



# HARTPURY

## MEETINGS OF HARTPURY UNIVERSITY & HARTPURY COLLEGE

### SEARCH and GOVERNANCE COMMITTEES

9.30am Tuesday November 9th 2021

Gordon Canning Room

Members	University S&G Committee	College S&G Committee
Mr Edward Keene	Present (Chair)	Present (Chair)
Mr Charlie Whitehouse	Present	-
Mr David Seymour	Present	-
Mr Henry Hodgkins	Present	-
Ms Alison Blackburn	Present	-
Mr Russell Marchant	Present (Vice-Chancellor)	Present (Principal)
Ms Barbara Buck -	-	Present
Mr Chris Moody	Present	Present
Mr Kam Nandra	-	Present
<b>In Attendance</b>		
Ms G Steels (GS) Clerk to the Board	Present	Present

		ACTION & AGREED DATE
<b>S&amp;G01/11/21</b>	<b>Apologies</b> There were no apologies. Alison Blackburn was welcomed to her first meeting of the Committee.	
<b>S&amp;G02/11/21</b>	<b>Confirmation of Quoracy</b> It was confirmed the meetings of the University Search and Governance Committee and the College Search and Governance Committee were quorate.	
<b>S&amp;G03/11/21</b>	<b>Declaration of Interest.</b> The Clerk advised that members' interests would be taken as those disclosed in the Register of Members' Interests. Declarations of members' interests noted as follows: Chair, Vice Chancellor and Principal and Chris Moody were members of the University and College Boards.  It was noted that the information within item 7 relates to the terms of office of individual members of the Committees, but noted that these would not be discussed in detail at this time and therefore candidates didn't need to withdraw.	

<p><b>S&amp;G04/11/21</b></p>	<p><b>Minutes of the Last Meetings – 19<sup>th</sup> May 2021</b>  The Minutes of the University and College Search and Governance Committee meetings held on the 19<sup>th</sup> May 2021 were reviewed and approved as a true record.</p>	
<p><b>S&amp;G05/11/21</b></p>	<p><b>Matters Arising</b>  The Committees had been provided with an action log which confirmed how actions were being progressed.</p>	
<p><b>S&amp;G06/11/21</b></p>	<p><b>OfS Registration Update</b>  The Committees were updated on the processes in place to provide assurance on the ongoing compliance with Registration requirements. It was noted that Hartpury has put in place a monitoring group and established a monitoring matrix which updates on the individual responsible, actions taken to date and ongoing work. Pro-forma for compliance for each condition has been put in place. This had been tested by use in the Governance Area and was now to be issued more widely. It was proposed that updates on the outcomes of this process would be brought to the Search and Governance Committee.</p> <p>It was noted that from 1 January 2022 that revised Reportable Events Guidance would be in place. A governor queried whether there was an ongoing regular update confirming that no reportable events had occurred. It was noted that a monitoring group was in place consisting of the Clerk, Vice-Chancellor and Principal, Pro-Vice-Chancellor and the Chief Operating Officer. It was agreed that it would be considered whether it would be helpful to have a more frequent review process.</p>	<p><b>Clerk/ VC&amp;P Dec 2021</b></p>
	<p><b>The Committees NOTED the update.</b></p>	
<p><b>S&amp;G07/11/21</b></p>	<p><b>Succession Planning</b>  The following documents had been provided to aid discussion:  - Terms of Office  - Skills Audit  - Committee Membership and Workload</p> <p>It was noted that a significant number of governors' terms of office would end on 1 September 2022, many of whom were in their first term. It was agreed these governors would be contacted to identify if they wished to be considered for a further term. Once this information was identified the Committee would agree a further targeted selection process to ensure the Boards maintained the required skills and that equality and diversity were considered. It was noted longer term selection planning was also required.</p> <p>It was agreed a diverse selection plan should be developed building on the recent Diversity Toolkit which had been issued by Advance-HE. This would be used to review the Skills Audit format. A governor flagged that there was also a Black Further Education Toolkit which would be a helpful reference point. It was agreed that another issue was the potential for a flexible term, this would also help to ensure that terms of office were not clustered as they were currently, which reflected the University's formation in 2018.</p>	<p><b>Clerk Feb 2022</b></p>

It was recognised that in September the College and University would transition to a new Vice-Chancellor and Principal and that therefore the amount of change at this time would need to be measured to ensure organisational history was maintained. It was agreed that maintaining stability during this core change was very important. It was agreed there was also the potential for co-option to help support longer term succession planning.

It was recognised that the FE Skills Bill would require local and regional planning and that this was a factor to be considered within governor appointment. It was recognised that Hartpury also recruited students nationally therefore it would continue to recruit governors nationally.

The Committee considered the additional data relating to governor background and agreed this should be further reviewed to ensure that it enabled this to be capture types of working background more clearly. The importance of diversity of background to avoid group think was highlighted. The need to ensure the Boards had academic skills and business backgrounds was stressed. The need to have a Board which worked effectively together was also stressed. It was confirmed that vacancies were always subject to external advert.

It was confirmed the Boards were committed to External Effectiveness Review every three years. The importance of the review focusing on the big picture rather than only compliance was stressed. Key issues were agreed as Board behaviours and ways of working. A governor commented on her experience in relation to Effectiveness Reviews and it was agreed the scope would be shared with her to gain any further feedback.

Governors queried whether Board size was an issue to be considered, and this was agreed, it was noted that as the Boards were meeting together this overall size needed to be considered. It was recognised that where Boards were small that this had the potential to increase workload for governors, but did ensure that governors gained a more holistic view.

A governor commented on the need to ensure that Committee meetings held jointly enabled sufficient focus where there were distinctions. He highlighted this particularly in relation to QuEST where there were two distinct quality assurance processes being monitored. This meant that the November meeting was particularly intense as it covered the Annual Quality Report for HE and the Self-Assessment Report for the College. It was agreed this should be raised at the QuEST meeting that afternoon to get broader feedback. It was noted that the meetings were currently being held jointly to support cross fertilisation and enable broader challenge. It was recognised that there were also some areas of crossover such as the Student Union, Careers etc. Governors were keen to ensure that parity of esteem was maintained and divergence avoided but agreed it was important to ensure the core purpose of the Committee was being effectively achieved.

**The Committees NOTED the position in relation to Succession Planning and Committee membership and operation and NOTED the planned actions.**

Clerk  
Jan 2022

Clerk  
Nov 21

QuEST  
Nov 21

<p><b>S&amp;G08/11/21</b></p>	<p><b>Board Effectiveness Review Update</b></p> <p>As highlighted within the update on Governance Proposal – FE White Paper Report there is now an expectation in the FE sector, in line with that in the HE sector that a Board will be subject to external review every three years to support continuous improvement and ensure it is operating in line with good practice.</p> <p>As previously updated further discussions have now been held with Advance HE on scoping the proposal for a Hartpury Boards Effectiveness Review.</p> <p>This will involve</p> <ul style="list-style-type: none"> <li>• interviews with a number of individual governors</li> <li>• Desk based survey – Executive &amp; Board members</li> <li>• Focus groups</li> <li>• Observation a Board and 2 committees</li> <li>• report</li> <li>• Presentation of findings</li> <li>• Developmental workshop which would discuss options to implement the recommendations and support continuous improvement.</li> </ul> <p>The process would consider current governance practice, why governance is important, what enables it, what practices governors would want to continue or change, working relationships and behaviours. It was noted that the proposed timeline is to commence in December and have the workshop in April. The cost was c18K</p> <p><b>The Committees NOTED the update.</b></p>	
<p><b>S&amp;G09/11/21</b></p>	<p><b>Board Development &amp; Training</b></p> <p>The Committees were updated on the induction and development which had been put in place for new governors and the timing and potential content for the Board Strategic Days. It was noted the days would include the updated HE and FE Strategies. It was agreed that it might be helpful for the incoming Vice-Chancellor and Principal to attend as an observer.</p> <p><b>The Committees NOTED the update.</b></p>	
<p><b>S&amp;G10/11/21</b></p>	<p><b>Governance KPIs</b></p> <p>The governance KPIs for 2020/21 had been provided. The issue of diversity remained an area for focus as had been identified earlier in the discussions.</p> <p><b>The Committees NOTED the Governance KPIs.</b></p>	
<p><b>S&amp;G11/11/21</b></p>	<p><b>Governor Attendance</b></p> <p>It was noted that governor attendance data was monitored on an ongoing basis by the Clerk and any issues of concern discussed with the Chair. The Governor attendance 2020/21 was considered:</p>	

. Hartpury Overall Governor Attendance was:

University: 95% (last year 94%) College: 90% (last year 90.8%)

The information was considered and reasons for lower attendance understood, it was agreed no actions were required.

**The Committees NOTED the attendance information.**

**S&G12/11/21**

**Link Governors Guidance**

The updated Link Governor Guidance was considered. It was agreed it was helpful and focused on the core area of triangulation of information. It was agreed to remove the reference to observation which could be misleading. It was agreed it would be trialled.

**The Committees APPROVED the updated Link Governor Guidance for issue.**

**S&G13/11/21**

**Any Other Business**

None

**S&G14/11/21**

**Dates of Next Meetings:**

10th February 2022 9.30am

22nd June 2022 1.30pm

15th November 2022 9.30am

The meeting closed at 10.30am

APPROVED February 2022