

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

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

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 5 Tw 0 nsollvh at-24.379 0 Td(t)-1.1 (e1 (v sedoan cn(t)-13.2 (nu(m)-24.4 (ber)-6.4 (s)-8 (o f)-13.1 (app)-12.3 (l)3.1 (i)3.2 (w)h)h)as)cl)ysid 8 o r (1 0 m.)5 - 2 2 4 p. a4 s d g i s s s i a , t i c s l i t (t) - 1 . 1 u (i) - 8 . (e)f 0t i. c)7 s2 t. i1 o cl(t)s) - 8 g l

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 102nd in the 2021-22 list, 105th in 2022-23, 103rd in 2023-24, 102nd in 2024-25, 101st in 2025-26, 100th in 2026-27, 99th in 2027-28, 98th in 2028-29, 97th in 2029-30, 96th in 2030-31, 95th in 2031-32, 94th in 2032-33, 93rd in 2033-34, 92nd in 2034-35, 91st in 2035-36, 90th in 2036-37, 89th in 2037-38, 88th in 2038-39, 87th in 2039-40, 86th in 2040-41, 85th in 2041-42, 84th in 2042-43, 83rd in 2043-44, 82nd in 2044-45, 81st in 2045-46, 80th in 2046-47, 79th in 2047-48, 78th in 2048-49, 77th in 2049-50, 76th in 2050-51, 75th in 2051-52, 74th in 2052-53, 73rd in 2053-54, 72nd in 2054-55, 71st in 2055-56, 70th in 2056-57, 69th in 2057-58, 68th in 2058-59, 67th in 2059-60, 66th in 2060-61, 65th in 2061-62, 64th in 2062-63, 63rd in 2063-64, 62nd in 2064-65, 61st in 2065-66, 60th in 2066-67, 59th in 2067-68, 58th in 2068-69, 57th in 2069-70, 56th in 2070-71, 55th in 2071-72, 54th in 2072-73, 53rd in 2073-74, 52nd in 2074-75, 51st in 2075-76, 50th in 2076-77, 49th 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628th in 2753-54, 629th in 2754-55, 630th in 2755-56, 631st in 2756-57, 632nd in 2757-58, 633rd in 2758-59, 634th in 2759-60, 635th in 2760-61, 636th in 2761-62, 637th in 2762-63, 638th in 2763-64, 639th in 2764-65, 640th in 2765-66, 641st in 2766-67, 642nd in 2767-68, 643rd in 2768-69, 644th in 2769-70, 645th in 2770-71, 646th in 2771-72, 647th in 2772-73, 648th in 2773-74, 649th in 2774-75, 650th in 2775-76, 651st in 2776-77, 652nd in 2777-78, 653rd in 2778-79, 654th in 2779-80, 655th in 2780-81, 656th in 2781-82, 657th in 2782-83, 658th in 2783-84, 659th in 2784-85, 660th in 2785-86, 661st in 2786-87, 662nd in 2787-88, 663rd in 2788-89, 664th in 2789-90, 665th in 2790-91, 666th in 2791-92, 667th in 2792-93, 668th in 2793-94, 669th in 2794-95, 670th in 2795-96, 671st in 2796-97, 672nd in 2797-98, 673rd in 2798-99, 674th in 2799-00, 675th in 2800-01, 676th in 2801-02, 677th in 2802-03, 678th in 2803-04, 679th in 2804-05, 680th in 2805-06, 681st in 2806-07, 682nd in 2807-08, 683rd in 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meeting and wished to recommend Scenario C to the Board, being a 600

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

Approved:

- 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;
 - h 2 9i) a report on the meeting of the Remuneration Committee held on 18 June 2018, including the report on setting objectives for the Vice-Chancellor;

- 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

- 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;

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'

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.