

Present:	Mr Mike Lewis	Chair
	Dr David Llewellyn	Vice-Chancellor
	Mr Peter Cowdy	
	Mrs Emma Foulkes	
	Mr Richard Hambleton	
	Mrs Lavinia Moroz-Hale	Staff Governor
	Mr Peter Nixon	Vice-Chair
	Georgie Marland	SU President
	Prof Mark Ormerod	
	Rebecca Payne	Staff Governor
	Dr Julia Pointon	
	Mr Mark Roach	
	Mrs Christine Snell	
	Dr Martin Thomas	
	Mr Campbell Tweed	
	Mrs Debbie Winstanley	
	Mr Stephen Vickers	Vice-Chair
Apologies:	Mr Colin Bailey	
	Mr Tim Burnhope	
	Dr John Donaldson	Staff Governor
	Dr Tim Watson	
	Mr Dominic Wong	
In attendance:	Dr Catherine Baxter	University Secretary & Clerk to the Board
	Mrs Liz Furey	Director of Finance
	Prof Peter Mills	Deputy Vice-Chancellor

the Board was content that the sum of £110 K, being the same value as the original gift received from the Taylor McNally F

industry partners. Heads of Departments had been asked to work on alternative ideas with their teams;

- v) that the Vice-Chancellor had been invited to attend the Royal Society of Arts dinner at which its review of environmental science was discussed. Institutions represented at that event confirmed that applicant numbers were not strong and that the market for a number of courses appeared to have dipped significantly. The Vice-Chancellor would be convening the newly emerging Agriculture University's council for its second meeting the following week. It was hoped that this would be a useful group which could work together to ensure that the profile and strategic importance of agriculture at higher education level is raised and maintained. There had been a piece on Farming Today by a representative of Barclays bank focusing on this same point;
- vi) that the University's performance in attracting and enrolling taught postgraduate students for 2018/19 had been good and it was also

- xiii) that two very successful Careers and Placement fares had taken place with approximately 187 employers attending and a further 42 attending the Development Trust Scholarship Fair. 16 new employers had participated in the fares and positive engagement and feedback had been received. It was noted by a member of the Board that he

for the Students Union and Club and Society Executives. In discussion, members suggested that it may be helpful to invite a young person who had experienced issues such as those at Newcastle to come and share their experience with a wider group of students. The Vice-Chancellor agreed to raise this at the Agriculture a 0.7 acsw l 0.7 thatcit

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- xxxi) that Mrs Folkes, as the Lead Governor on Marketing and Communications would be meeting with the Director of Marketing and Communications following the meeting. In discussion, members felt that the report provided was useful but did not fully answer whether or not the new approach taken in 2018/19 to the marketing campaign had been effective. It was suggested that members would like to see clearer conclusions and actions in this regard. It was also suggested that it may be helpful for the Director of Marketing and Communications to review information set out in the key student indicators report in relation to trend and to identify whether there were any useful indicators in the data;
- xxxii) that it was acknowledged that the University had responded quickly to a drop off of applications experienced around Easter 2018 and the work completed on social media and a different approach to individual messaging had helped achieve the improved undergraduate intake and may also have contributed to the positive apprentices outturn and improved postgraduate taught recruitment. It was also recognised that the Key Student Indicators Report showed that Animal recruitment had been held fairly steady but Agriculture had been under some strain. It was further recognised that sector wide data tends to be at an aggregate level of Agriculture and related subjects and includes a wide range of subjects other than Agriculture and so this is not easy to interpret in detail. The University was committed to trying to continue to improve and retain its market share and was continuing the targeted social media approach. Information provided by the consultancy DataHE had also shown that there were opportunities for Harper Adams to reach further into certain rural communities where the University was not currently well represented. The data analysis also confirmed that the University's assumptions around demographic challenges had been correct and that its work to offer a wider range of new courses had helped although not all had been firmly successful as some such as geography were not always attracting a firm response and this was being kept under careful review whereas other areas such as Zoology appeared to be performing reasonably.
- xxxiii) that as reported earlier in the meeting, where courses are not currently performing strongly that had already been discussions around opportunities to develop graduate apprenticeship and discuss this with industry partners. Additional Open Days and Masterclass days for specific course areas were also being used as these have proved helpful for Rural Estate Management. The Vice-Chancellor had also visited CAFRE in Northern Ireland and there were some discussions in relation to possible progression for Agricultural Engineering students through a new agreement. The Director of Marketing and Communications had also met in Northern Ireland with the Harper in Ireland Alumni Association and had discussed plans to refresh school engagement;
- xxxiv) that Mr Hambleton had noted through his engagement with the Staff Survey Working Group that IT resources continued to be challenging. In discussion, it was noted that more resource in this area would be useful however there continued to be an important imperative to manage staffing costs. The Delta Project had however enabled funds to be found to secure an extra business analyst and this was felt to be particularly helpful to support the development team;

Agreed:

to approve the revised budget estimate for the Vet School building of £8.97M

18/21

Received: a briefing note on the documentation required for the OfS Annual Accountability Return and the process that ensures approval of the various documents required from the Board and its subcommittees;

Noted: that as the briefing note set out, the Board had considered and approved a number of reports during the past year particularly in relation to academic quality matters. The remaining reports that need to be approved as part of the annual accountability return had been included as part of the agenda for the meeting.

18/22

Received:

- i) a report on the meeting of the committee held on 15 November 2018;
- ii) the Annual Report of the Audit and Risk Management Committee for 2017/18 financial year, including as annexes, reports of the internal and external auditors for year ended 31 July 2018;
- iii) the Value for Money Strategy, VFM Report 2017/18 and VFM Plan for 2018/19;

Noted:

- i) that the Committee had received the final Internal Audit Report for 2017/18 and noted a positive report on the University's Access Agreement. The internal auditors had also presented an overall positive opinion in their Annual Report and had confirmed that in their opinion, t

iv) that the report of the external auditors

these documents to the Board for approval. Members also noted the helpful inclusion of the Select Committee's conclusions on the post 18 education and funding review. With respect to the latter, the University had already addressed senior staff pay arrangements; was preparing for TEF; engaged with T level discussions and offering Higher Apprenticeships; offering placements; keeping a careful approach to unconditional offer making; and keeping a close eye on

- vi) the Committee had noted that four staff had been accepted and agreed to complete their application to the MARS;
- vii) the Committee had also reviewed and noted the Board Level KPIs and internally reported PIS for 2017/18 and had no issues to draw to the attention of the Board;

Approved: on a going concern basis, the 2017/18 Audited Annual Report and Financial Statements for Harper Adams University, the Letter of Representation for the Harper Adams University group, the Letter of Support for Cedar Energy Ltd from Harper Adams University. Members also noted the Annual Report and Accounts for Cedar Energy Limited and the Development Trust which had been consolidated into the University's Financial Statements for year ended 31 July 2018, and also noted the relevant letters of representation.

Professor Ormerod left the meeting for this commercial in confidence item

18/24

Received: a commercial in confidence report from the Deputy Vice-Chancellor on the Joint Vet School Project with Keele University;

Noted: i) that marketing literature was being developed on the joint vet A3.2 (t9atP-12.2 (l)3.1 (l)-8.9 (or)Tc 0.005 Twng)-12.2 e thor wit a ofniingber(t9atP-

merely saw their work as a means to an end. These challenges were being actively recognised across the profession and part of the aim

number of BAME students and that this remained an important area of focus. As reported earlier in the meeting the OfS had notified the University of enhanced monitoring with respect to its access and participation plan and contextualisation of this would be an important aspect of the meeting with the director early in 2019. The University's employment statistics also continue to be good;

- iii) that the report on international partnerships aimed to set out a cost benefit analysis considering both financial return as well as reputational benefits. It was recognised that as noted in the annual report and financial statements, the Chinese government was amending its approach to taxation for overseas partnerships and this continued to be explored by the finance team. A contingency of £249K had been set aside as a broad estimate of what possible cost back data for four years might be. KPMG had confirmed that the University was one of the British universities noted in a Chinese government list as possibly needing to be approached to pay such tax;
- iv) that the reports on areas for improvement/enhancement arising from the KSI document and the summary of external examiners reports 2017/18 provided useful information to members of the Board. Board members agreed that there were no issues which needed to be explored further with respect to either report;

Agreed:

- iv) copy of the draft data return Report on Prevent together with the Chair's declaration on Prevent and the new accountability statement which was due to be submitted to OfS by 3 December 2018;

Noted:

- i) that members had been provided with a copy of the supplementary information note on the Prevent duty monitoring in higher education in England published by the OfS on 12 September 2018. The University Secretary as Prevent Lead would be attending a seminar during the forthcoming week on the Prevent duty at which an OfS staff member would be providing a briefing on the new monitoring arrangements;
- ii) that the University had continued to train and provide refresher training to a wide range of staff in relation to the Prevent duty and further sessions were planned during 2018/19. Members were also content that they had seen sufficient evidence about the University's engagement with Prevent to enable the Board to authorise the Chair to sign the relevant statement for submission to OfS. The University had also taken appropriate steps to oversee and manage external speakers and events and also actively implement its welfare/safeguarding and welfare policies for both staff and students;
- iii) that members were content that the risk appetite statement remained appropriate subject to updating references to HEFCE to read OfS;
- iv) that members of the Board were supportive of the changes recommended by ARMC with respect to increasing the rating of risks related to poor relationships with the students union and cyber security together with the other additions to the text describing changes to risks for the forthcoming year. Members also noted that the Brexit risk register had been refreshed and would continue to be kept under review;

Approved:

- i) the Risk Analysis and Action Plan 2018/19;
- ii) that the Chair should sign the statements on behalf the Board in relation to the Prevent Duty as follows: "throughout the academic year 2017/18 and up to the

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Members of the board were reminded that they were ultimately responsible to have oversight of student union activities due to the universities provision of public funding and its responsibilities under the Education Act to ensure that the Students' Union acts in accordance with its constitution and the supporting Memorandum of Agreement between the Students' Union and the University;

- vi) that the SU accounts showed an overall loss due to unexpected costs which were unbudgeted during the year which included provision of a new website and the issue with shop stop noted earlier. The new auditors had also suggested rag funds should be highlighted in a different way in the accounts and that other clubs in society funds needed to be specifically ring fenced;
- v) in discussion, members recognised that it was always challenging for the incoming president to report on the financial performance of the Students Union under a previous president. It was further noted that under the Memorandum of Agreement, the Students' Union is asked to ensure that it keeps in touch with the Director of Finance with respect provision of regular management accounts and discussion of financial matters more generally so that advice and support could be offered as appropriate. The president agreed to provide information for the Finance and General Purposes Committee's meeting in January 2019 on the student union's financial forecast for the current year and performance to date with respect to budgets;
- vi) that

organisation. Detailed discussions had taken place with the individual and where action points had identified areas for enhancement these were being actively managed by the relevant Head of Department;

- iii) that as requested by the Board at its September meeting, the staffing committee had reviewed the draft policy on LTA/AA to consider whether or not it was possible for staff who did not wish to join any pension scheme to request that they could receive employer contributions in lieu of joining an employer's pension scheme. This had been explored with UCEA and in light of published information on the Pension Regulators website. Both sources had confirmed that it would be illegal to offer any kind of incentive to staff such that they might decide not to join a pension scheme. In light of this and subject to the inclusion of a small number of minor clarification points the committee wish to recommend the final policy to the Board for its approval;
- iv) that the Committee had been pleased to receive a very helpful update from the Organisational Development Manager. His contribution to the meeting had been very well received;

Approved: the policy on payment of employers pension contributions to individuals who have left LGPS/TPS as a result of exceeding Life time Allowance or Annual Allowance limits;

18/40

- Received:
- i) a briefing note on the University's continuing plans to address the Modern Slavery Legislation;
 - ii) the University's updated statement on the Modern Slavery Act for publication in January 2019;

Approved: the University's updated statement on the Modern Slavery act for publication in January 2019

18/41

Received: proposed 2019/20 meeting dates for the Board of Governors and its committees;

Agreed that the Board meeting in November 2019 would take place on Wednesday 27 November 2019, together with Honorary Awards Committee. A revised set of dates would be circulated to all members;

18/42 D

Noted: that the next meeting would take place on 28 March 2019 at 10.00.

18/43

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

18/44 M

Received:

the Management Accounts report for the period to 31 July 2018 and
the Management Accounts for the period to 31 October 2018.

18/45