

HARPER ADAMS UNIVERSITY

Board of Governors

Minutes of the Meeting of the Board of Governors held on 28 March 2019 in the Boardroom

Present: Mr Mike Lewis Chair
Dr David Llewellyn Vice-Chancellor
Mr Colin Bailey
Mr Tim Burnhope
Mr Peter Cowdy
Dr John Donaldson Staff Governor
Mrs Emma Foulkes
Mr Richard Hambleton
Mrs Lavinia Moroz-Hale Staff Governor
Mr Peter Nixon Vice-Chair
Mr Daniel Jervis SU President
Prof Peter Mills Deputy Vice-Chancellor
Rebecca Payne Staff Governor
Dr Julia Pointon
Mr Mark Roach
Dr Martin Thomas
Mr Campbell Tweed
Mr Stephen Vickers Vice-Chair
Mrs Debbie Winstanley
Dr Tim Watson
Mr Dominic Wong

Apologies: Prof Mark Ormerod
Mrs Christine Snell

In attendance: Dr Catherine Baxter University Secretary & Clerk to the Board
Mrs Liz Furey Director of Finance

Register of Interests

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

18/71 Welcome to new Members and Staff Observers

Welcomed: i) Mr Daniel Jervis, Student's Union President with effect from 1 July 2019;
ii) Mrs Veronica Miller, Mr Vernon Blakeman & Mr Alastair Burr,
(Staff observers & SU Staff observer respectively).

18/72 Minutes

Approved: the minutes of the meeting of the Board of Governors held on 28 March 2019 (18/49 –18/70). (NB Commercial in Confidence Minutes relating to the JVS can be found recorded in Booklet 3)

18/73 Matters Arising

Received: a report from the University Secretary;

Noted: — i) that as agreed by the Board, the Chair of Audit & Risk Management Committee and the Chair of the Board had taken action on behalf of the Board to appoint RSM as internal auditors for a period of up to 5 years subject to annual review with effect from 1 August 2019;

- ii) that the Chair had taken action on the delegated authority of the Board to approve the Access & Participation Plan for submission to OfS;
- iii) that since the submission of the Access & Participation Plan, OfS had requested further information and the Chair had been asked to agree revised text and additional information as necessary;
- iv) that Mr Lewis & Mr Thomas had taken action, as agreed by the Board, to consider and approve changes to the Student Disciplinary Policy. The Policy had also been discussed with Student Wardens;
- v) —that members had been notified by circulation, of changes to the membership of Remuneration & Staffing Committees.

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Agreed: i) to endorse all of the actions taken on behalf of the Board as set out above.

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18/74 Vice-Chancellor's Report and Governors Discussion

- Received:
- i) a report from the Vice -Chancellor on recent developments of note;
 - ii) a report from the Acting Director of Marketing & Communications.

- Noted:
- i) that as reported earlier in the meeting, the OfS had asked for further information on the Access & Participation Plan. Feedback was awaited. Target setting had been challenging but it was noteworthy that some progress had been made and this would be reportable in the next data submission;
 - ii) that the National Student Survey (NSS) outcomes had been published on 3 July 2019. Harper Adams had been ranked as joint 3rd and joint 1st in England according to OfS rankings. The Board thanked staff and students for their hard work;
 - iii) that with the NSS results, there were some key areas that needed further attention at course level. Course Managers were taking steps to address these points immediately rather than waiting for the next academic year to start;
 - iv) that the recent visit of the President of the British Veterinary Association (BVA) had been positive. The discussions had focused on the needs of the Veterinary profession and how HKJVS was working to address these through its intended approach to developing new vets. John Fishwick Senior Vice- President of the BVA planned to visit at a later date;
 - v) that the Augar Review had been published. Headline proposals included a plan to reduce fees to £7,500 with a possible top-up for higher cost subjects. The Government had deferred consideration until the Comprehensive Spending Review was completed. There was however, speculation about fees being frozen for five years with no inflationary uplift. There was also a focus on supporting technical and further education which might in turn, reduce available funding for HE;
 - vi) that GuildHE and other sector groups were actively engaging with the outcomes of Augar;

- vii) that the role of Director of Marketing & Communications had been offered to the successful candidate. A formal announcement would follow. In the meantime, an Interim Director was in post;
- viii) – that the Harper Adams Club had completed its survey of members. Feedback had highlighted a wish for further networking & engagement with the University. The AGM of the Club had been generally supportive of these areas being progressed. The changes in staffing support for the Club were being bedded in with a range of support from Marketing staff. Further discussions about the Club and alumni relations generally would continue with a view to further enhancing existing arrangements and engagement opportunities;
- ix) that the University had been included in a random sample of universities, required to engage with the first round of Prevent Review meeting progress. A formal report would be issued in due course by the OfS Prevent team;
- x) that undergraduate recruitment is looking positive, but the University remained alive to the need to compete and maintain acceptance levels. The 2020/21 marketing campaign was already in hand. A number of areas including Countryside/Environment and Food were not so strong and these would continue to be carefully reviewed;
- xi) that careful use of targeted unconditional offers appeared to have helped HAU compete with other HEIs who were using these offers on a larger scale in many cases. The Secretary of State had expressed concern about unconditional offers especially where they required a student to make a quick decision. The University had not included a requirement to withdraw from other offers or to make a quick decision on such offers it has issued. However, concerns about making such offers may still be raised in the future with Universities, including Harper Adams, if the Government remained concerned;
- xii) that applicants could now release themselves into clearing without permission from the University at which they had accepted an offer. Students were already able to accept unconditional offers as 'insurance' but then proceed to "trade up" if their results were positive;
- xiii) that the OfS expected every student to be successful. It was felt that this was unlikely to be the case given personal and or academic challenges that some students face. The University's progression rates were generally good but would remain an important focus;
- xiv) that the TEF will include NSS data and take account of previous performance. Not all subjects were performing at the same level and attention was required and in hand. In the meantime, the Pearce Review of TEF was underway and so the final outcome/timetable for subject level TEF was not yet known;
- xi) that further consideration of the next round of bids for ISF was underway. Arts based specialist HEIs had agreed to work together to try to influence OfS on the importance of ISF and had invited HAU to join them in this work;
- xvi) that student demand for welfare services remained high and this was in line with HE sector wide trends. Overall, indications were that students were satisfied with the services available and it was noted that the University had been voted by students for the 'WhatUni' award in this category for the past five years;

~~– xvii) – that a new appointment focusing on student conduct was planned to enable
Student Services to focus on well-being, mental health and welfare of students;
Student Services to focus on well-being, mental health and welfare of
students;~~

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~~– xviii) – that the Students' Union was seeking to promote well-being and to ensure
that its social programme was as inclusive as possible. New 'Give it a Go'
events were planned led by the Vice-President with a view to reaching out
to all students;~~

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~~– xix) – that the report from the Interim Director of Marketing & Communications
was useful and members had no further questions to raise at this point.~~

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18/75 Members Discussion

Received:

- i) – proposed plans for the September 2019 Strategic Planning Day;
- ii) – a letter from OfS to Chairs of Governing Bodies on financial viability and sustainability and copies of strategic guidance letters from DfE to OfS;
- iii) a proposed schedule of presentations by students;
- iv) Effective Practice Advice for governing bodies- published by OfS 20 June 2019;

Noted:

- i) – that the discussions at the Effectiveness Review held earlier in the day had been useful in terms of shaping plans for the annual planning day. The University had intended to invite an external speaker, unfortunately, both of the persons approached had been unavailable;
- ii) that in discussion, members were content not to have an external speaker but to utilise the time for discussing the new Strategic Plan 2020-25 as well as debating strategic aims beyond the Vet School as a wider debate looking beyond 5 years' time; ALL
- iii) that members were content for University Executive to be present as in previous years. Members also recognised their own role in ensuring they contribute and engage in the discussions at the Planning Day;
- iv) – that the OfS correspondence circulated was useful and demonstrated the clear changes that were in hand. F & G P Committee had carefully reviewed the basis on which the University's forecasts were developed and remained content that the assumptions remain prudent and realistic;
- v) that the University continues to work on its new higher level (degree) apprentice programmes. 25 apprentices were studying in 2018/19 and a strong level of interest was being demonstrated for 2019/20. Overtime, the University aimed to have a cohort of 30 apprentices, working with companies;
- vi) that members were content to agree the proposed schedule of briefings by students; CEB
- vii) that the Effective Governance Practice Guidance published to date had focused on Access & Participation plans and the role for Governing Bodies in the development and mentoring of these plans. It was not known if other guidance would emerge in due course. The need for guidance on public interest governance had been highlighted at various events by OfS

representatives along with governance roles in relation to academic matters; oversight of finance and the arrangements for the 'Fit & Proper' checks for Governors.

- Agreed:
- i) that the revised Access & Participation Plan would be uploaded to the Governors' Document Library; **— CEB**
 - ii) that a mapping against the guidance of the Board's role to agree/monitor the Access & Participation plans would be considered in September to illustrate how the University meets the OfS guidance; **CEB**
 - iii) —that should further public interest governance emerge, this would also be shared with the Board for discussion; **— CEB**

18/76 Finance

Received: a report on the meeting of the Finance & General Purposes Committee held on 13 June 2019. (NB the report on JVS related matters was included in the JVS item later on the agenda)

- Noted:
- i) that discussions on a potential vertical farming partnership were on hold until the company concerned was in a position to progress. In the meantime, two other interested parties had been in touch and would be considered as appropriate. It was understood that one of the companies would be aiming to rent space in the Agri-Epi Hub and collaborate with University staff from this base. This was welcomed as a positive approach by members;
 - ii) that should any other potential vertical farming opportunities arise, members were content for F & G P Committee to consider these on behalf of the Board; **— PN**
 - iii) that the Chair of the Board & Vice-Chairs had come to the conclusion that the review of the Staff Bonus Scheme should be put on hold as it was already clear that further separation of the KPIs into a plan to pay part of the overall bonus for partial completion of the KPIs was still unlikely to lead to payment of the bonus given the financial constraints that the University needed to manage such as increased employer payment for the TPS Pension Scheme and similar external changes which the University could not control. In discussion, members asked that the communication to staff of this decision be carefully managed to try to minimise any negative impressions given the hard work that was being undertaken by staff;
 - iv) that while some members felt the scheme should be permanently withdrawn, others did not agree that this would be an appropriate step. JCNC had been advised of the decision to put the scheme on hold and had not raised any concerns. Members re-affirmed that communication to staff needed careful management; **— DGL**
 - v) that in the autumn, the Board wished to consider whether or not a 'Thank You' day should be awarded- possibly at Easter 2020; **— DGL/MJL**
 - vi) that the Committee had considered the draft budget and forecast in detail, including testing whether the forecast was realistic and prudent. It had been agreed that the forecast was appropriate and based on realistic and pragmatic assumptions;
 - vii) that some minor changes had been made following F & G P and these were included in the circulated forecast;

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- viii) that in particular, the release of a capital donation for the Vet School building had been included in accordance with accounting rules and a contingency of £300k for the JVS capital build had also been included. Reaseheath data had also been refined to ensure it was up to date;
 - vix) that, as members were aware, the tender for the JVS building had all proposed a higher cost than had been estimated by the University's quantity surveyor due to rising commodity prices and the need to factor in a challenging timetable for completion with a short lead in time. The latter had not been fully costed by the quantity surveyor. The overall proposed budget was now £10.2m including £350k contingency being just under 5% of the main contract cost. This was felt to be sensible.
 - vx) that the most significant risk to the JVS was to deliver the building on time and to the right quality. F & G P Committee members had also reviewed the due diligence challenges. Contractors were content that the preferred supplier was robust in terms of financial performance;
 - xvi) that a contingency plan to accommodate the first JVS cohort in existing teaching spaces was being developed by the Director of Finance and Deputy Academic Registrar in case of any delays;
 - xii) that the Director of Finance was seeking to secure loan funding for £8m over a seven year term on a fixed rate basis;
 - xiii) that risks of project overrun were also being managed by employing a Clerk of Works and ensuring that collateral warranties are in place with the new contractor who in turn employs mainly direct labour;
 - xiv) that undergraduate projections in the forecast reflected trends in 2019/20 and were slightly more optimistic given the predicted demographic uplift and impact of the JVS;
 - xv) that in due course, residential accommodation development and capacity will need to be reviewed should projected student numbers flow through as planned. **LF/CEB**
 - xvi) that the appointment of the Head of the JVS has been confirmed. Dr Matt Jones was already involved in meeting candidates for other roles in the JVS and would start full time in August 2019;
 - xvii) that the teaching posts advertised recently had attracted significant interest from other Vet Schools. Good candidates had also been secured for the Director of Operations;
 - xvii) that a launch at the House of Lords was planned for 23 July. Lord Trees was hosting. He had requested that representatives from all Vet Schools be invited;
 - xvix) that the JVS Risk Register had been refreshed and was included with the agenda papers;
 - xvxx) that some members wondered if further publicity was needed to ensure key people, including working vets, are aware of the HKJVS. This would be considered further; **DGL/JG**
- Agreed: i) to approve that the F & G P Committee may take action on behalf of the Board to consider arrangements for vertical farming partnership should this become urgent prior to the November 2019 Board meeting and to seek the Board's approval by circulation; **PN**

- ii) to endorse the decision taken by the Chair and Vice-Chairs to suspend the staff bonus scheme and that the Vice-Chancellor would communicate the decision appropriately to staff; LF
- iii) that the draft budget be approved along with the Financial Forecast noting that the forecast would be reviewed and potentially updated prior to submission to the OfS in December 2019. Members would be kept informed; LF
- iv) that the Committee's decisions in relation to the approval of the capital budget for the Joint Vet School building be endorsed and that the proposal to seek a fixed rate loan be progressed as discussed under the Commercial in Confidence item on the Joint Vet School; LF

18/77 Corporate Planning Statement

Received: a summary of progress made to achieve objectives set for the Corporate Planning Statement 2018/19;

- Noted:
- i) that sound progress had been made with the CPS actions from 2018/19;
 - ii) that the interim CPS had been drawn up pending the new Strategic Plan and would be reviewed again in due course; LF/CEB

Agreed: to approve the interim CPS for 2019/20 and that the document would be updated when the Strategic Plan was approved; DGL/CEB

18/78 Report of the President of the Students' Union

- Received:
- i) a report by the Students' Union President for 2018/19 on the recent activities of the Students' Union;
 - ii) the Management Accounts for the Students' Union for the period to 31 May 2019;

- Noted:
- i) that thanks were due to Georgie, all 2018/19 SU Executive and SU Trustees;
 - ii) that Mr Jervis had identified growing diversity in ensuring the SU meets the needs of all students as a wider service;
 - iii) that NSS feedback had not been so positive in 2019 and the SU recognised the need to offer support to Student Reps; DJ
 - iv) that the SU also recognises that it needs to diversify its' role on other ways; DJ
 - v) that the appointment of Mr Burr as SU Director would provide dedicated development/support for the President and Vice-President;
 - vi) that Mr Burr planned to develop and support the elected President such that he/she was familiar with management accounts and other key duties that form part of the Memorandum of Understanding with the University. He, the President and Vice-President had discussed their plans with Mrs Winstanley who was supportive;
 - vii) that in light of the on-going improvements to SU governance and management the SU wanted to propose that its Management Accounts be provided to the Director of Finance as stated in the MOU and not to the Board .Full audited accounts would be provided to the Board annually, the SU President would provide a commentary on in year finances as part of his/her report to each Board meeting, and the Director of Finance would alert the Board to any issues arising from the monthly review of SU Management Accounts;

- viii) that the SU was exploring how it approached sale and promotion of social memberships. All students of the University are members of the SU unless they wish to opt out. However, purchase of social membership is optional and any student can 'pay as they go' to attend SU events if they prefer this and buying an upfront package of free/discounted events. About 70% of students currently purchase social membership;
- ix) that the night bus service for Monday and Wednesday evenings was being tendered by the SU;
- x) that the 2019 Summer Ball had gone well with only a small number of queries raised by residents which were resolved during the event;

Agreed: that the Board was content to return to the provisions of the MOU with regard to review and monitoring of the SU Management Accounts. **DJ/LF**

18/79 **Academic Board**

Received: a report on the meeting held on 12 June 2019.

- Noted:
- i) that the Access and Participation Plan was an important area of work for Academic Board and the Board of Governors as discussed earlier in the meeting. The reporting requirement decisions about how to meet OfS policy and guidance were critically important;
 - ii) that the OIA's annual assessment of complaints relating to Harper Adams remained positive with no complains received in 2018. At least one complaint had been referred by a student in 2019. This had been rejected by the OIA in a twelve-page response. The Academic Registrar and Director of Academic Services would be contacting the OIA to seek assurance that the University's subscription would not be uplifted in light of the lengthy nature of this case which had, in the end, been set aside by the OIA as having no basis for any further consideration;
 - iii) that the University's annual report on Complaints and Appeals once again showed a small number of cases when compared to other HEI's;
 - iv) that members were content with the proposed changes to the Academic Quality Manual following the annual review cycle;
 - v) that members were content with the proposed changes to the Student Complaints procedure to take account of short course participants who are not registered students and Education & Skills Funding Agency advice on degree level apprentices; **AMH**
 - vi) that the annual report on Compliance with the Competition and Markets Authority guidance for universities had highlighted one low priority action with an overall substantial assurance rating;
 - vii) that there was a need to make some small changes to Academic Misconduct and other academic related processes covered by recent OIA guidance. This work was in hand;

Agreed: that the Vice-Chancellor may act on behalf of the Board to agree the final changes to the Academic Quality Manual and that he may also act on behalf of the Board to agree the changes to Academic Misconduct/Fitness to practice and any other associated procedures covered by recent OIA guidance. **DGL**

18/80 Committees

Note: Dr Llewellyn, Professor Mills, Mrs Furey and Dr Baxter were not present for consideration of the reports of the Remuneration Committee

- Received: i) a report on the meeting of Health & Safety Committee held on 30 May 2019
ii) a report on the meeting of the Staffing Committee held on 13 June 2019

Considered: i) a report on the meeting of the Remuneration Committee held on 20 May 2019 including an oral report from the Chair on setting objectives for the Vice- Chancellor;

- Noted: i) that members had no issues to raise with respect to the report of the Health & Safety Committee;
ii) that the Staffing Committee had also supported the decision of the Chair and Vice-Chairs to suspend the Staff Bonus scheme as reported by F & G P earlier in the meeting;
iii) that the reports for the Remuneration Committee confirmed that no performance payments were to be made as requested by Senior Staff. The Committee had also reviewed the pay ratio range for the Vice-Chancellors salary and in doing so had noted that data reported by UCEA previously had been a snapshot of data that was not fully reflective of that year's actual remuneration. In light of this a change to the previously agreed pay ratio range was proposed for the Board to consider;

iv) that the Annual Report of the Committee was detailed and reflected the guidance set out by the Committee of University Chairs (CUC). It also referenced OfS requirements.

v) that members were content with the objectives set for the Vice-Chancellor. A request for a further discussion about the internationalisation strategy was noted and it was suggested that this might be a useful topic for Governors to discuss at the September Board meeting and the Planning Day that follows:

~~CEB/DGL~~

vi) that it was suggested that a visit by the Fellowship of the Royal Agricultural Society might be useful:

~~DGL~~

~~DGL~~

vii) that some members felt more publicity about the Joint Vet School might be needed to ensure that working vets are fully aware of the new School;

~~PRM/PRM~~

viii) that Audit & Risk Management Committee had met twice since the last meeting of the Board. Internal Audits for the year had been completed with six reports being presented at the June meeting of which four had been rated as

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~~substantial assurance, and two reasonable assurance. Actions to address recommendations were in hand to enhance SLC data arrangements which related to procedural matters rather than accuracy, while the audit of mandatory training and PDR processes had highlighted a need to clarify PDR arrangements. Staffing Committee had already picked this up and agreed that a review would be helpful to ensure HR do receive confirmation of PDRs being completed with at least a minimum level of reporting to HR on the discussion that had taken place between a manager and a staff member, reports being presented at the June meeting of which four had been rated as substantial assurance, and two reasonable assurance. Actions to address recommendations were in hand to enhance SLC data arrangements which related to procedural matters rather than accuracy, while the audit of mandatory training and PDR processes had highlighted a need to clarify PDR arrangements. Staffing Committee had already picked this up and agreed that a review would be helpful to ensure HR do receive confirmation of PDRs being completed with at least a minimum level of reporting to HR on the discussion that had taken place between a manager and a staff member;~~

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- ix) -that following a tender exercise the Chair of the Board and Chair of ARMC had taken action acting with the delegated authority of the Board to appoint RSM as internal auditors for five years subject to annual review;
- x) _that the ARMC had reviewed its terms of reference and had recommended inclusion of its new role in reviewing and approving TRAC & TRAC(T) with effect from January 2020;
- xi) _that the outcome of the internal auditors' follow up of previous recommendations had been positive for most audits but had highlighted poor progress by the Students' Union. Mr Burr had been concerned that there was a need to ensure actions were properly completed and embedded. Revised deadlines had been proposed and accepted by the Committee. It had been agreed that Mr Burr would report on progress at the November 2019 meeting of ARMC. In the meantime, Mr Burr had already completed the high priority action to ensure that changes to the SU Trustee Board membership were addressed;

Mr Blakeman left the meeting at this point

- xii) that the November Committee had progressed the University's engagement with the Board Apprenticeship Scheme. Three expressions of interest had been received. Two were proposed as suitable to take forward while the third had indicated a wish to engage with a Board outside the education sector and so it was not considered further. It had been suggested that both apprentices would be invited to attend the September Board meeting and Planning Day so they and the Board could decide if the arrangement would work for all parties. References would be taken up at that point and in the meantime confidentiality agreements and other requirements would be met;

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- xiii) – that Mr Blakeman had been elected as a Staff Governor to replace Mrs Moroz-Hale with effect from September 2019;
- xiv) — that the Chair had taken action to invite Mr Wong and Professor Ormerod to continue for a second four-year term of office. It was also proposed that Mr Tweed become Chair of ARMC in Summer 2020 when Mr Cowdy would retire from the Board;
- xv) that a number of changes to lead Governor roles were proposed as set out in the report of Nominations Committee;
- xvi) that plans to follow up two expressions of interest were in hand and a public advert was planned for 2020;

- Agreed:
- i) to endorse the action taken to appoint RSM as internal auditors;
 - ii) —to approve the updated Terms of Reference for Audit & Risk Management Committee;
 - iii) _ to approve the arrangements for the Board Apprentice Scheme;
 - iv) to endorse the Chairs' action to invite Mr Wong and Prof Ormerod to continue as members of the Board;
 - v) —to approve the nomination of Mr Blakeman as a co-opted Staff Governor with effect from September 2019;
 - vi) _to approve the changes to lead Governor arrangements and that Mr Tweed would take over as Chair of ARMC from Summer 2020;

Mr Blakeman re-joined the meeting

- vii) to approve the Annual Report of the Remuneration Committee for publication in due course including the revised pay ratio range for the Vice-Chancellor's salary of 5.5-7.0; _____ **CEB**
- viii) to endorse the decision of Staffing Committee with respect to the Staff Bonus Scheme subject to appropriate communication to staff as previously agreed; _____ **DGL**

Mr Lewis left the meeting at this point

18/81 Annual Review of the Performance of the Chair

- Noted:
- i) that Mr Vickers had completed the annual review in his role as Vice-Chair as previously agreed by the Board;
 - ii) that Mr Lewis was self-critical and had recognised that there were always ways to improve as Chair and that he welcomed feedback from members;
 - iii) that Mr Vickers felt Mr Lewis' role in leading the Board on governance matters and the transition from HEFCE to OfS had been particularly important;
 - iv) that Mr Lewis remained keen to ensure that all members were asked to contribute at meetings of the Board and beyond while they wished to do so;

Agreed: that members were very grateful for Mr Lewis' contribution as Chair and felt he was very effective in the role and had no issues to raise.

Mr Lewis re-joined the meeting at this point

18/82 Retiring Members

Agreed: to thank Miss Marland, Mr Roach and Mrs Moroz-Hale for their commitment and engagement with the work of the Board.

18/83 Board Members Annual One to One Discussions with the Chair

Agreed: that Mr Lewis would email members to set up one to one discussions in person or by telephone with the aim of completing the discussions in time to feedback to the September meeting of the Board.

18/84 Elections for Chair and Vice-Chair

Received: -forms inviting expressions of interest for the role of Chair and Vice-Chair together with role descriptions;

Noted: -that expressions of interest are invited by 31 July 2019. Should an election process be required, this will be reported to the Board in September 2019 to allow for handover between Mr Lewis and the Chair designate who will take over the role of Chair at the November 2019 meeting;

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18/85 Date of Next Meeting

27 September 2019

Part B

18/86 Management Accounts

Received: the Management Accounts for the period to 31 May 2019

Agreed: that there were no issues that required discussion.

18/87 Risk Management

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

Agreed: that risks were being managed appropriately and no issues were

identified
for discussion
identified
for discussion

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18/88 Committees

Received: — i) a report on the meeting of the Farm Strategy Committee held on 23
— May 2019

ii) - an annual report on the work of the Animal Welfare and Ethical
— Review Committee

Agreed: —that there were no issues arising from either report which needed further consideration.

18/89 Office for Students (OfS) AND Other Circulars

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