting.</p> <p>Apologies as detailed above.</p> <p>It was confirmed the meetings of the University Board and the College Board were quorate.</p>	

		ACTION & ACTION DATE
02/05/21	<p>Declaration of Interest</p> <p>The Clerk advised that members' interests would be taken as those disclosed in the Register of Members Interests.</p> <p>The following standing declarations were noted: The Chair, Vice-Chancellor/Principal and Chris Moody were members of both University and College Boards.</p>	
03/05/21	<p>Minutes of the meetings</p> <p>The Minutes of the University Board and the College Board meetings held on the 10th March 2021 were agreed by the respective Boards to be true and accurate records.</p>	
04/05/210	<p>Matters Arising</p> <p>An action log had been provided updating on issues raised at previous meetings.</p> <p>The update was NOTED.</p>	
	<p>Part 1 Priority Agenda Items</p>	
05/05/21	<p>Vice-Chancellor & Principal's Update</p> <p>The Vice-Chancellor and Principal had provided a report which covered the period since the last meeting, focusing on:</p> <p>1.Covid-19</p> <p>It was confirmed that Hartpury continued to navigate its way through the pandemic, responding to the updated government guidance and the latest "road map" position. Staff in the Covid Response Unit and the testing team had continued to work hard, which had helped ensure no on site positives since early November, and, more importantly, enabled us to have College students all back on site five days a week since Easter and all University students on site at least one day per week.</p> <p>It was noted all residential students were required to test twice a week and work was also in place to encourage all College travelling students to test twice a week with reasonable success, although not all curriculum areas engaged at the same rate. Numbers testing had increased. Monitoring this process had been an administrative burden, but helped to ensure student and staff safety and confidence at returning to site. It was highlighted that the Prime Minister had now announced College students no longer need to wear masks and Hartpury would be evolving its position to respond to this. It was planned to continue to have some masked communal areas and to allow staff to require mask wearing if a need was identified through risk assessment. The challenge of persuading young people to continue testing when restrictions seem to be being relaxed was recognised. It was confirmed Hartpury would continue to work to maintain testing levels using the levers of sports participation and livery usage to support this.</p> <p>It was hoped that by September all vulnerable staff would have been fully</p>	

		ACTION & ACTION DATE
	<p>vaccinated.</p> <p>The Vice-Chancellor and Principal advised that Hartpury was planning for a return to normal teaching and timetabling in September but would retain a Plan B if the Government moves to another lockdown.</p> <p>Governors noted that some universities had announced they planned to maintain virtual teaching for October 2021 and asked for more information on Hartpury's plans. The Vice-Chancellor and Principal advised that the aim was to return to face to face teaching as much as possible. One exception was for large lectures where student feedback had suggested that there was a preference for these to remain online with lecture capture providing students with the opportunity to recap lectures and check learning. Hartpury was investing in lecture capture IT to support this.</p> <p>A governor noted that the report advised that the numbers who had applied for transport were lower than normal for this time of year and queried whether this indicated nervousness from students about returning on site in September. The Vice-Chancellor and Principal advised this reflected a delay in confirmation of courses and accommodation as Hartpury had worked to get the balance of students right. The Vice-Principal Resources advised that the latest numbers were now tracking above the previous year.</p> <p>A governor queried what was the optimum number of students. The Vice-Chancellor and Principal advised that Hartpury was working towards the agreed 2025 Strategy Targets: 2,000 Full time college students, 2,500 full time equivalent undergraduates and 500 post graduate students. It was a balancing act to ensure that the 2025 recruitment targets were not met before the required facilities to maintain the student experience had not been developed. It was confirmed that College and University course capping was in place where necessary to protect the student experience. A governor queried whether the work of the marketing team would need to be scaled back. The Vice-Chancellor and Principal advised that their work was being managed and targeted to help support the balance between the land based and sport students. The Vice-Principal Further Education advised that currently there was an agricultural campaign ongoing. The Pro-Vice-Chancellor advised targeted recruitment for post graduates was also a current area of marketing focus. Campaigns to support inclusivity were also being run, this was recognised as quite challenging for Hartpury because of its subject areas.</p> <p>The Vice-Chancellor and Principal advised that at the Strategy Event the legacy of Covid would be considered to see where it was possible to release capacity on campus through different working. Adult Education and Level 4 and 5 apprentices were also being explored.</p> <p>A governor commented very positively on the ground breaking research ongoing in equine. The Vice-Chancellor and Principal advised that the Equine Research Team had just won global biomechanics challenge against 76 universities and won an Xsens suit - some technology which would be used to support equine and sport. The PR relating to this was being developed. It was agreed it was a tremendous achievement.</p> <p>A governor queried how FE and University institutions were faring across Gloucestershire. The Vice-Chancellor and Principal advised that the</p>	

Federation of Gloucestershire Colleges and Universities kept him in touch with this. Generally the institutions were recruiting well. The benefit of a vibrant HE and FE sector in the county, which helped create facilities for students, was recognised. The Vice-Chancellor and Principal advised that he also had regular catch ups with the Vice-Chancellor at the University of West of England and they were recruiting well. The Vice-Chancellor and Principal advised that student number capping had also been further raised recently. This would be an issue Hartpury would need to keep monitoring.

2. Capital Projects Update

It was noted that the **Equine Arena** project and the refurbishment of the **Rugby Rubber Crumb** had commenced Both were planned to be finished before September 2021.

The preferred supplier has been identified via a tender process for the **Digital Farm Box Park** development. It was hoped stage 1 of this project would be finished by October 2021.

Graze 2 was out to tender and would return to SF&R for further discussion once the outcome was known.

The **planning appeal** for new Vicarage Fields would be heard on 29th June 2021.

3. – CONFIDENTIAL – Commercial Sensitivity – 3 years

4. Gloucester Rugby

It was noted discussions were ongoing with Gloucester Rugby as we plan their departure at the end of June when their lease expires. The day to day rugby relationship was stronger than ever before in my time at Hartpury. Coaches were meeting regularly and players were moving between the two squads. Governors were pleased to hear that the relationship was strong and improving.

The Gloucester Junior Academy would continue to have a presence on site. A new Lease/Commercial Agreement with them was being negotiated which would also retain Hartpury logos on their playing shirts for a cost. Their continue use of Hartpury facilities will be offset against such costs but there will still be an amount payable to Gloucester Rugby. The PR value of the relationship to Hartpury was recognised.

It was noted Hartpury would have 17 rugby teams running in 2021/22 and that football was also growing.

5. Sustainability

It was noted that the start-up project being led by UWE was progressing. This aims to provide an opening assessment of where we are now and then help us develop plans as to how we move forward. A Sustainability Manager post was being advertised. The project continued to demonstrate that Hartpury had many areas of good practice which needed to be drawn together into a coherent strategy and plan for future progress.

We are opening up a dialogue with the Gloucestershire Wildlife Trust specifically to explore how we can link up with their efforts.

It was planned to bring an update on Sustainability to the Strategy Days.

		ACTION & ACTION DATE
	<p>6. Clive Richards</p> <p>The sad death of Clive Richards of the Clive and Sylvia Richards Charitable Trust was noted. Clive had been an enthusiastic supporter of Hartpury and had donated significant funds towards the Agri-Tech Centre. It was hoped to maintain links with the Trust but Clive's loss was recognised. The Vice-Chancellor and Principal had sent condolences on behalf of Hartpury.</p> <p>The following appendices had also been provided:</p> <ul style="list-style-type: none"> Campus Services Sports Academy Equine Farm Marketing and Communications External Meetings – Vice-Chancellor and Principal <p>The University Board and the College Board NOTED the Report.</p>	<p>June/July 21 VC/Principal</p>

		ACTION & ACTION DATE
06/05/21	Finance Performance – March Management Accounts	
	<p>The Boards had been provided with the Management Accounts for the 8-month period to end of March 2021. It was highlighted that for this period there was a surplus of £946k, compared to a budgeted surplus of £1,334k. This variance was mostly as a result of additional Covid costs and lower income in some areas due to Covid restrictions in force on campus and lower footfall. The overall trend in financial performance remained consistent with previous months and there were no significant new variances.</p> <p>As agreed when the budget was approved in July 2020, a re-forecast continued to be provided each month this year to reflect the ever changing position with regard to Covid-19 impact on the financial position. The March reforecast took account of the impact of the recent lock down ending on March 8th and thus levels of refunds in student accommodation, livery and transport fees were lower than forecast in this period. It was noted that prior to the finishing of lockdown £157k had been claimed through the Job Retention Scheme for staff who had been furloughed in this financial year. Cost savings had also been recognised in catering, bars, transport, sport and equine as a result of the lockdown. This resulted in a reforecast surplus of £787k compared to a budget of £1,320k.</p> <p>It was confirmed the Accounts were in line with previous months.</p>	
	The Chief Operating Officer advised that the April Management Accounts were now in progress. These would reflect that Hartpury would receive £100k towards the testing centre costs from National Health England.	
	A governor queried what the KPI debt as a % of income included and queried if it was correct. The Chief Operating Officer advised it was made up of creditors due and long term debt. In the original finance plan this would have included the Triodos loan draw down which was not now going to be progressed to the next financial year.	
	A governor highlighted that Hartpury had gained a£1m from unexpected sources during the year. The Chief Operating Officer advised these reflected funds relating to the Covid impact during the year.	
	The University and College Boards NOTED the Finance Performance Update (March 2021 Management Accounts)	

		ACTION & ACTION DATE
07/05/21	FE Report	
	<p>Governors had been provided with the Hartpury College Headline Report and Performance against 2020-2021 Key Performance Indicators. It was noted this was the fourth report of the academic year 2020-2021 for Hartpury College.</p> <p>The following were highlighted:</p> <ul style="list-style-type: none"> • COVID-19: The main area of focus for the summer term had been the transition back to 100% face to face delivery and ensuring adherence to the COVID-19 measures and mitigations put in place to maintain the safety of students and staff. Grading of assessments and qualifications under the revised guidance had also been a priority area for students, teaching staff and managers. <p>The Vice-Principal Further Education advised that staff and students were pleased to be back on site. The current focus was on practicals and assessments. Hartpury was continuing to deliver the full study programme to best support students for progression.</p> <p>It was noted that as national examinations had been cancelled for GCSEs, A 'levels and B-tecs work was ongoing to ensure Hartpury had in place robust evidence to support the Teacher Assessed Grades. It was noted it was a different process from the previous year when students had completed more teaching on site before lockdown. It was confirmed Hartpury had robust processes in place.</p> <ul style="list-style-type: none"> • CONTINUOUS IMPROVEMENT: Hartpury had continued to further develop and refine its student experience in accordance with the key areas identified in our Quality Improvement Plan with positive progress with a number of the actions evident to date. Our digital processes had also continued to develop to support further improvements to the user experience albeit further work is required here. A review of our Hartpury Certificate would be completed over the summer to ensure we continue to focus on current and emerging themes and how we can optimise the experience for all (students and staff). <p>The Vice-Principal Further Education advised that the Covid legacy had accelerated innovation in some areas and this would be shared with the Boards at the summer Strategy event.</p> <p>Continuous Improvement Processes and the use of digital data had been used to develop auto enrolment for second years in September. This would enable them to enrol remotely.</p> <p>Developments of GROFAR and Promonitor were ongoing to improve reporting. (Kam Nandra was thanked for information shared on Promonitor which had helped with this process.)</p> <ul style="list-style-type: none"> • POLICY / EXTERNAL ENVIRONMENT: It was noted that a watching brief continued to be kept on the external landscape and opportunities that this presents to us in the immediate and longer term and the relationship with our College Strategy and operational plans. The Skills for Jobs White Paper, IFATE route reviews, 2023 T-Levels and COVID-19 related projects and initiatives were some of the key areas for currently. 	

		ACTION & ACTION DATE
	<p>The Vice-Principal Further Education advised that Hartpury had submitted an Expression of Interest for landbased T'levels from 2023. It was hoped Hartpury would be able to access funding to gear up for this. A governor asked whether T'levels inclusion of work placements would be challenging to meet. The Vice-Principal Further Education advised that Hartpury had been working to increase placements over the last three years with some external funding to build this. Over the last year placements in Equine and Agriculture had continued but animal placements had been impacted by Covid and there had had to be a move to scenario based work. It was agreed this was an area which would need significant further work to develop. Travel bursaries were used to support student attendance which was another factor to be managed.</p> <p>It was noted that the KPIs currently looked positive, but it was recognised that this was a Covid impacted year and that Hartpury needed to ensure it was doing all it could to support students. It was noted that physical presence attendance was up by 6%.</p>	
	<p>A governor commented that it was helpful to see the ALPS information and queried whether the A'level performance would be sustained. The Vice-Principal Further Education advised that CPD (Continuous Professional Development) had been used last year to prepare staff for teaching to externally assessed exams. It was recognised this would be a significant change for some staff and students. There was a need to ensure students were prepared for exams but also that they continued to think about their studies holistically. CPD would continue to focus on this during Summer 2021.</p> <p>A governor queried GCSE performance. It was noted that 95% of students had sat their GCSEs in November and 40% had achieved a pass. At this stage it was expected that results would be in line with last year. It was confirmed that the KPI information on this was based on the autumn resits and was a worst case position.</p> <p>A governor updated on her recent Link Governor visit to A 'Levels and Access and confirmed that a significant amount of work was involved in the Grade Assessment process. Lecturers had also flagged concerns that GCSE students progressing to Hartpury in September might have skills gaps due to the disruption in GCSE delivery due to the pandemic. She queried what would be put in place to bridge this potential gap for incoming students. The Vice-Principal Further Education commented that it was recognised this could be an issue in every area of Hartpury's provision – not just A 'levels. The starting point for identifying any gaps would be the initial assessment students completed when starting at the college. A governor asked if there were plans to provide information on the website on what might bridge any gaps over the summer holiday. The Vice-Principal Further Education advised that she would look at this with the outreach team.</p>	VP-FE June 21
	<p>A governor questioned whether it was considered the SAR Grade of Outstanding could be maintained? The Vice-Principal Further Education advised that this was based on the current RAG ratings and that she was working on trend information for the grading stage.</p> <p>11.15 Ms Wilkinson left the meeting</p>	

		ACTION & ACTION DATE
	<p>The Board discussed the fact that IFATE had recently published the results of their fourth and most current route review inclusive of the Agriculture, Environmental and Animal Care route. The review had included consultation with employers, apprentices and providers to gain a better understanding of the occupations and skills required in addition to ascertaining sector disruption following the COVID-19 pandemic. However the consultation had only had limited engagement with colleges and was not considered to have been sufficiently broadly based to identify accurate delivery costs. From Hartpury's perspective, the route map of most significance was the one related to agricultural apprenticeships. Whilst Hartpury welcomed the addition of the 'General Farm Worker' Standard (Level 2) and 'Livestock Unit Manager' Standard (Level 3) and fully supported the rationale for development, there were concerns about the level of funding attributed to this apprenticeship, making it cost prohibitive to deliver. Consequently, the Level 2 Stockperson Standard, which is funded at an appropriate rate will be withdrawn. This is the route that Hartpury had been recruiting to all year since September and as a result have record recruitment of 44 potential enrolments. At the time of writing timescales for the cessation of this Standard were not known. Governors recognised Hartpury's disappointment at the outcome of the Agricultural Review and queried the impact on the individuals who might be effected this year and any reputational consequences for Hartpury if it were to withdraw the course at this stage. It was noted it was not known yet when the Level 2 Stockperson Standard would be withdrawn.</p>	
	<p>A governor questioned asked for more information around the Apprenticeship decision. Whilst he recognised that the funding was quite low he was concerned that withdrawing the opportunity for 44 potential apprentices and employers would not resonate with government policy. The Vice-Chancellor and Principal commented that Landex was aware of the problem and advised that Hartpury did not consider it appropriate to progress with the qualifications at the revised rates as they were not costed to support the necessary standard for student and employer experience and would need to be subsidised by other areas to operate which was not an acceptable solution. He was also concerned that if colleges did engage at these rates they would not be reviewed. He advised that the issue had also been raised with the NFU. It was confirmed if the Stockperson Standard was withdrawn pre Sept 2021 delivery that applicants would be sign posted to alternatives.</p>	
	<p>Governors queried whether LANDEX could suggest any areas for consideration in the review of the Hartpury Certificate. The Vice-Principal Further Education advised that she had discussed this at the latest LANDEX Peer Review session. Key points highlighted were to ensure it was manageable for staff to support, response to sexual violence and sustainability to be included.</p>	
	<p>A governor questioned the current balance between sport/A 'levels and land based enrolment. He was advised the current enrolment was 60% A 'levels and sport, 40% land based. Work was ongoing to move towards a 50:50 balance. Within land based student numbers were: Agriculture 300, Animal 250 and Equine 250.</p>	
	<p>The FE Report was NOTED. 11.29 William Marshall left the meeting</p>	

		ACTION & ACTION DATE
08/05/21	<p>HE Report</p> <p>The Pro-Vice-Chancellor presented the report. She highlighted that overall HE continued to progress with the academic year in a strong position. Student retention and performance to date was strong, with feedback largely positive. The return to mixed delivery had been relatively smooth.</p> <p>Careful planning for the next academic year was ongoing, bearing in mind the potential for COVID-19 to affect us in many ways, including recruitment, retention and delivery. This was being balanced carefully with expected growth and physical resourcing pressures. Additional staff roles had been confirmed and are were out to advert. It was confirmed physical space would be managed prudently. It was expected students would have a small amount of online delivery – c 2 hours/week.</p> <p>She confirmed Hartpury University was also looking ahead with the significant growth planned for 2022, with the Refresh '22 project underway. The appointment of an additional senior member of staff – Rebecca Taylor – as Dean of Enhancement was agreed as a welcome addition to support the Pro-Vice-Chancellor, Steve Draper – Academic Dean and Lucy Dumbell – Academic Registrar.</p> <p>It was confirmed that HE assessment was mainly on line, with students being given the opportunity to sit them online at Hartpury if they preferred. More students had taken this opportunity for the current assessments than in January.</p>	
	<p>Governors commented very positively on the Inclusivity work. It was noted feedback was awaited on the AAP submission from the OfS from June onwards. The Board was advised that this year the Student Union Officers had drafted a student submission, which yields included excellent recommendations such as the creation of an executive summary to make the plan accessible to a wider audience and also to highlight the positive impact that activity aligned with the APP has had. Hartpury will be working to implement these recommendations ahead of the start of next academic year. It was highlighted that activity against our current plan continues as anticipated, including the development of the BAME Equine and Rural Activities Focus Group (BERF) LANDEX Outreach Collaborative (BLOC) project. It was noted that ten institutions had been represented at the first meeting and a second meeting was scheduled. The aim was to develop impartial (i.e. representative of all institutions involved in the project)/ off-the-shelf outreach materials that can be delivered into local community groups rather than schools and colleges. BERF will provide consultation on the content of materials and guidance for institutions relative to developing community relationships. The report advised that the relationship between the Outreach Team at Hartpury and St James' City Farm continued to grow, and we recently contributed a student profile piece for the newsletter. Due to its relative successes in terms of increasing progression from Animal Management FE into HE, we nominated 'Head Start' for the NEON Widening Access Initiative (Outreach) Award, and next year are working with the Sport DOC to pilot rolling it out in a subject area in FE Sport. We were also pleased with the relative success of the Diversity Dates series and will be delivering an on-demand presentation about its implementation at the Advance HE Annual Teaching & Learning conference in June 2021 to</p>	

		ACTION & ACTION DATE
	<p>encourage uptake of this initiative by other HEIs. Future work will involve embedding good practice highlighted within the Inclusive Teaching & Learning Guide into teaching practice so we can confidently offer a consistent student experience for students from all backgrounds.</p>	
	<p>The Board was updated on recent research developments, the highlight of which was that Hartpury University had successfully submitted its first Research Excellence Framework (REF) exercise (31st July). This was the culmination of an extensive plan over the last two and a half years and was an incredible achievement for the UK's newest university. Results will not be known until April 2022, but this was an important step towards our aspirations to be a leading university in our sectors and achieving research degree awarding powers (RDAP) in the future. We were now entering the audit period and were also required to return our completed REF Code of Conduct in July (all actions on this Code had been completed). The Link Governor for Research advised that he had read the REF submissions and been very impressed at the high quality and particularly the impact statements. The Pro-Vice Chancellor concurred that the Team had done very well in drawing together the submission and reflecting effectively ongoing research and knowledge exchange.</p>	
	<p>A governor queried the role of QAA in monitoring going forward. The Pro-Vice-Chancellor advised that visits were based on OfS reviews of metrics and it was unlikely Hartpury would be subject to such a visit, although there was a small possibility of a random visit. Currently sample visits were suspended because of the pandemic. The Pro-Vice-Chancellor and the Academic Registrar were supporting QAA in focus groups around culture and standards process for HE delivery within colleges. The Pro-Vice-Chancellor advised that the QAA sustainability framework was being used as one of the elements in the 2022 Refresh work which was currently ongoing. This was a major enhancement project to refresh Hartpury's 'curriculum framework' and some of the regulations, processes and procedures that support it. The project is fundamental to the successful delivery of the University Academic Strategy, and the need for continual enhancement of our offer will also be crucial to ensuring our continued success as we grow to circa 3000 students. It was noted that aspects included in the project were: Hartpury's approach to assessment, the integration of research skills in to the curriculum, and embedding the development of graduate attributes into the academic experience of every student. It was confirmed that the project covered all University programmes, and the new framework would be implemented for all students from September 2022. Governors commented that it was an ambitious scope and timeline and queried if a more piecemeal approach had been considered. The Pro-Vice-Chancellor advised that feedback from staff and students had been that this approach had been supported based on previous experienced of a staged roll out. A communication piece was ongoing to manage the experience. It was confirmed it would come to QuEst for more detailed discussion and monitoring.</p>	
	<p>A governor raised the recent press coverage of the possibility of HE fees being reduced to £7,500. The Vice-Chancellor and Principal reminded governors that this was an element of the Augar Review which had been issued in 2019. At this stage it was considered unlikely to be progressed, particularly reflecting</p>	

		ACTION & ACTION DATE
	<p>the financial challenges some universities faced because of the pandemic and the need for all universities to invest more in wellbeing and mental health. It was confirmed the issue of policy change such as this was reflected on the Risk Register. If the proposal was progressed it was not currently expected to impact on practical or science based courses. The Pro-Vice-Chancellor confirmed that many of Hartpury's courses met the science and/or practical criteria. It was noted that applying added value at HE in the way it was applied at FE was very challenging. The Vice-Chancellor commented on the importance of transferable skills being recognised.</p>	
	<p>A governor queried when the Student survey data would be available. The Pro-Vice-Chancellor advised that last year OfS had done some modelling to look at the impact of Covid before releasing the data and it was likely this would be the position for this year as well.</p>	
	<p>A governor commented on the appointment of Prof Matt Bell to Hartpury as Professor and Director of Agriculture from the 1st April and queried if there would be an opportunity to hear more about the plans for his work at the Strategy Days. The Pro-Vice-Chancellor advised that Agriculture and Animal were due their strategic reviews in 2021/22 and she would explore options for Board updates with the Vice-Chancellor and Professor Bell. The Vice-Chancellor commented on the need to recognise that the farm had to be reviewed and considered in the context of its contribution to the student experience of both university and college students.</p>	
	<p>The HE Report was NOTED.</p>	
<p>09/05/21</p>	<p>Student & Staff Voice</p> <p>Student Governors</p> <p>The College Student Governor updated that students were now on their final push with assignments and assessments. First and second year students were looking forward to a more normal year in 2021/22.</p> <p>The University Student Governor commented that lectures were now complete and assignments were ongoing. Feedback was that the Lateral Flow Testing processes were going well. There were some concerns that lecture capture might reduce student attendance at lectures.</p> <p>A governor asked whether students felt safe back on campus. The student governors advised that students were pleased to be back on campus and that the steps in place helped them to feel safe. The precautions were considered to be supportive. The College Student Governor advised that the 2 tests per week also helped family members to feel more comfortable with on-site attendance.</p> <p>Staff Governors</p> <p>The University Staff Governor supported the student governor comments on testing. She advised it was nice to have a buzz back on campus with more staff and students on site, and the move to some on site wellness activities as well as the online support.</p>	

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A governor commented that the feedback from staff and students reflected very positively on the way Hartpury management and other staff had responded to the pandemic. He commented that it was very impressive and should not be taken for granted.

Governor Link Feedback

Mary Heslop – Wellbeing & Safeguarding (Joint Role) – meeting on 19th March to look at the Residential Self-Assessment Report. Hartpury expected to be re-inspected in 2022/23 – currently it was graded as Outstanding and was working to maintain this assessment. This was a challenge as the largest residential college in the sector and to meet parental expectations. Peer review with another college was in place to help support the process. The assessment was comprehensive, analytical and informative. Mary recommended it for other governors to read to provide an understanding of the area. The meeting had explored how the SAR was produced, key priorities, response to and impact of Covid. Resilience and mental health support had also been discussed and ways to support bonding with peers in the next academic year. More team building opportunities were to be built into the induction programmes.

Ian Robinson had visited HE sport in April and would visit b in June. It had been a very enlightening visit focused on curriculum development and curriculum refresh to ensure meeting the demands of its industry. Reflections on the meeting were that learning was now often in groups not individuals and that learning space needed to be flexible to support students working together and across courses. Hartpury's leadership, Boards and management would need to ensure this was kept in mind for capital developments. Other aspects that also needed keeping in focus were meeting the needs of industry and ensuring staff had up to date industry knowledge – perhaps through dual roles, meeting the expectations of students, safeguarding, duty of care and ensuring there was no over-promising of what could be delivered. He commented that he was disappointed the Head of Research had moved on after 18 months.

Graham van-der-Lely – Student Union – he had met with the SU Manager. The Student Union had adapted to different ways of working in response to the pandemic with a lot of activities moving online. The importance of the SU role in supporting students with information, guidance and support; and providing a two-way mechanism to obtain student feedback through the representation system and respond to issues was highlighted. The recent SU restructure and the development of a number of liberation roles had improved its engagement with students. The SU was looking forward to returning to face to face activities. There was an impressive range of clubs, including the new club Food for Thought which had been started by Joe Goodenough – the HE Student Governor. The StAR Awards (awards for staff and students nominated by students) had taken place recently (circulated on line for governors to watch) and demonstrated the engagement of staff and students and how the staff were appreciated. The winner of the StAR Legend Award had been Janine Fox and Joe Goodenough had been the Student Rep of the Year.

Lisa Oliver - FE and HE Animal – she had met recently with the Head of Animal and also a number of students and employers. The students had praised the support provided by Hartpury during the pandemic and were very

**ACTION &
ACTION
DATE**

positive about their courses. Staff had also appreciated the support provided over Covid, but were feeling a bit drained by the experience of on line teaching and the replacement activities that they had supported when it had not been possible for students to undertake work placements due to the Covid restrictions. The employers had commented positively on the standard of the Hartpury students. The Animal Team had flagged Animal as an area for investment.

Chris Moody – Careers – he had held a second meeting with Simon Spooner – Head of Careers and the Vice-Principal Further Education. The work involved in arranging placements was highlighted. There had been 1,800 placements arranged for 2020/21, although some had been cancelled due to pandemic restrictions. Much work was ongoing, particularly in animal to build placement opportunities. The importance of work placements to support work readiness was highlighted. The Big Careers Event had been online this year. The success of this meant a hybrid approach was being considered for 2022.

David Seymour – Equality, Diversity & Inclusion – he had recently attended a race equality seminar series which had been well attended by staff and Executive members, including the Vice-Chancellor and Principal. This had highlighted Hartpury’s commitment to equality and the steps it was taking to respond to this challenging agenda.

Helen Wilkinson – A ‘levels and Access (updated by Chair) - What they had to report was very much in line with the national picture education is painting currently.

Main areas of focus for A level - a huge amount of work and time being spent on teacher assessed grades. Staff wanting to ensure student grades are represented accurately. Important that governors understand the huge amount of work this has taken and is still taking everyone. This process has also happened at GCSE level. Good to have confirmation that they are being robust with the TAG process.

There are concerns regarding students joining in September in terms of potential knowledge and skills gaps, and that they have not experienced a summer exam season.

Catch up - important to ensure students are where they should be in terms of knowledge and skills without micro managing teams.

Retention - A level has hit their target this year 91% year 2 students.

This year - all staff feel that they have been asked to do many things they would not have been asked in a ' normal year' and that includes managing parental and student expectations from A level.

Access to HE- the main issue highlighted had been a withdrawal of students post Easter. This was through students being behind with work and not being able to catch up. Looking forward - lessons learnt will include: support packages for those who are struggling especially for high needs students.

Teams delivery has not always addressed social element of need. Break out rooms did help but this is not the same as meeting in person.

The Chair thanked governors for their engagement, which provided extra depth to the Boards’ knowledge on how students and staff were feeling in these challenging times and provided helpful triangulation to the formal Board reports.

The Updates were NOTED.

		ACTION & ACTION DATE
	Part 2 Approve Recommendations and Accept Minutes from Corporation Committees.	
10/05/21	Strategy, Finance and Resources Committees	
10.1	Electronic Approval of EOI submission – College SFR as delegated by College Board – this was NOTED.	
10.2	<p>Minutes of the meetings 11th May 2021 These minutes were NOTED. The Chair of the Committee advised there had been a pre-meet to iron out the difficulties which zoom meetings had exacerbated in the capital project approval processes. This had been a very helpful session. Leading from it one of the governors was to provide further suggestions on the reporting to ensure that the Committee and Board got the information at the right level (not too much) and a no surprises approach was in place.</p> <p>A governor noted that the initial Levelling up Bid had included work on Hartpury House to develop a conference centre. It was confirmed this had not been taken forward in the final bid and that this would need to be considered further in the future. The Vice-Chancellor and Principal advised it was not part of the campus master plan currently – animal was the next priority on that list. At some stage Hartpury House would require replacement roof, windows, electrical work and plumbing work.</p> <p>A governor queried whether there were penalties for the non-draw down of the Triodos loan. The Chief Operating Officer advised that there would be a small non-utilisation fee but that Triodos was kept updated on Hartpury's plans through regular meetings and was ready for the loan to be progressed in the future.</p>	
10.3	<p>Milestone 2 Report University Learning Hub</p> <p>The Boards had been provided with the Milestone 2 Report for the University Learning Hub.</p> <p>It was noted that the University SFR Committee had :</p> <ul style="list-style-type: none"> (i) APPROVED the Milestone 2 Report and RECOMMENDED it to the University Board for APPROVAL and (ii) AGREED to RECOMMEND to the University Board that the project proceed to Milestone 3 Stage with a post review of scope to bring the design within budget and proceed to tender. <p>The University Board considered the proposals.</p> <p>The University Board</p> <ul style="list-style-type: none"> (i) APPROVED the Milestone 2 Report for the University Learning Hub; (ii) AGREED that the project proceed to Milestone 3 Stage with a post review of scope to bring the design within budget and proceed to tender. 	

		ACTION & ACTION DATE
	The College Board NOTED the update.	
10.4	Milestone 3 Report – Box Park	
	<p>It was noted that the University SFR Committee had:</p> <ul style="list-style-type: none"> (i) APPROVED the Milestone 3 Report and RECOMMENDED it to the University Board for APPROVAL and (ii) AGREED to RECOMMEND to the University Board that the project proceed with the identified supplier to the Construction Stage. <p>It was noted that there were 5 boxes included within the proposal. An option to move two was being considered, subject to planning. It was noted the project costs were being met through external funding as detailed within the report.</p>	
	<p>The University Board:</p> <ul style="list-style-type: none"> (i) APPROVED the Milestone 3 Report and (ii) AGREED that the project proceed with the identified supplier to the Construction Stage. <p>The College Board NOTED the position.</p>	
10.5	Equality and Diversity and Inclusion Report	
	<p>It was noted that the Equality, Diversity & Inclusivity Report was recommended for approval by the SFR Committees. It provided an update on Hartpury's Equality, Diversity & Inclusivity objectives/Single Equality Action Plan and Equality, Diversity & Inclusivity activity. This helps to ensure Governors are meeting their statutory duties to monitor and oversee Hartpury's Equality, Diversity & Inclusivity action plan/objectives. The Report cover 2019/20 and 2020/21 to date.</p> <p>A governor queried whether the lack of concerns raised relating to bullying and harassment in the A'level and Agricultural areas meant there was good practice to share or whether the processes needed to be highlighted to students in these areas. The Vice-Principal Resources advised that work was ongoing to raise awareness and ensure students were aware of how to raise bullying and harassment concerns. In September this would be highlighted in induction and wellbeing activities. She was not aware of particular trends at area level but would take this point back for further review. She noted that typically there were more concerns raised in equine and animal.</p> <p>A governor questioned where a student would raise incidents relating sexual violence, noting this issue had been raised in the recent safeguarding newsletter which had been shared with governors. The Vice-Principal Resources advised that currently this would be raised through the Bullying and Harassment Policy, but that this was currently under review and consideration would be given to developing a separate policy for September. A presentation on consent had been shared with students and this subject would be an integral part of induction, group tutorials and Wellfest. It was noted that OFSTED were currently undertaking a national review which would provide learnings for policies, procedures and good practice.</p> <p>A governor queried where student outcomes by characteristic was available. The Pro-Vice-Chancellor advised this was shown in the Access</p>	

		ACTION & ACTION DATE
	<p>and Participation Plan.</p> <p>A governor noted that the Safeguarding Letter had highlighted that students could not do gardening etc jobs for staff and queried the background to this. The Vice-Principal Resources advised this was to ensure professional boundaries were maintained and the reference had been put in to raise staff awareness.</p>	
	<p>The University and College Boards APPROVED the Equality, Diversity and Inclusion Policy.</p>	
10.5	<p>Safeguarding Interim Report and Appendix of Lessons Learnt from Student Death</p> <p>It was noted that this was the first of two reports the Strategy, Finance & Resources Committee and the Board received on an annual basis. The report provides Governors with an update on Safeguarding and helped to ensure Governors were able to monitor and oversee Hartpury's Safeguarding activity. This report was received by the Strategy, Finance & Resources Committee prior to the Board meeting. At their request an appendix on the learnings from the recent sad death of a University student was added.</p> <p>The Chair noted that the Appendix to the report had been added following feedback from governors during the recent 1:1 process.</p> <p>A governor noted the increase in referral numbers and queried if there was information on the profile of students being referred. The Vice-Principal Resources advised this would be provided in the full year report which would be provided in September.</p> <p>12.25 William Marshall re-joined the meeting</p> <p>It was noted there had been a significant rise in social anxiety and team building would be used to help overcome this.</p> <p>A governor suggested that the scaling in the graph did not help for clarity of reporting and suggested an alternative format be tried for the full report.</p> <p>The University and College Boards APPROVED the Interim Safeguarding Report and Appendix.</p>	<p>VP – Resources Sept 21</p> <p>VP – Resources Sept 21</p>
10.6	<p>Anti -Fraud Policy and Financial Regulations Update</p> <p>It was noted that following the approval of the updated Financial Regulations at Board in early March, a governor suggested that the Anti-Fraud Policy would benefit from further work. A review of other University Fraud Policies has been undertaken and the Hartpury Anti-Fraud Policy re-written to give more clarity on the scope, responsibilities and actions to be taken.</p> <p>A governor suggested that at the next revision it would also be helpful to cover how staff should use the policy, when to come forward and reminding them that they should not investigate the issue. It was agreed</p>	<p>COO</p>

		ACTION & ACTION DATE
	<p>these would be completed at the next review.</p> <p>A governor noted that on P132 there was a reference to the University Audit and Risk Management Committee and suggested it should also include the College Audit and Risk Management Committee. She also suggested that on P134 it should advise that the Director of Marketing should report to the Chair if the issue concerned related to the Vice-Chancellor and Principal. The Chief Operating Officer agreed to make these changes.</p> <p>The revised policy was provided and recommended by the Strategy, Finance and Resource Committees for approval It was also highlighted that following the March Board meetings another governor had highlighted a number of typographical and grammar changes that were required in the Financial Regulations and the Clerk had worked with him to complete these revisions. It was confirmed that none of the changes had impacted on any of the detail of the delegations, requirements or processes detailed in the Financial Regulations.</p> <p>Subject to the Amendments above, the University and College Boards APPROVED the updated Anti-Fraud Policy and Financial Regulations.</p>	<p>Feb 2022</p> <p>COO June 2021</p>
<p>11/05/21 11.1</p>	<p>Audit and Risk Management Committees The Minutes of the Audit & Risk Management Committees 29th April were NOTED.</p> <p>The Chair of the university Audit & Risk Management Committee advised that the Committee had considered a number of Internal Audits, including Marketing which had been very positive and Business Continuity which was progressing well, with the Business Continuity Plan to be signed off in May.</p> <p>The Chair of the College Audit and Risk Management Committee advised that TIAA, the Internal Auditor who had started work in 2020//21 were providing comprehensive and helpful reports.</p>	
<p>11.2</p>	<p>Corporate Risk management Policy</p> <p>It was noted that the Corporate Risk Management Policy required annual review and approval by the University Board of Governors and the College Board of Governors.</p> <p>The updated policy has been reviewed by both the Risk Management Group and SMT and has been updated to reflect comments received. It was recommended for Board approval by the audit and Risk Management Committees.</p> <p>It was noted that the majority of amendments were to clarify the distinction between the University Board of Governors and the College Board of Governors. Other amendments included:</p> <ul style="list-style-type: none"> • Clarifying in the risk categories that academic risk is encompassed in 'internal risks' • defining more clearly examples of work experience and work placement • amplification of the review of effectiveness of internal control 	

		ACTION & ACTION DATE
	<p>The Risk Appetite was also highlighted for consideration.</p> <p>The University and College Boards APPROVED the Corporate Risk Management Policy.</p>	
11.3	<p>TOP Risks</p> <p>The changes to the Top Risks, including removal of Risks were NOTED.</p>	
12/05/21 12.1	<p>Search and Governance Committee</p> <p>The Chair updated governors on the of Meetings of the Search and Governance Committees which had taken place the previous day, 19th May 2021.</p> <p>He advised there had been a long discussion on improving the diversity of the Boards and considering ways to do this. The need for all governors to use their networks to encourage a diversity of candidates was highlighted. It was noted that for the vacancy on the College Board from 1st September that the role was being advertised through Hartpury's diversity contacts, business contacts, the LEP and a number of governance sites.</p> <p>Recommendations:</p> <p>The University S&G Committee RECOMMENDED to the University Board that Alison Blackburn be added to the current membership of the University Search and Governance Committee, based on her skills and experience and the additional diversity this would bring.</p> <p>This was APPROVED by the University Board.</p> <p>The University S&G Committee RECOMMENDED to the University Board that going forward the membership of the University Search and Governance Committee was agreed as:</p> <ul style="list-style-type: none"> • Ex Officio Members: Chair of the Board, Vice-Chair of the Board, Vice-Chancellor • three other members with the appropriate skills and experience, ideally at least one of whom should be in their first term to ensure a balance between experience and renewal • Committee Chair and Committee Vice Chair to be Chair and Vice-Chair of the Committee. <p>This was APPROVED by the University Board.</p> <p>The S&G Committees RECOMMENDED to the Boards the draft Succession Planning Strategy and NOTED the plans ongoing to take it forward.</p> <p>This would be brought to the June Board meetings.</p>	<p>June 21 Clerk</p>

		ACTION & ACTION DATE
	<p>The S&G Committees RECOMMENDED the Succession Planning Policy for Chair and Vice Chairs to the Boards for APPROVAL.</p> <p>This would be brought to the June Board meetings.</p> <p>The Link Governor Guidance had been debated and would be revised to reflect feedback.</p> <p>12.34 Helen Wilkinson re-joined the meeting</p> <p>The Committees APPROVED the undertaking of a Board Effectiveness Review, noting this would cost up to £13k RECOMMENDED this to the Boards.</p> <p>The University and College Boards APPROVED the proposal.</p> <p>The Chair and Clerk were to meet to finalise the Link Governor Rotation.</p>	<p>June 21 Clerk</p>
<p>13/05/21</p>	<p>Approval and Application of Hartpury Seal It was NOTED that the Seal had been used on the following occasions, with appropriate approvals in place: 15th March 2021 Seal to the LEP funding agreement for the Box Park - the agreement was between Hartpury Uni and GCC Capital Funding Agreement (Getting Building Fund) related to the delivery of associated infrastructure to facilitate the provision of the Hartpury Digital Innovation Farm</p> <p>Signed by Vice Chancellor and Principal and Chair</p> <p>1st April 2021 Deed of Novation of Contract for Gloucester Boathouse which is changing its legal status – Signed by Vice Chancellor and Principal and Chair</p> <p>Signature Only – 1st April 2021 JCT contract for the EAA with Andrews Bowen – signed by the Vice-Chancellor..</p>	
<p>14/05/21</p>	<p>Any Other Business Next Meeting - It was noted that the next meeting would be on site. College Prize Day – arrangements were ongoing – governors to be updated once plans were finalised.</p>	
	<p>Dates of Future Meetings-all scheduled to commence at 10.00am except where noted. 30th June 2021 23rd September 2021 14th December 2021</p>	

The meeting closed at 12.40