

MINUTES OF THE CORPORATION
Held on Thursday 22 February 2018
At Wiltshire College, Trowbridge at 5.00 pm

Present	Helen Birchenough, Harry Adam, Amanda Burnside, Martin Clark, Jon Downing, Carolyn Godfrey, Iain Hutchison (from item 5), Ben Newbury, Debbie Sexton-Dyer, Venetia Summers, Jack Wills
In Attendance	<i>Iain Hatt (Deputy Principal Curriculum and Quality), Adrian Ford (Deputy Principal Corporate Resources), Dan Charles (Marketing Manager) - for item 4, Matt Wall (Assistant Principal HR) - for item 6, Heather Cross, Clerk to the Corporation</i>

	Minute	Action
2017-18 6/1	Apologies for absence	
	Apologies were received from Lawrence Roe, Mark Lello and Gennette Fowler	
2017-18 6/2	Declarations of interest	
	None	
2017-18 6/3	Chair's opening remarks	
	The Chair welcomed colleagues to the meeting.	
2017-18 6/4	Digital marketing presentation	
	<p>Dan Charles gave an informative presentation concerning the digital approach now taken to marketing in the college. The Chair complimented and thanked Dan for the marketing strategy document which had been circulated with the papers for the meeting. Dan demonstrated the more vibrant approach now being taken, together with the critical use of social media which were now the prime channels of communication and he referred to the recent appointment of a web marketing officer. The college currently sat at 10 on the edurank of digital marketing. The Principal commented on the very significant improvements which had resulted from the changed approaches which Dan had brought about.</p> <p>Governors asked questions about how students were surveyed concerning their contacts with the college and the ways in which good practice in the use of social media was emphasised to students and how to use it to best effect to develop their own profile for the workplace. It was noted that all students undertook an online safety course and that opportunities were being found for Dan to coach students in best practice in their use of digital media.</p> <p>Dan was thanked for his presentation.</p>	

2017-18 6/5	Briefing on T levels	
	<p>Iain Hatt gave a presentation to explain the history of the development and structure of T levels but commenting that government policy about their operation was still unclear. They represented a large increase in hours for full time programmes – 900 hours at least, but with additional the total was likely to be 1080. Work placement was a very significant component. There were 15 occupational pathways identified nationally but 4 of these – protective services, sales, marketing and procurement, social care and transport and logistics- could only be provided through apprenticeships, although this did not necessarily fit with the current curriculum offer. Although there was a long lead time before these qualifications were to be introduced the college was taking a series of actions now in order to be ready – working proactively with Awarding Bodies; expanding the new range of Apprenticeship standards; college wide task groups to oversee end point assessments and work placements; further improvements to the delivery of numeracy, literacy, digital skills and employability; building capacity for high quality work placements, for which funding had been awarded and the set-up of a 2020 task group to review resource requirements.</p> <p>Governors asked questions about the qualifications including how it as intended to obtain employer input; how the courses operated with A-levels, whether English and maths were requirements in order to get the qualification; the challenge of finding and organising work placements of between 45 and 60 days for so many students; the extent of disruption to other qualifications in order to deliver them and the requirements for teaching staff to retrain. In preparation the college intended to offer 250 work placements for a minimum of 50 days in 2018/19.</p> <p>Iain was thanked for his presentation.</p>	
2017-18 6/6	Gender Pay Gap Reporting	
	<p>Matt Wall attended the meeting to present the college’s gender pay gap report. He explained that the college was required to upload the data which related to March 2017 on its website and also to submit it to the Government Equalities Office. The lowest quartile was predominantly represented by women but there was a good split across the sexes in the three highest quartiles with a small pay gap. The national average is 18%. In due course there would be information available to be able to compare against other colleges.</p> <p>It was accepted that the figures did not provide any specific information about equal pay but in answer to a question about this it was commented that the college did not consider there were any issues.</p> <p>Matt was thanked for his presentation.</p>	
2017-18 6/7	Principal’s Report	
	<p>The Principal’s report had been circulated previously. The following key points were noted – Oxford Brookes development potential; new transport routes being explored; national benchmarks delayed; feedback from English and maths review; current financial position; good progress with new security initiatives.</p> <p>It was noted that the college’s HE programmes previously validated through Bath University had passed to Oxford Brookes, which saw Wiltshire College as</p>	

	<p>significant in their programmes. Good work was taking place with this link and it was also noted that Bournemouth University was supporting the college's bid to obtain University Centre status.</p> <p>Discussion took place concerning the Business Development team where work was growing and this needed to be resourced. The model of the apprenticeship work would require fewer teachers and more assessors.</p> <p>The college's intention to invest in transport links for the college was discussed; it was thought that the most productive initial route to be developed was from Radstock to Trowbridge. Future bus routes would be developed each year. Governors supported this development, recognising the importance of it in supporting student recruitment.</p> <p>A Staff development day had taken place recently, which had commenced with all campus briefings and those governors who had attended were thanked for doing so. The capital project team had presented at all staff briefings. It had been flagged up that financial performance in the current year was not as targeted and staff had been advised that revised staffing proposals were likely to be necessary. Discussions about proposals would feed into the forthcoming governors' strategy away day at the end of April.</p> <p>The Principal reported that regrettably the Colleges partnership contract issue with the Army, the situation about which had been reported in previous meetings, was still without resolution in spite of previous positive signs. Liaison continued with their commercial branch, who had encouraged the presentation of a claim. The college continued to take legal advice. It had, however, been asked to bid for a new contract from April. Governors supported college management in its actions to pursue resolution.</p> <p>It was noted that a new additional learning support structure which had been introduced was being reviewed for efficacy. Management was encouraged to come back to the Corporation to report on progress.</p> <p>The College's security group was reported to be working effectively.</p> <p>The Principal was thanked for her report.</p>	
<p>2017-18 6/8</p>	<p>Key Performance Indicator Targets/Balanced Scorecard</p>	
	<p>It was noted that because of the relatively short time interval between this meeting and the previous Board meeting, the balanced scorecard issued at the January meeting had been circulated again as there was little or no change in the data.</p> <p>The scorecard was noted.</p>	
<p>2017-18 6/9</p>	<p>Management Accounts</p>	
	<p>It was noted that because of the short time interval between this meeting and the previous Board meeting, the December management accounts had been circulated again for reference and the January accounts were not yet available.</p> <p>Governors asked about how the actions to mitigate the £600K adverse position as reported at the previous meeting were progressing. It was reported that apprenticeships were going well, with the previous year's total having already been exceeded by December. £700K of additional income was anticipated. The college continued to work hard towards 800 apprentices being recruited.</p>	

	<p>A number of areas of pressure were discussed. Recruitment to full cost courses was not as successful, some English and maths groups were being merged to bring about savings, staff recruitment difficulties were being tackled and the position with a number of trade areas would be clearer in the next few weeks. The cost of contracted agency staff required to fill staffing gaps did contribute adversely to the current position. The structure for LSDS was being reviewed, as reported earlier in the meeting.</p> <p>In response to a question about his level of confidence in the likely success of the mitigating actions addressing the improvements required by year end, the Deputy Principal Corporate Resources commented that he maintained a degree of confidence in the position but there were a number of uncertainties. The college as a result was working hard on achieving savings rather than bringing in more income, as this was more reliable.</p> <p>Governors encouraged that a range of contingencies should be ready to be deployed as the year's position developed, should they be needed. Reference was made to the FE Commissioner's report and his suggested areas for regular financial review. It was noted that a contribution analysis per course was not currently reported to the Board, but this was planned to be provided as part of the preparation of the curriculum plan for the 2018/19 year. It was recognised that the scope for savings in year may be reducing as delivery had already come under resource pressure.</p> <p>Governors acknowledged that the questions on budget performance were important to review on a regular basis and alternative cost plans should be ready in case they may be required, whilst acknowledging that the college was financially secure overall. It was anticipated that the end of year position may still be improved upon, although the margin of improvement could be limited. The college's financial health would stay within the good to satisfactory range.</p>	
2017-18 6/10	Quality Improvement Plan	
	<p>The latest update to the Quality Improvement Plan had been circulated. Discussion focussed on the areas identified as amber and the actions being taken to make improvements. The area of health and social care had a good interim manager in place. English and Maths, although recorded as green needed careful monitoring as it was expected that the grade boundaries would move up significantly in the current year. The college strategy was to look carefully at how GCSEs were delivered and to examine the potential to deliver over two years rather than one.</p> <p>Further intervention was being taken in the Business admin and IT department which required improvement.</p> <p>Value added was being given attention as it was a stubborn area to move forward; it was noted that the college was using its own value-added measure which would be compared to external measures.</p> <p>Governors asked questions about attendance which was rated green – this was due to actions being taken. The college intended to participate in the AoC survey of 3 years of attendance data so that comparisons could be obtained.</p>	
2017-18 6/11	Health and Safety Culture	
	<p>A report setting out the college's approach to the development of a health and safety culture had been circulated. Governors endorsed the approach of encouraging all staff to own and take responsibility for health and safety on an individual level.</p>	

2017-18 6/12	Minutes of the last meeting held on 30 January 2018	
	The minutes of the meeting held on 30 January 2018 which had been circulated previously were agreed as a true record.	
2017-18 6/13	Membership issues	
	The Clerk reported that a possible governor with a land-based background was to be interviewed in the following week and some leads on others from accountancy firms were being followed up.	
2017-18 6/14	Chair of the Corporation from 1 8 2018 – to make an appointment	
	<p>Following the circulation of the role description and inviting interest, one applicant, Martin Clark, had expressed an interest in the position of Chair. Martin was proposed by Helen Birchenough, the current Chair and Mark Lello, the Vice-Chair.</p> <p>Martin spoke about his interest in helping shape the college further as it grew its strengthening reputation. He saw the role as facilitating and ensuring the best was drawn out of everyone, including supporting the senior team to deliver the strategic objectives. The Principal commented that the senior team would be very pleased to work with him. Martin Clark was asked to leave the room.</p> <p>There being no further nominations, a vote took place, as proposed in the circulated report by Helen Birchenough and seconded by Mark Lello and Martin Clark was appointed as Chair with effect from 1 August 2018 unanimously.</p> <p>Martin returned to the meeting and thanked all governors for their support, saying he was humbled to be appointed.</p>	
2017-18 6/15	College visits/events attended	
	<p>Harry Adam and the Chair had attended recent staff briefings. Governors thanked Carolyn Godfrey for her participation in Wiltshire Council's Ofsted safeguarding inspection on behalf of the college. A written submission had been required as the arrangements for a face to face meeting had not been successful; she understood that all feedback in relation to the college was very positive.</p> <p>The Chair commented that she had recently been asked to speak about the college at the High Sheriff's dinner.</p> <p>Martin Clark reported he had attended a recent Greenhouse group meeting which he had found to be excellent as a way for staff to make pitches for new developments.</p> <p>Governors reported attending a number of positive learning walks and noted the engineering for young women conference taking place the following day. All governors were reminded about Lambing weekends on two weekends in March, together with the Apprenticeship awards on 8 March.</p>	
2017-18 6/16	FE Commissioner's Annual Report and Winter Letter 2018	
	These reports were received, noting that this college's record on reporting to governors was generally in line with the Commissioner's recommendations, other than reporting on contribution analysis as discussed earlier in the meeting.	
2017-18 6/17	Date of Next Meeting – 27 March 2018 at Salisbury	
	This date had been agreed previously. The meeting would start at 5.00 pm.	