

HARPER ADAMS UNIVERSITY

Board of Governors

Minutes of the Meeting of the Board of Governors held on 5 July 2018 in the Boardroom

Present:

Mr Peter Cowdy	
Dr John Donaldson	Staff Governor
Mrs Emma Folkes	
Mr Richard Hambleton	
Dr Moira Harris	Staff Governor
Mrs Heather Jenkins	
Mr Mike Lewis	Chairman
Dr David Llewellyn	Vice-Chancellor
Ms Georgie Marland	SU President
Mr Peter Nixon	
Mrs Christine Snell	
Mr Martin Thomas	
Mr Stephen Vickers	Vice-Chairman
Mr Dominic Wong	

Apologies:

Mr Colin Bailey	
Mr Tim Burnhope	
Mrs Lavinia Moroz-Hale	Staff Governor
Prof Mark Ormerod	
Dr Julia Pointon	
Mr Mark Roach	
Mr Campbell Tweed	

In attendance:

Dr Catherine Baxter	University Secretary & Clerk to the Board
Mrs Liz Furey	Director of Finance
Prof Peter Mills	Deputy Vice-Chancellor

Register of Interests

Members were reminded to complete or update their entry in the Register of Interests as necessary.

17/71 Staff Observers/staff in attendance for specific items

Welcome: Ms Georgie Marland, the newly appointed President of the Students' Union.

Noted: that Mrs Lynne Skehan, Staff Observer, had been unable to attend the meeting but would be attending to observe a meeting later in the year.

17/72 Minutes

Approved: the minutes of the meeting of the Board of Governors held on 26 April 2018 (17/46-17/70).

17/73 Matters Arising

Received: a report from the University Secretary

Noted: i) that the Chair had taken action to agree some further minor changes to the Student Disciplinary Policy following the Board's decision to approve changes at its April meeting;

ii) that the Office of the Independent Adjudicator had recently announced a consultation on best practice for student disciplinary practices. In light of this it was proposed that, should further changes be necessary, the Chair might take action to approve the changes on the delegated authority of the Board; **MJL**

iii) that members had been provided with their log-in details for accessing the Governors' Document Library, located on the University Portal. Members of the IT team had been present prior to the meeting to assist members with using their log-ins and also with accessing the University WiFi. As soon as the Document Library was fully operational, members would be informed by Mrs Vinall or the Secretary. **SV/CEB**

Agreed: i) to endorse the Chair's action to agree minor changes to the Disciplinary Policy approved at the meeting of the Board in April 2018; **CEB**

ii) that the Chair may take action to agree such changes as may be necessary in light of the final OIA Good Practice Guidance on Student Disciplinary Policies. **MJL**

17/49 Vice- Chancellor's Report

Received: i) a report from the Vice-Chancellor on recent developments of note;

ii) a report from the Director of Marketing and Communications.

Noted: i) that the number of applications received compared to the same point in 2017 had improved slightly and was now 95%, an increase of 1% from 94% over the past few weeks. In addition to this, post graduate taught applications were higher than those at the same point in 2017, although a number were overseas applicants and, therefore, conversion rates can sometimes be lower;

ii) that Writtle University had announced a major redundancy programme a few months ago. Some second year students were now seeking to transfer to Harper Adams. It was noteworthy that some of the subject areas which were the subject of the redundancy programme at Writtle were programmes that the University was also finding it quite challenging to recruit to;

iii) that a lot of activity has been taking place since the Board meeting in April to try and raise the University's profile and to attract further applications. Undergraduate clearing had started on 1st July and the University had launched a significant campaign using social media platforms, which were specifically targeted at applicants. An additional Open Day had also been arranged for September, and in the meantime the University's Facebook campaign had shown positive signs with page views up by 20% and 13 potential applicants had completed the clearing call back form attached to the Facebook page. The University was also using The Student Room. The number of students attracted to Agriculture through this particular online platform was not high, however, Engineering, Animals and Food were getting positive responses to date. The University had also invested in additional marketing with Google to ensure that it was placed higher on Google searches. The number of interactions had risen from 273 to 893 within the first week, which was encouraging.

iv) that since 18 June about 30 new applications had come through, including seven through clearing. Further information was being sought for five other potential applicants. The University was seeking to identify how these applicants had been encouraged to apply as this would be

useful information for further marketing and for future marketing campaigns. It was clear that competition amongst universities remained extremely fierce and it was understood that a number of Russell Group universities were increasing their student intake significantly, in some cases taking over 1000 extra students per year;

- v) that the government had announced that EU students may continue to study and pay home fees in the UK if they start their courses in 2019. However, there was no further commitment beyond December 2019 at this point;
- vi) that Food, Engineering, Rural Land Management and Food Technology apprenticeships were in hand. It was proving challenging to ensure that employers were actively engaging with the programmes, but some applicants had been received and every effort was being made to build up these programmes;
- vii) that the demographic forecast shared with members at the meeting showed that the University had initially kept ahead of the demographic dip, but was now finding its applications and student numbers in line with the dip. The activities of larger universities in taking further students was also compounding the demographic challenges. The University was continuing to set an ambitious target, aiming to reach 600, as reflected in the financial forecast papers later on the agenda. In the meantime, based on current numbers of applicants, the predicted final student numbers were around 585 to 590, although, as in previous years, it was difficult to be sure about patterns of decision making, given the changes across the sector;
- viii) that the pay efficiency target, together with opportunities to make savings elsewhere was actively under discussion;
- ix) that the Tertiary Education Review was expected to report in Autumn 2018. The Vice-Chancellor had asked to meet the Committee to explain high cost subjects from the point of view of a specialist HEI. It was also hoped that there might be an opportunity to discuss how the apprenticeship levy could be used more flexibly to support placement students, for example;
- x) that the Office for National Statistics had been reviewing student loans as part of the national accounts. It was understood that there may be changes under discussion, including opening up options to switch to grant and tuition fee models, as it was felt that this could possibly be more cost-effective overall. If this policy starts to emerge it is possible that some students may hold back on taking up a university place until the new funding model is in place. In the meantime, fees had been held at £9250 for 2019/20, although it was understood that the DofE had included inflationary increases in its assumptions from 2020/2021 onwards;
- xi) that the University would need to rebid for ISF funding in 2019. This would be a very important exercise as it represented 50% of the University's overall direct public funding;
- xii) that graduate outcomes expressed through salary levels continued to be regarded as particularly important, and that discussions were taking place about the extent to which this should be linked to HEI funding;
- xiii) that a number of the unions had voted against the national pay award of 2%. It was understood that strike action may be planned. Members noted that in the case of Harper Adams, funding a 2% uplift was

significant as margins were under pressure when compared to larger universities which were able to increase their income by charging higher fees for lower cost subjects;

- xiv) that all universities would have to apply for subject level TEF in the next two to three years, and a number of other key changes, including LEO, Data Futures and other major projects were forthcoming in the same timeframe. This would be very challenging to handle;
- xv) that the University's engagement with TEF 3 was successful and a further Gold had been awarded, together with very positive comments from the assessment panel. The Times Higher had calculated scores for institutions based on the metrics published by OfS. Harper Adams had been placed highly in the THE tables, despite the fact that TEF 3 metrics had been amended from those used in TEF 2, including a lesser emphasis on National Student Survey data and a focus on degree classification and teaching intensity. The University was one of only two universities that had retained a gold award through applying in TEF 3;
- xvi) that given the University's need to demonstrate world leading teaching to secure ISF funding it was helpful to have a second TEF gold and a very positive second set of feedback from the TEF assessment panel;
- xvii) that ISF bids would also need to demonstrate very clearly the need for the funds. It was also unclear whether it would be useful to apply for TEF 4 and this would be kept under review in case it was needed to support the ISF submission. It is possible that some HEI's may wish to reapply for TEF and may see achieving gold in TEF 4 as a useful stepping stone to strengthen their applications;
- xviii) that Hartbury University College was currently aiming to secure University title, while Reaseheath College had secured a £15m funding facility and NMRITE at Hereford had a new Chief Executive Officer with a pilot entry starting in 2018, numbering 20 who have been offered free places;
- xix) that the University of Chester had developed its engineering facilities on a former Shell facility at Ellesmere Port. Retrospective planning permission had been refused and, therefore, there may be some students looking to transfer elsewhere in due course;
- xx) that a land-based college had approached the University with a view to seeking a partnership arrangement. Mr Jones was currently exploring this opportunity further;
- xxi) that the Government's Health and Harmony Consultation was due to be completed at the end of July 2018. It was suggested that this would be a useful focus for the September Board/Executive Planning Session. Suggestions within the document included professionalising the farming industry. The Food and Drink Sector Council had been set up and an AHDB Leadership Group was also being set up, focussing on ideas for professionalising farming and setting out a framework around payment for public goods; **DGL/CEB**
- xxii) that the Office for Students had asked the University to undertake further work on its Access and Participation Plan within a short timeframe. Some of the questions were particularly challenging and it was felt there may be a need to ensure that the new staff in the OfS understand the nature of the rural population dynamic as the queries received, in some instances appeared to focus on urban models of participation;

- xxiii) that Sir Charles Godfray, the Chair of DEFFRA's Science Advisory Council, had recently visited the University and had been very positive about its work. DIT International representatives had also visited on 4th July, backing up opportunities to secure inward investment for the Science Park being developed to the south of Newport. It was pleasing that the Government's more recent announcement had confirmed that Telford was seen as an appropriate location for agri-tech innovations to be developed;
- xxiv) that XAG, a Chinese drone manufacturer, had been visiting the University and it was possible that a memorandum of agreement may emerge. The company had already donated a drone to Harper Adams and had begun to talk about an opportunity to develop a strategic partnership;
- xxv) that Professor James Lowenberg-DeBoer has been awarded a major international medal;
- xxvi) that discussions are in hand with Huazhong about the future of the relationship and the need to ensure that the project was cost effective from Harper Adams University's perspective. Should the current discussions not resolve the sustainability aspects of the programme, it may be necessary for the University to teach-out and close down this programme once the 2018 cohort had progressed successfully to Harper Adams;
- xxvii) that the University had been having detailed discussions around whether or not to issue unconditional offers. Consultancy advice had indicated that a high number of applicants to Harper Adams had received at least one unconditional offer. Although the Office for Students had talked about overview of unconditional offers, senior officers had also indicated that if this approach was what the market was requiring, then the OfS would not stand in the way of market forces. In the meantime the University would keep its processes under active review;
- xxviii) that the Vice-Chancellor had shared budgetary challenges with staff at a recent meeting so that staff were clear that cost-cutting was essential;
- xxiv) that the report from the Director of Marketing and Communications set out further information about recent clearing related activities and interaction with UCAS. In discussion Mrs Folkes asked for clarification about the tender for long term agency partners. To date, 43 expressions of interest have been received and it was agreed that it would be important to be clear with any successful agency about the role that was required.

17/50 **Members' Discussion**

Received: an oral report from Mr Hambleton on his attendance at the Advance HE (formerly LFHE) seminar on small and specialist HEIs, held on 14 June 2018

- Noted:
- i) that Mr Hambleton had found the session extremely useful, with good speakers, including Gordon McKenzie, the CEO of Guild HE. Mr McKenzie had talked about his view that the university sector was entering a stable period for regulation, but a very unstable period for funding. In addition to this it was noted that there could be significant policy shifts following a General Election;
 - ii) that the OfS was keen to show value for money and it was felt at the seminar that TEF generally matters to students, although LEO data was

not felt to be quite so useful at this point, but information that politicians in particular wished to see;

- iii) that the seminar had also focussed on the post 18 funding review and noted that the outcome had not been pre-determined and, therefore, the outcome could be significantly different and challenging. The review would also look at part-time student funding;
- iv) that the OfS regards TEF as particularly important and feels that it is useful to students and applicants. The OfS focus remains on supporting students, value for money, costing the care of students;
- v) that WonkHE provide a useful synopsis of key issues in higher education;
- vi) that the session also emphasised the importance of student experience, quality of teaching and mental health support, which it was noted is an increasing issue in all institutions;
- vii) that the new Student Union President's manifesto had included a commitment to working with Student Services to support students with mental health concerns. This was particularly in the context of students being concerned, not only about their own studies, but also about the impact of Brexit on their families potentially;
- viii) that access to industry links remains important and it was likely that this data may be required in future;
- ix) that it had been suggested at the session that the better the data provided by institutions, the less intervention from the OfS was likely. The Vice-Chancellor continued to sit on the Student Information Advisory Group, which was engaging with colleagues from OfS and DFE. The group had expressed concerns about the LEO dataset, however the DFE had decided that the data would be published notwithstanding this as it was the best data available;
- x) that approaches to academic governance were also discussed at the session, with suggestions of good practice. Mr Hambleton reported that the University was already embracing the activities suggested;
- xi) that Georgie Marland, the new SU President, would be attending the Advance HE session for new Student Governors in September 2018 and would report back to the Board on her experiences at the September meeting. **GM**

Agreed: that the University would continue to take the issue of student mental health very seriously. Consideration would be given as to whether or not this should be a separate item on the risk register during the review over the summer period.

17/51 **Finance**

- Received:
- i) a report on the meeting of the Finance & General Purposes Committee held on 14 June 2018;
 - ii) the draft budget 2018/19, including the Financial Forecast 2019/23
 - iii) the financial forecast and financial commentary for submission to the Office for Students (OfS) on or before 17 September 2018.

Noted:

- i) that the Finance and General Purposes Committee had discussed scenarios for the draft budget and financial forecast in detail at its recent

meeting and wished to recommend Scenario C to the Board, being a 600 student intake without any anticipated grant reductions, as no further information on likely changes to grants were available at the current time.;

- ii) that members had received a briefing from the Deputy Vice Chancellor on progress of the Joint Vet School. In discussion, members had agreed to recommend to the Board that the Working Group established to work alongside members of the senior team should be discontinued and instead regular report should continue to be made to F&GP Committee understood its standing item of strategic projects, together with a report to the Board at each meeting;
- iii) that the Health & Safety Committee had recommended the establishment of a Biological Safety Committee. The terms of reference for the Biological Safety Committee had been circulated to members of the Board;
- iv) that the draft budget 2018/19, including the financial forecast 2019/23 had been discussed at the Committee's formal meeting in June and had also been discussed further at a teleconference meeting, at which members of the Committee had explored the final proposal as presented to the Board in the agenda papers. In particular members of the Committee had noted that income, pay and non-pay changes, together with student numbers remained the key assumptions within the budget. The cost paper also anticipated a number of cost reductions that needed to be secured in year, including both pay and non-pay efficiencies, totalling £400,000 in 2018/19. Activities were already underway, with a number of staff suggesting useful ways for money to be saved. A saving of £100K on planned ISF spend had also been agreed;
- v) that the Vice-Chancellor had briefed staff at a recent Staff Meeting, outlining the hope that staff efficiency cost savings could be achieved through natural wastage. In the meantime, a scheme which aimed to be fair to any members of staff expressing interest had been developed and appropriate legal advice sought. At this stage, where staff had expressed an interest, any formal discussions will take place in relation to requests for early retirement or potential changes to current working arrangements. Where such staff changes take place it will be necessary for the posts to be frozen and the work to be covered in alternative ways, or at a much lower salary level where essential. In particular, it would be important for the University to ensure that support for the final year cohort of students was in place, as there was still a large cohort returning from placement. It would also be necessary for the University to prepare positively for subject level TEF during 2019;
- vi) that the University recognised that its performance was very high and any adjustments to expenditure needed to be handled carefully, with appropriate further discussions with staff representatives as necessary;
- vii) that other ideas for saving funds including reducing the number of placement visits where the cost of travel alone totalled some £44,000 on current estimates. Other examples included reducing the use of paper;
- viii) that discussions at national level on high cost subjects were continuing. Although the initial indications were that high cost funding would be protected overall, the unit of resource had gone down, although the University had secured HEIF for the first time since 2010. The situation was particularly challenging for a small specialist high cost subject base, whereas universities with a wider range of subjects were still able to draw

on higher-level fees being charged for lower cost subjects. This this had led to significant building programmes in their HEIS, for example;

- ix) that it would be helpful for the Board to consider the Government's Home and Harmony Policy document at the University Exec/Governors' Away Day workshop. Professionalisation proposals for agriculture, were a feature of the emerging policy environment and the Vice-Chancellor had been invited to sit on a group that would start to explore this at national level. At local level, one of the Heads of Department had suggested exploring possible integrated Masters in Agriculture, which might attract students who would be particularly keen, for example, to work alongside vet students;
- x) that the University continued to proactively manage and review its portfolio and to look for opportunities to develop cognate courses that might attract a wider range of students where this was appropriate. Some of these courses had worked positively, but some were now coming under pressure, including Geography and Mechanical Engineering. Applied Zoology had been more successful to date, while Applied Biology had not yet attracted a large number of applicants;
- xi) that in discussion members were aware of a wide range of approaches being taken by other universities to unconditional offers and the need to take into careful account the likely impact of the Vet School subjects, such as Bio Veterinary Science. The University intended to consider carefully where use of unconditional offers may be appropriate;
- xii) that in Board and other meetings, the University had been briefing members on the demographic dip for some time but, as shown by the graph shared with members, the University had been able to keep ahead of the overall UK wide demographic dip, but was now in excess of the dip in the current year. Members also noted that other factors were likely to be having an impact on applicant numbers including Brexit, other pressures affecting rural businesses in particular more generally, and the ever increasing competition from other Universities including selecting Universities which were seeking significant growth in their market share through mechanisms including unconditional offers, and/or other incentives;
- xiii) that Scenario C would be stretching as to achieve 600 student intake would mean every effort being made to secure students through clearing and to continue the hard work in improving the University's visibility to all potential applicants. The University would not know its final numbers until the full cycle of confirmation, starting in mid-August, was complete around the beginning of October. However members would be briefed at the September Board meeting and the F&GP Committee would be briefed before this at its planned teleconference. In the meantime, contingency planning was continuing as there was also a need to prepare for 2019/20 where a higher level of saving would be required based on the current projections. It was noted that this was the year before the Vet School came into place and, therefore, there are costs associated with the development, as a first strategic investment in the JVS;
- xiv) that it was important for the University to demonstrate in its submission to the OfS the need for high cost subjects and continued ISF support. It was, therefore, important that a realistic budget and financial forecast was submitted;
- xv) that although the revised timing for submission of financial forecasts for all universities was now 17th September, it was known that most

universities intend to submit their forecasts earlier than this date, given the normal calendar of Board Meetings and approval mechanisms;

xvi) that members were updated on the meeting at the meeting on the final impact of Veterinary School capital spend, which had been updated to ensure that all aspects were fully captured. Members were provided with an updated set of tables at the meeting.

Agreed: i) "that Scenario C should form the financial forecast to be submitted to OfS, along with the commentary before the due date of 17th September 2018; **LF**

ii) that members were content that the revised tables appropriately reflected the capital spend of the Vet School; **CEB**

iii) that members were in agreement that the September workshop with the University Exec members should focus on the Government's Home and Harmony paper as a strategic discussion item; **DGL**

iv) that members of the Board were supportive of the University taking appropriate measures to reduce staff and non-pay costs;

v) that members were content that the Joint Vet School Working Group be disbanded, as noted above, and replaced by regular reporting to F&GP and the Board. Thanks were expressed for their assistance with the Working Group. **PRM**

Staff observers and Prof Mark Ormerod left the room for discussion of the next Commercial in Confidence item.

Mrs Kate Baker Mr Richard Heath and Mrs Helen Armishaw joined the meeting at this point.

17/50 **Joint Veterinary School with Keele University**

The minutes of this part of the meeting are recorded in a separate Commercial in Confidence document.

Prof Mark Ormerod was invited to re-join the meeting after the JVS item was concluded.

17/53 **Corporate Planning Statement**

Received: i) a summary of progress made to achieve objectives set for the corporate planning statement 2017/18;

ii) the Corporate Planning Statement for 2018-19 (drafted in support of the Strategic Plan 2015-2020)

Noted: i) that reasonable progress had been made to meet the objectives set for 2017/18;

ii) that it would be helpful for the Corporate Planning Statement to be updated to reflect planned actions to address the Gender Pay Gap. The University Secretary agreed to make these amendments; **CEB**

iii) that the undergraduate target described in the 2018/19 draft CPS needed to be updated to reflect the 600 target agreed earlier in the meeting, and to reflect the activities that were planned to prepare for the 19/20 intake;

Approved: the final report on the Corporate Planning Statement 2017/18 and the proposed planning statement for 2018/19, subject to the corrections noted above. **CEB**

17/53 **Report of the President of the Students' Union**

Received: a report by the outgoing Students' Union President and the incoming Students' Union President.

- Noted:
- i) that the Students' Union was anticipating a deficit budget but plans were on hand to try and address this during the year;
 - ii) that the Summer Ball had gone extremely well, although it was understood that in financial terms the Ball may not quite have broken even and an overall deficit for the year of circa £25K was likely;
 - iii) that the outgoing President's report had highlighted challenges in keeping up with the workload and the need to ensure that a good experienced manager was in place. Whilst the manager appointed in the autumn had since resigned, an interim manager had been secured with the support of the University to help the Student Union transition into the New Year and to find a suitable manager who could be appointed to the post on a permanent basis;
 - iv) that the Governance Review conducted by the Student Union itself and the review of Union activities recently completed by the University's internal auditors have both identified the need for changes to the structure of the Trustee Board. Actions were in hand, including plans to try and attract further new Trustees;

17/54 **Academic Board**

- Received:
- i) an oral report on the meeting held on 13 June 2018;
 - ii) proposed changes to the terms of reference for the Academic Board and terms of reference for a new Success and Retention Committee;
 - iii) the annual report on Student Complaints and Appeals;
 - iv) proposed revisions to the Student Complaints Procedure;
 - v) a copy of the University's Self-Assessment on its compliance with CMA requirements as agreed by the Audit and Risk Management Committee held on 14 May 2018 for submission to the OFS as part of the Registration process;
 - vi) amendments to the Academic Quality Manual, agreed by the Academic Board in June 2018 following completion of the annual review cycle .

- Noted:
- i) that the key items listed on the agenda were all important matters referred to the Board of Governors by the Academic Board;
 - ii) that a formal report on the meeting of 13 June would be provided to the Board at its next meeting in September.

- Agreed:
- i) that members were content with the minor amendments to the terms of reference and the terms of reference for the New Success and Retention Committee.

- ii) that the annual report on Student Complaints and Appeals continued to provide a positive commentary on the work of the University with respect to these processes;
- iii) that members were content to acknowledge and accept the annual report on amendments to the Academic Quality Manual and the University self-assessment of its compliance with consumer protection guidance;
- iv) that on page 62 of the agenda there was a need to clarify that figure 1 should appear in columns where this had been had been omitted in error;
CEB
- v) that the reports commissioned by the Board as part of its preparation for considering whether or not it was able to give assurance statements on the University's management of quality and standards were appropriate and members did not require further information on these particular matters prior to making their judgement at the November meeting of the Board.

17/55 Committees

- Received:
- i) a report on the meeting of the Health and Safety Committee held on 31 May 2018, including a copy of a proposed Health and Safety policy;
 - ii) a report on the meeting the Staffing Committee held on 15 June 2018;
 - iii) a report on the meeting of the Remuneration Committee held on 18 June 2018, including the report on setting objectives for the Vice-Chancellor;
 - iv) the draft report on Remuneration Committee work in 2017/18 for publication in due course in accordance with CUC/OfS guidance;
 - v) a draft Remuneration Policy statement for immediate publication;
 - vi) a report on the meetings of the Audit and Risk Management Committee held on 14 May and 28 June 2018;
 - vii) a copy of the CUC HE Senior Staff Remuneration Code published on 6 June 2018; the OfS Accounts Direction published 19 June 2018 and the latest UCEA publication, 6 June 2018 on Pay Multiples for Heads of HE Institutions;
- Noted:
- i) that Mr Thomas was content to endorse the Board's decision to approve the new Biological Safety Committee as discussed earlier in the meeting;
 - ii) that Mr Thomas had also been pleased to see that Health and Safety Committee were cognisant of GDPR requirements;
 - iii) that a new Drones Officer would need to be put in place following the resignation of Dr Ianto Guy;
CEB
 - iv) that recent sector-wide guidance on operationalising Health and Safety Policy statements had led to the development of the policy included in the agenda papers. In effect the paper drew together existing practice in one place and there were no significant changes to current practice;
 - v) that the document would be a useful aide memoire for managers and staff who were briefing new colleagues and where students were also being briefed on Health and Safety matters;

- vi) that the Staffing Committee had received a copy of the most recent Equal Pay Review and noted that the figures remained appropriate with no major issues that needed further work. It was noted in particular that this analysis of pay was very different to the Gender Pay Gap as it measured different issues. In discussion on Gender Pay Gap the Staffing Committee had expressed the wish to see as many staff as possible engaging with the PDR process in a positive manner as it was felt that this was a useful stepping stone to allow staff to prepare for more senior roles in due course;
- vii) that the Staffing Committee had also discussed a proposal from the Staff Consultative Group in which long service could be recognised by the allocation of additional leave;
- viii) that paragraph 20 of the report needed to be updated to read 'UCU' as a typographical error was currently included in the paper; **CEB**
- ix) that a lot of discussion in public fora had taken place around senior staff remuneration over the past few months. This had led to the CUC developing the new HE Senior Staff Remuneration code which, as members recalled, the University had considered in draft and had recommended changes in its processes to the Board at its April meeting to ensure compliance with the draft Code. The Board had agreed those changes. The final code had been published on 6 June 2018, in time for further review to take place prior to the meeting of Remuneration Committee the following week. This had led to some proposed changes to the documentation and the development of a new Remuneration Policy Statement to ensure full compliance with the final Code;
- x) that the pay multiple approach recommended by CUC and UCEA was slightly different to that which had emerged in the OfS accounts direction. It was understood that you UCEA, CUC and BUFDG are currently in discussion with the office for students to try and resolve the pay multiple rubric and that institutions would be informed in due course. UCEA had advised in the meantime that if the University were publishing its report on Remuneration Committee activities it should use the CUC/UCEA pay multiple information until further notice;
- xi) that the Audit & Risk Management Committee had held two meetings since the last meeting of the Board. The Committee had asked the Board to endorse its decision to approve the documentation required for Registration with the OfS for submission to the OfS acting on the delegated authority of the Board, as agreed at the April 2018 meeting. Members agreed;
- xii) that the internal audit reports considered at the meeting of the Committee on 28 June were overall positive. A more challenging report had been received on research governance, which has identified a number of important areas that needed further work. These generally related to some of the University's procedures not being fully met by all staff. Management had responded positively to the report and actions were in hand to address the issues raised;
- xiii) that the Committee had also received a report on Students' Union governance, which had identified a number of important areas for further work. While this report would not be included as part of the overall

opinion on the work of the University, it was nevertheless important that the Students' Union, having received public money from the University, had the appropriate process and procedures in place to manage its activities in accordance with best practice. The SU had accepted the recommendations made and work to put in place more formal process and procedures was in hand. The Committee had also invited the Students' Union President and the interim Students' Union Manager to meet the Committee at its November meeting to discuss progress made in addressing the recommendations of the report;

- xiv) that the recommendations made on senior staff pay presented by Remuneration Committee were all within the agreed parameters set by the Board.
- xv) that as set out in the report of the Remuneration Committee, the Vice-Chancellor's performance in making progress towards meeting his agreed objectives for the year continued to be excellent. The Board had been updated during the year through the Vice-Chancellor's reports to the Board on progress with key objectives including student recruitment; delivery of the University's engagement with the Agri-Tech Strategy and engagement with the new Industrial Strategy; ISF projects; internationalisation; staff survey outcomes and actions; securing additional farmland; regaining HEIF funding and continuing to raise the University's profile and reputation during the year. A key objective for the forthcoming year in addition to continuing work on the objectives agreed for 2017/18 included delivery of the next phase of the Vet School Project. As usual, members would be updated on progress with objectives through the Vice-Chancellor's Report at each meeting;
- xvi) that in the case of the Vice-Chancellor, the Committee had considered ways in which payment in lieu of employer pension contributions might be made as it was understood that, where pension issues had arisen due to annual allowance and lifetime allowance matters, that other universities had already taken action to provide a payment to staff in lieu of employer pension contributions as appropriate where staff had left the scheme due to AA and LTA issues. The Chair also discussed at the meeting with members a proposed policy on the University's approach to enabling staff to seek such payments in circumstances where they had left the LGPS or TPS scheme due to AA or LTA matters. While members were overall content with the proposal and noted that it was in line with arrangements at other universities, a member asked that some consideration be given to whether or not it would be appropriate to consider whether payments in lieu of employer contributions could be made where a more junior member of staff had chosen not to join the pension scheme, rather than to leave the scheme due to AA and LTA issues;
- xvii) that the proposed payment to the Vice-Chancellor in lieu of employer contributions was in line with the parameters set for decision-making by the Committee;
- xviii) that the Committee had paid careful attention to the final CUC HE Senior Staff Remuneration Code and had put forward a number of minor amendments together with the proposal for further work to take place as necessary to ensure that the University was fully compliant with the new CUC code.

- Agreed:
- i) to endorse the recommendation of the Staffing Committee in relation to awarding one day's additional leave to mark 5, 10, 20 and 30 years' service to the University, phased in as necessary for staff who may have accrued such additional leave already; **CEB**
 - ii) that the report of Remuneration Committee should be accepted and the proposal and the decisions put forward endorsed by the Board, including the proposal to make a payment of a proportion of the University's contributions to the Vice-Chancellor in lieu of employer pension contributions; **CEB**
 - iii) the draft Remuneration Policy Statement for immediate publication; **CEB**
 - iv) the draft policy on LTA and AA, noting that the Staffing Committee would consider whether or not it might be appropriate to develop a policy in relation to staff who decide not to join the pension scheme, or whether this needed to be carefully considered in light of legal requirements such as auto enrolment;
 - v) the proposed minor changes to remuneration documentation, in light of the final CUC HE Senior Staff Remuneration Code to ensure full compliance;
 - vi) the draft report on the Remuneration Committee in 2017/18, for publication in due course in accordance with CUC/OfS guidance;
 - vii) to endorse the decision of the Audit Committee in relation to the submission for registration with the Office for Students;
 - viii) the Health and Safety policy, subject to any minor amendments that may be necessary following feedback from members of the Health and Safety Committee. The Board further agreed that Mr Thomas might take action over the summer to agree the minor amendments as necessary; **MT**

17/56 **Any Other Business**

(i) Retiring Members

- Thanked:
- i) the members of the Board thanked Ms Charlotte Garbutt, outgoing Students' Union President for all her contribution to the work of the Board and for her work as President during 17/18;
 - ii) members of the Board also thanked Mrs Heather Jenkins for her contribution to the work of the Board during eight years as a Governor and the Chair presented a small token on behalf of the Board to Mrs Jenkins.

(ii) Board members one-to-one discussions with the Chair

The Chair reminded members that it was now almost 12 months since one-to-one discussions had last taken place. He encouraged all members to arrange one-to-one discussions with him, whether these would be held over the telephone or in person. In due course the Chair would circulate dates to members for them to select a time to suit them for a conversation.

MJL/ALL

17/57 Date of Next Meeting

27 September 2018

Members were also provided with an updated list of meeting dates for 2018/19

PART TWO

17/58 Management Accounts

Received: the management accounts for the period to 31 May 2018

17/59 Risk Management

Received: an updated report from the University Secretary on the key risk areas monitored by the Board of Governors.

17/60 OIA Annual Statement for 2017

Noted: a copy of the annual statement published by the OIA confirming the number of student complaints that it has dealt with during the year relating to Harper Adams University.

17/61 Committees

Received: i) a report of the meeting of Farm Strategy Committee held on 13 June 2018;
ii) an annual report on the work of the Animal Welfare and Ethical Review Committee.

Noted: that the Nominations Committee would be meeting after the Board and would report on its work, including consideration of expressions of interest to join the Board following the recent advert, at the Board's meeting in September 2018.

27/61 Office for Students (OfS) and other Circulars

Received: a list of OfS circulars received by the University since last meeting of the Board.