



## HARTPURY

### MINUTES

**Meeting Hartpury College Board of Governors  
11.30-1pm Tuesday 7<sup>th</sup> November 2023  
Gordon Canning, Hartpury House**

<b>Present:</b>		
	Edward Keene (Chair)	University and College Board
	Andy Collop (Professor)	Vice-Chancellor & Principal
	Barbara Buck	College Board (Vice Chair) – in the Chair
	Patrick Brooke	College Board
	Mary Heslop	College Board
	Melissa Orritt	College Board – Staff Governor
	Chris Moody	University and College Board
	Alastair Grizzell	College Board
	Amy Tranter	College Board – Student Governor
<b>In Attendance:</b>	Lynn Forrester-Walker	Chief Operating Officer
	Mick Axtell	Chief Operating Officer - Designate
	Claire Whitworth	Deputy-Principal Further Education
	Gillian Steels	Clerk to the Governors
	Lesley Worsfold	Deputy-Principal Resources
<b>Apologies</b>		
	Helen Wilkinson	College Board
	Nick Oldham	College Board
	Sue Blake	Co-opted Committee Member QuEST
	Max David	Deputy College Student Governor

		<b>Action &amp; Action Date</b>
<b>FE01/11/23</b>	<b>Welcome and Scene Setting</b> The Chair welcomed attendees to the meeting.	
<b>FE02/11/3</b>	<b>Apologies</b> – as detailed above.	
<b>FE03/11/23</b>	<b>Quoracy</b> It was confirmed the meeting was quorate.	
<b>FE04/11/23</b>	<b>Declarations of Interest</b> It was noted that the Chair, Vice Chancellor & Principal & Chris Moody – were also Members of the University Board.	
<b>FE05/11/23</b>	<b>Minutes 2<sup>nd</sup> May 2023</b> It was noted that the minutes had already been approved by the Board but were included for reference.	

		Action & Action Date
<b>FE06/11/23</b>	<b>Granting reserves to Hartpury University Group</b>	
	<p>At the February 2020 FE Board when it considered the Integrated Financial Model the FE Board had concluded that there was the potential for the College's accounts to be misinterpreted and that it might provide greater clarity for any cash balance to be granted back to the University at the end of the year. This would then put the College in the same position as the other subsidiaries.</p> <p>It was agreed that in future this exercise should be undertaken when the Annual Financial Statements were approved. It was agreed the Chief Operating Officer would undertake the necessary review to support this.</p> <p>This feedback has been used to inform this paper.</p> <p>It was highlighted that Hartpury College has accrued Income and expenditure reserves of £ 976,469 during the year ended 31 July 2023.</p> <p>It was noted that the ESFA Financial Plan approved in July 2023, which for both and old and new ESFA Financial Health Measures indicate Outstanding financial health.</p> <p>The Board reflected on the position and the previously agreed approach.</p>	
	<p><b>Having consider the current financial position of the College, the ESFA assessment criteria and future commitments the FE Board APPROVED a grant to the University of full income and expenditure reserve of £976,469.</b></p> <p><b>It was NOTED that the detailed accounting for the grant would be agreed with the external auditors and would be structured to ensure that no tax liability accrues for either entity.</b></p>	
<b>FE07/11/23</b>	<b>Ofsted Residential Accommodation Inspection Action Plan Update</b>	
	<p>The Deputy Principal Resources noted that a comprehensive update had been provided to the Board within the Safeguarding Report in September. The Action Plan continued to be progressed. A visit from Ofsted was awaited. It was now a year since the previous visit.</p>	
	<p>It was agreed that the previous inspection, whilst it had been a disappointing outcome, had been used positively as a catalyst for change and that the new focus on building trusting relationships between the Residential support team and the students had been a very positive development. It was noted that retention within FE student accommodation was at 100% which was higher than at this point in previous years. The Deputy Principal Resources advised that the changes had been well received by students and parents.</p>	
	<p>It was noted that recruiting to the new night posts had been challenging, but that a full team was now in place. The model would be kept under review, recognising the difficulties of appointing to these posts.</p>	
	<p>The Board was advised that some students were living in accommodation they/parents/carers had identified. These individuals were kept under review on the safeguarding agenda.</p>	

		Action & Action Date
	It was noted that staff were being supported in readiness for the expected next inspection. It was noted that an external audit of safeguarding following the implementation of the changes had been positive, categorising it as good, and highlighting additional steps which should make it outstanding. These steps had been implemented.	
	The inconsistencies of the current inspection regime, as had previously been highlighted nationally, were recognised.	
	The Team were thanked for the way they had responded to the inspection and implemented the comprehensive action plan.	
	<b>The Update was NOTED.</b>	
<b>FE08/11/23</b>	<b>Update Skills Review and LSIP</b>	
	<p>Governors were reminded of the planned approach and timeline:</p> <ol style="list-style-type: none"> <li>1. January 2023 – Summer 2024 - tie in with 2030 Strategic Planning Process - <b>complete</b></li> <li>2. May 2023 - Determine/agree 'local' area; regional and national reach - <b>complete</b></li> <li>3. May 2023 – May 2024 – evidence gathering - <b>complete</b> <ul style="list-style-type: none"> <li>• May 2023 Glos. Principal's and Chair's Strategic Meeting post LSIP (post May 2023) – county and regional picture - - <b>Principals/Deputy Principal have met &amp; joint plan ongoing</b></li> </ul> </li> <li>5. June 2023 - use June Industry-Curriculum Co-creation Events to gather intelligence from employers (slightly adapt the focus) - <b>it was confirmed some governors had been involved in these activities</b> <ul style="list-style-type: none"> <li>• July 2023 – review finding of Economic Impact Survey - <b>complete</b></li> <li>• May - October 2023 - utilise Agri-tech Advisory Board feedback – <b>complete.</b></li> <li>• December 2023, Employer Survey – <b>on track to be issued</b></li> <li>• December 2023 Landex Principal's and Chair's Strategic Meeting – national picture</li> <li>• May 2023 – January 2024 Feedback from Student Rep meetings and focus groups, student surveys - <b>ongoing</b></li> <li>• December 2023 - University Focus Group – <b>now to be a survey</b></li> <li>• January 2024 Review Data from Unit for Future Skills (only up to 2018-19 student leavers)</li> <li>• February 2024 Review RCU, LEP, LA, Federation of Small Business data</li> <li>• March 2024 – County School Focus Group</li> <li>• May – June 2024 – employer feedback from 'Careers In' Days</li> </ul> </li> </ol> <p>Utilise LSIP &amp; new LEP/LA Glos. Economic Strategy (currently Local Industrial Strategy), ESFA, DfE links</p> <ol style="list-style-type: none"> <li>4. May/June 2024 Formulate Findings and Produce Draft Report using questions from guidance as headings, determining immediate and future skills needs</li> <li>6. End June/July 2024 - Validation and challenge from employers/other stakeholders (Skills Review board?), agree stakeholder endorsements and actions July 2024 Board Approval</li> <li>7. July 2024 Publication – has to be 3 months from completion of review</li> </ol>	

		<b>Action &amp; Action Date</b>
	<p>8. July 2024 onwards - Actions should be integrated into the curriculum, estates and financial planning process</p> <p>Governors confirmed the planned approach and noted progress to date.</p> <p>The ongoing further steps were noted:  Phase 2: Business West was conducting further meetings to gain further evidence and intelligence to support findings  Phase 1 had identified a number of themes where Business West felt research could go further:</p> <ul style="list-style-type: none"> <li>✓ Advanced Commercial Agri-Tech, Robotics and Autonomy (Agriculture, Agri-Tech and Land Management)</li> <li>✓ Software and Coding (Digital Industries)</li> <li>✓ Digital and Design Engineering (Advanced Engineering and Manufacturing)</li> <li>✓ Retrofit and Decarbonisation (Construction)</li> </ul> <p>At this time Sport – was not a priority area for the county - CIMSPA, The Chartered Institute for the Management of Sport and Physical Activity were working on this and this was an area of focus for Hartpury, particularly trying to get an understanding of the relationship between sport and health, which did have an occupational route map. The Vice-Chancellor and Principal confirmed that there was increasing momentum on this in a number of spheres. It was noted that access to funding aligned to the LSIF.</p> <p>It was confirmed this work was being integrated with the 2030 strategy development.</p> <p>The Board noted progress to date against the <b>Accountability Statement</b>- it was confirmed this was on track. The increase in apprenticeships was welcomed. It was noted that Hartpury continued to explore potential ways of working with industry to enable it to provide courses for adults. It was highlighted that effective partnerships with engineering manufacturers was a good way to ensure Hartpury could provide CPD for adults using the most up to date machinery.</p>	
	<b>The Update was NOTED.</b>	
<b>FE09/11/23</b>	<b>T Levels Update</b>	
	<p>The Hartpury T'level timeline was outlined:  <b>2024-2025 – Launch of Agriculture T-Levels at Hartpury</b>  Pathways include:  Livestock (replaces BTEC 'Agriculture')  Crops (replaces BTEC 'Farm Mechanisation')  Agriculture Engineering (replaces IMI Agriculture Engineering)  (Highlighted that current BTECs at Level 3 will be defunded at this point)  <b>2025-2026 – Launch of Animal T-Levels at Hartpury</b>  Pathways include:  Animal Care (replaces BTEC 'Animal Management')  Animal Science (replaces BTEC 'Animal Science')  (Current BTECs at Level 3 will be defunded from 2025-2026)</p> <p>Equine – no further update received from awarding body  Gamekeeping - no further update received from awarding body  Governors were concerned that there was still no further information on these T'levels.</p>	

		<b>Action &amp; Action Date</b>
	<p>It was highlighted there remained significant concerns around T'levels:</p> <ul style="list-style-type: none"> <li>• University support for progression</li> <li>• Animal – need to select Science or Care on entry at 16 – determines what HE courses they are eligible for at this point</li> <li>• DfE promotion constantly refers to the college bit as 'classroom based / theory learning'</li> <li>• Agriculture – common Horticulture related core</li> <li>• Protecting recruitment and overall business model</li> </ul> <p>The need to ensure Hartpury's recruitment was maintained, despite the changes in qualifications was stressed. The need for students to understand the options within these pathways or in apprenticeships was recognised. It was confirmed Hartpury was already updating potential students on these options at Open Days.</p> <p>The Deputy-Principal Further Education emphasised the difference between T'levels and B'tecs for both students and lecturers. Two year B'tecs consisted of around 18 different modules (differs between courses) which were taught discretely. T'levels were a more integrated qualification. A good practice approach being explored was using employer scenarios to shape the T'level delivery. Staff would be supported for this significant pedagogical shift. Timing the required CPD so that staff were sufficiently prepared, without distracting them from current delivery was something which was being considered. This development of staff was an area of significant focus and was considered the hardest challenge. It was confirmed there was significant sector support – from both the Association of Colleges and the Education and Training Foundation / Landex – which Hartpury was utilising. Hartpury had in place a T'level steering group with representatives from across the organisation leading sub-groups – recognising that T'levels would impact not just on curriculum but support, MIS, timetabling, marketing, assessment, student experience etc. Governors queried whether Hartpury had much flexibility to adapt the qualifications. The Deputy-Principal Further Education advised this would be something that would happen through lobbying to IfATE and the work we are currently undertaking through Landex and C&amp;G, but Hartpury could not adjust the T'level directly.</p> <p>The funding for capital equipment to support the Agriculture T'levels was welcomed in addition to the overall capital grant supporting the refurbishment of agriculture engineering workshops.</p> <p>Governors queried whether achieving the Industry Placements required for T'levels would be difficult. The Deputy-Principal Further Education advised that Hartpury had received government funding over the last three years to pump prime this which had been helpful. Placements in agriculture were easier to source, they were more challenging in equine and animal. Hartpury worked with employers to best meet their needs whilst also maintaining the student experience. Hartpury was still seeking confirmation on whether the middle agricultural year in industry would be possible. It was noted that if there was not a third year returning to Hartpury there would potentially be 50 fewer students in external accommodation, needing our on-site accommodation. The need to consider all aspects when designing the curriculum were recognised.</p>	

		Action & Action Date
	<p>The Deputy-Principal Further Education highlighted a concern that students needed to understand that some choices might limit opportunities to progress to university. Governors were concerned that students were being restricted through the qualification construction in this way.</p> <p>It was noted that Hartpury was developing a Level2 plus qualification for students who were not yet ready to progress to T'levels but did not want to pursue the apprenticeship route. The need to ensure there were options available to meet the needs of different cohorts of students was stressed.</p>	
	<b>The Update was NOTED.</b>	
<b>FE10/11/23</b>	<b>2030 Strategy – Curriculum Development &amp; Growth</b>	
	<p>It was noted that the College sector was seen as a government priority re skills and the economy – qualification reforms have been designed with this in mind – this would present opportunities for Hartpury.</p> <p><b>Overall Changes to the landscape would be</b></p> <ul style="list-style-type: none"> <li>• Level 2 reformed qualifications from 2025-2026</li> <li>• Level 1 reformed qualifications from 2028</li> <li>• New qualification landscape at Level 3 for Academic Qualifications – A Levels and small and large AAQ combinations</li> <li>• New qualification landscape at Level 3 for Technical Qualifications</li> </ul> <p>Governors recognised that Hartpury must align its strategic decisions to account for this, in line with messaging from DfE.</p>	
	<p>It was noted that Colleges were expected to respond to the changes with the development of their curriculum strategy and align the following:</p> <ul style="list-style-type: none"> <li>• Estate strategy</li> <li>• Capital investment.</li> <li>• Workforce development</li> <li>• Leadership structures</li> <li>• Infrastructure and networks for industry placements.</li> <li>• Risk management and mitigating risks associated with change</li> </ul>	
	<p>It was noted that there would be a consultation on the proposed Advanced British Standard qualification, recently announced by the Prime Minister, in c December. The implementation of the proposal was a long term one of c ten years, with a white paper scheduled for 2024.</p> <p>It was noted the College had grown successfully by 500 students over the last 7 years and that future development needed to be considered against the changing curriculum landscape. Options Hartpury was considering were highlighted, it was recognised that the options would differ depending on whether Hartpury could develop further on-site residential accommodation and a priority area is Animal Management where we have a relatively small cohort compared to our competitors although on site accommodation and animal facilities were currently a limited factor Options to grow new apprenticeships were welcomed and it was confirmed any new curriculum areas would need to be approved by the Board It was recognised that the commercial and financial aspects of any development needed to be a key part of any proposed changes.</p>	



		<b>Action &amp; Action Date</b>
	<p>Opportunities to develop level 1 courses in animal were an area being considered.</p> <p>It was confirmed that Hartpury wanted to continue to grow its landbased Provision. In 2022-23 this had been 43%, the target was still to increase this to 50%. It was confirmed the increase in agricultural weighting reinforced the importance of achieving this target. It was confirmed there was potential for growth. It was confirmed that subject choice was an element in on site accommodation allocation, and that this might need to be further considered. It was noted that the cost of the transport subsidy for non-residential students was another factor that needed to be balanced. It was recognised that Hartpury could increase its turnover without increasing student numbers by varying its student mix.</p> <p>The Vice-Chancellor and Principal commented on a recent visit to a competitor university and commented on the extent of their animal facilities. It was agreed that if Hartpury wanted to develop in this area that it would need to invest, as had previously been discussed. It was agreed that priorities were for more on-site accommodation and investment in animal, but it was recognised that funds were currently constrained. This would be an area of focus for the incoming Chief Operating Officer. These projects were also included in the Investment Prospectus developed by Business Development which would be presented at Board in November. The importance of having shovel ready projects to access funding was highlighted.</p> <p>Governors noted the social media campaigns that were on going of other organisations. It was confirmed that Hartpury was marketing opportunities for next year as courses for in year were full. Governors were pleased that landbased recruitment had been buoyant for 2023/24. It was confirmed that Hartpury was continuing to visit schools as part of its targeted outreach activities.</p> <p>Governors requested an update on the Hartpury Certificate.</p> <p><b>The Update was NOTED.</b></p>	<b>DP P - FE Nov 23</b>
<b>FE11/11/23</b>	<p><b>Any Other Business - None</b></p> <p>Planned approach of Civic, community, employer and education aspects re OfSted Skills discussion were considered and endorsed.</p>	

**Dates of Future Meetings** - all scheduled to commence at 11.30am except where noted.

APPROVED November 2023