

## **HARPER ADAMS UNIVERSITY**

### **Farm Strategy Committee**

#### **Terms of Reference**

##### **Constitution**

1. The Board of Governors has established a joint committee of the University Executive and the Board of Governors known as the Farm Strategy Committee.

##### **Membership**

2. Appointments to the Committee will be approved by the Board of Governors. There will be up to 9 members whose number shall include the Vice-Chancellor, the Farm Manager, at least 1 independent Governor, and up to 4 representatives of users of University Farm facilities and other staff able to contribute to the strategic development of the University's Farm. The Vice-Chancellor shall normally chair the Committee but, with the approval of the Board of Governors and the Vice-Chancellor, the chairman may be appointed from amongst the independent Governors or the Co-opted external members of the Committee. The Committee shall be able to co-opt up to 2 external members and up to two further independent members of the Board.
3. Appointments to the Farm Strategy Committee will be reviewed as required by the Nominations Committee and recommendations for new members shall be made to the Board of Governors.

##### **Authority**

4. The Farm Strategy Committee shall have an advisory role in relation to the management and operation of the University's Farm and its finances. It shall also play an advisory role with respect to the animal units managed by the Animals Department and the work undertaken by the Crops and Environment Research Centre (CERC) managed by the Crops and Environment Sciences Department

##### **Duties**

5. The duties of the Farm Strategy Committee shall be:
  - a) To develop, and monitor, a long-term strategy for the development of the University Farm, including monitoring and identifying demand with respect to access to land and to recommend to the Finance and General Purposes Committee/Board, where appropriate, ways in which any constraints might be alleviated. The role of the animal units managed by the Animal's Department shall be included in the plan as will the activities of the Crops Department in the context of the use of land and farm resources to support research and teaching.
  - b) To formulate recommendations on University farm financial policy for consideration, where appropriate, by the Finance and General Purposes Committee
  - c) To advise the Farm Director (the Vice-Chancellor) on the management and operation of the University farm including associated farm activities
  - d) To ensure that the operation of the farm is consistent with the Governors' policy statement, 'The Purpose and Operation of the University Farm' (created in 1998 and updated in 2011) – copy attached
  - e) To monitor, and provide regular reports to the Audit and Risk Management Committee, on internal control arrangements that relate to key risks identified in the

University's Risk Analysis and Action Plan, including compliance with relevant legislation, that have been delegated to the Committee by the Board of Governors

### Attendance at meetings

6. The Director of Finance and Management Accountant shall attend meetings of the Farm Strategy Committee.
7. The Farm Strategy Committee shall have the authority to invite any other person to attend specific meetings in a consultative capacity.

### Frequency of meetings

8. Meetings shall normally be held at least three times each financial year. The Chairman of the Farm Strategy Committee may request an additional meeting if s/he considers it necessary.

### Reporting procedures

9. Minutes of the meetings of the Committee will be submitted for consideration to the next available meeting of the Finance and General Purposes Committee. Special reports from the Farm Strategy Committee may be presented to the Finance and General Purposes Committee as required. Such reports should contain recommendations (costed where necessary) for the Finance and General Purposes Committee to consider.
10. The Farm Strategy Committee may present reports to the Board of Governors on non-financial matters that concern the operation of the University farm but potentially have a wider impact within the University.

### Clerking arrangements

11. The Clerk to the Board of Governors will be the Clerk to the Farm Strategy Committee.

### Membership 2020/21

#### Members

The Vice-Chancellor	Dr D G Llewellyn (Chairman)
Farm Manager	Mr S Kirby
At least 1 representative of the Board of Governors	<del>Mr M Roach</del> Mr C Bailey Dr J Donaldson
up to 4 other members appointed by the Vice-Chancellor to include representatives of users of University Farm facilities	Dr A Wilcox <del>Prof P Mills</del> Prof M Lee (From Nov 2020)
Co-opted (Independent member of the Board)	Mr R Hooper Mrs C Snell

**In Attendance:** Clerk to the Board of Governors; Chief Finance Officer; Management Accountant

## **GOVERNORS' POLICY ON THE PURPOSE AND OPERATION OF THE UNIVERSITY'S FARM**

### **1. PURPOSE**

The Governors are in agreement that it is essential to the unique position of Harper Adams to operate a commercial farm and that it desires a developing farm as part of its portfolio of businesses. The following guiding principles underpin this aim:

A well run farm operation which reflects best practice is important:

- 1 for the teaching of students including a particular emphasis on honours undergraduate and postgraduate taught investigational projects;
- 2 to conduct academic research by staff and Postgraduate Research students and to demonstrate the adoption of new technology, innovation and to disseminate good practice;
- 3 as a focus for debate and discussion for farmers, locally, regionally and nationally and to enhance the University's credibility with industry by involvement in commercially orientated research;
- 4 as a marketing (student recruitment) function;
- 5 as a recognised cost centre within the University's range of businesses.

### **2. EXTENDING THE AREA FARMED**

Governors will consider any reasonable opportunity to extend the area farmed. This could be by means of rental, purchase or contract farming.

- 1 Any proposal will be subject to rigorous financial appraisal to establish its robustness.
- 2 The purpose of any increase in area farmed will be clearly identified as commercial, educational (including research), or investment.
- 3 In defining robustness in para 2.1 it should be understood that the activity driving the decision (commercial, educational or research) should be seen to provide a return sufficient to pay a notional market rent for the land, irrespective of whether it was in fact bought, leased or gifted
- 4 In the case of land purchase the capital payment will be subject to approval by the Board of Governors.

### **3. Farm Buildings and Equipment**

Capital investment in buildings and equipment will be discussed and agreed at least annually as part of the University's annual budget and planning round. Any major development or investment would be subject to the same rigorous appraisal as undertaken for the purchase of land.

Approved by Board of Governors February 2015