

**MINUTES OF THE CORPORATION**  
**Held on Tuesday 26 February 2019**  
**At the Chippenham Campus**  
**At 5.00 pm**

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| <b>Present</b>       | Martin Clark (Chair), Mark Lello, Harry Adam, Carlton Brand, Amanda Burnside, Jon Downing, Carolyn Godfrey, Mags Patten, Debbie Sexton-Dyer, Venetia Summers, Becca Thurston, Jack Wills.                                     |
| <b>In Attendance</b> | <i>Adrian Ford, Deputy Principal Corporate Resources, Iain Hatt, Deputy Principal, Curriculum and Quality, Linda Westmore, Project Lead - Safeguarding and Tutorial (for item 4), Heather Cross, Clerk to the Corporation</i> |

|                    | <b>Minute</b>  | <b>Action</b> |
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| <b>2018-19 5/1</b> | <b>Apologies for absence</b>   |               |
|                    | Apologies for absence were received from Iain Hutchison who had recently lost his father-in-law. Apologies were also received from Layla Davies.   |               |
| <b>2018-19 5/2</b> | <b>Declarations of interest</b>  |               |
|                    | None   |               |
| <b>2018-19 5/3</b> | <b>Chair's opening remarks</b>   |               |
|                    | <p>The Chair welcomed Mags Patten to her first meeting. He noted with regret that this was Carolyn Godfrey's last meeting – there would be an occasion later in the meeting to thank her for her strong contribution as a governor.</p> <p>He remarked on the letter which had recently been sent by 165 MPs to the Chancellor of the Exchequer to draw to his attention the funding difficulties within the sector. The Principal commented that the government was viewing the source of any additional funding for colleges to be via T- levels.</p>  |               |
| <b>2018-19 5/4</b> | <b>Safeguarding and Prevent update and safeguarding policy</b>   |               |
|                    | <p>Linda Westmore, Project Lead, Safeguarding and Tutorial, was welcomed to the meeting to provide an update on Safeguarding and Prevent. The presentation given had been decided should replicate that which had been given recently to staff. This included a review of Safeguarding and Prevent-related engagement for students, together with consideration of the types of issues and cases which had arisen over the past year. There had been a significant rise in the number of incidents related to County Lines, with drugs an issue both for young people and adults; although no student had identified that they could access drugs in college. It was an increasing issue that many external support services available to give assistance to students with a number of different issues stopped before 18 years old and this both put greater pressure on college staff and did not give the best support to students.</p> <p>The county was becoming a centre for asylum seekers, who were entering the</p> |               |

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|                           | <p>country through Portsmouth, which gave a new set of issues and challenges for support.</p> <p>Governors asked questions about the thresholds for issues which the local authority would take on, and what represented a 'concern' - this was where something had required intervention of some sort from the safeguarding team. They also asked what methods were available for benchmarking the college's experiences and performance in these areas and suggested that in future these types of comparisons be added to the report – this would be available through examining and comparing the performance of colleges with a similar profile as well as making year on year comparisons. The Principal added that the college's work with the Council and local schools also gave information about the starting point. In addition governors were reminded that Ofsted reports offered a benchmark and the college had performed very well against this in its most recent inspection. The Principal also thanked Carolyn Godfrey for her role as safeguarding champion and for sitting on the local Safeguarding Board. Governors asked further questions about trends and comparisons between campuses, also how allegations against staff were followed up. It was noted that the threshold for dealing with mental health issues had clearly moved up in the local authority, presumably because there was more pressure on resources with more cases coming forward.</p> <p>Governors asked questions about whether there was a requirement for work placement providers to have a DBS check. It was explained that this was not a requirement, but the college chose to carry these out where placements were with sole traders as there was a greater potential risk. Where there were concerns, these would be recorded.</p> <p>The Safeguarding and Prevent annual report was <b>received</b>.</p> <p>The Safeguarding Policy was <b>approved</b>.</p> <p>Governors noted that Linda Westmore had recently decided to step down from her role at college and would be leaving shortly. They thanked Linda for her work and wished her well for the future.</p> |  |
| <p><b>2018-19 5/6</b></p> | <p><b>Awayday- draft agenda</b></p>  |  |
|                           | <p>The draft agenda for the event taking place at the end of March 2019 had been circulated previously and was agreed in principle. It was noted that one of the items would be to discuss and agree financial objectives and implications for the 2019-20 year There would be an item on developing outstanding governance, a review of strategy, an introduction to the new inspection framework also the insolvency regime and an estates update. The day would include opportunities to visit classes and meet students and staff.</p>   |  |
| <p><b>2018-19 5/7</b></p> | <p><b>Principal's report</b></p>   |  |
|                           | <p>The Principal's report had been circulated previously. It was noted that a meeting of the senior team had taken place with an Education and Skills Funding Agency (ESFA) team as part of the early intervention initiative. The ESFA team was content with the college's actions.</p> <p>The Principal commented that since her report had been issued, the closure of the Honda plant in Swindon had been announced, and 20% of the workforce lived in Wiltshire. She had been asked to join a task force chaired by Greg Clark, the Secretary of State for Business, Energy and the Industrial Strategy.</p>  |  |

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|                           | <p>The meeting discussed the ongoing challenges for the college with its engineering staff where it remained difficult to recruit and this had had some consequences for apprenticeship delivery.</p> <p>It was noted that the college had been successful in winning £1.8m funding for a NEET project and this was expected to contribute positively to improving retention. The Trowbridge campus had recently experienced some behaviour issues with students and these were discussed.</p> <p>The meeting received an update on progress with the Salisbury scheme including slides which showed progress with the recladding of the Wyllye building and how it was being transformed as a result. The scheme continued to progress on budget.</p> <p>There was an update concerning the investigation into an alternative pay scheme for new staff which would not offer membership of the LGPS. Further investigation had revealed that the LGPS would put up contributions associated with the remaining staff to compensate for the loss of contributions which would result in immediate increases, although there could be savings over time. Governors agreed that this was not worth further exploration at this time in view of the increased costs in the short term and potential risks to further significant contribution increases which could also be affected by the introduction of the insolvency regime for the sector.</p> <p>The imminent sale of the Devizes site was noted as was the receipt of two offers for the Warminster site, the sale of which should shortly be settled.</p> <p>The Principal's report was received.</p> |  |
| <p><b>2018-19 5/8</b></p> | <p><b>Balanced Scorecard</b></p>   |  |
|                           | <p>The latest balanced scorecard had been circulated previously. The Deputy Principal Corporate Resources commented that the targets were being considered internally as to whether they passed the 'so what' test concerning college performance.</p> <p>It was noted that market share for the post 16s was targeted at 30%. The College was intending to enter more major awards and ten were being entered this year. The Beacon awards result would be announced at the award ceremony on 22 March.</p> <p>Overall student applications were up. If 5700 was reached this should reach the target of 3300 enrolments if previous conversion rates were maintained. The work experience target had been achieved and industrial placements were overall very positive following a previous issue. Student progress shown on Promonitor was identifying a positive position but consideration was being given to whether this gave a misleading picture and would be subject to further analysis. Attendance was good.</p> <p>Staff absence was at 3.5%. Appraisal rates were low but this had been affected by the restructure programme and should now significantly increase. Turnover was running below the target of 15% but benchmarking suggested performance was acceptable. Governors commented that turnover could represent an immediate cost and was worth further examination. It would also be helpful to give an underlying figure separate from any restructuring effects and Governors requested that this be considered. Reduced staffing costs would inevitably contribute to supporting an improved financial health position.</p>    |  |

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|                     | <p>Advice in the sector was currently to encourage no more than a 60% level as a percentage of overall expenditure and the college was forecasting to be closer to this figure at year end...</p> <p>Governors welcomed the overall positive direction indicated by the balanced scorecard targets.</p>   |  |
| <b>2018-19 5/9</b>  | <b>Risk Register</b>  |  |
|                     | <p>The latest risk register had been circulated previously and was received.</p> <p>In discussion it was suggested that the operation of the trend indicator needed adjustment. Governors noted that matters were improving with the previous issues with the Colleges Partnerships, also that the issues with catering, with a new contractor, appeared to be substantially resolving. There was also success in reducing the claim from the previous contractor.</p> <p>It was agreed that the non-levy apprenticeship income issues should be added to the register and continue to be monitored, and that the Safeguarding risk should be updated following receipt of the annual report.</p>   |  |
| <b>2018-19 5/10</b> | <b>Management Accounts</b>  |  |
|                     | <p>The January Management Accounts had been circulated. These were discussed and it was noted that the college continued to incur higher than acceptable expenses on agency staffing costs, in spite of various measures to seek to bring these down. The overall amount of staffing savings however at £1.7m achieved was a positive result, but a further £192K still needed to be realized, with actions in place for the remainder of the year to achieve this. Non-pay costs showed savings. A small surplus of £25K at year end was still predicted although it was accepted this was very small as an overall percentage against turnover and a surplus was in the balance. In answer to a question it was commented that pension contributions could increase again and action should be taken to create a buffer against this as far as possible.</p> <p>Cash flow was examined and this showed that the college's overdraft position had been closely profiled by the bank against requirements. Work was reported as being under way to give more headroom where possible. Bank covenants were regularly tested and were being met, although the position was tight. Governors endorsed the view that they must be met.</p> <p>It was noted that the college continued to work to bring in both apprenticeship levy and non-levy income.</p> <p>The Management Accounts were received.</p> |  |
| <b>2018-19 5/11</b> | <b>Quality Improvement Plan and Care Quality Plan</b>   |  |
|                     | <p>The Quality Improvement Plan and the Care Quality Plan had been circulated previously.</p> <p>The Deputy Principal Curriculum and Quality spoke to the plans. The RAG rating for all of the actions in the Quality Improvement Plan was green and he commented that all those responsible for its delivery were confident these would be met. The various actions in the plan were highlighted. The placement of Engineering, Horticulture, Hair and Beauty, GCSE Science and ESOL in intensive care in order to bring about improvement was noted. Governors</p>  |  |

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|                     | <p>welcomed the monitoring plan.</p> <p>The Care Quality Plan was discussed. All items apart from one were RAG rated green and all the actions requested in the Ofsted inspection were reported as having been addressed. The improvement of the Hall Rep meetings was rated as amber – SMT was to review progress with this action.</p>  |                       |
| <b>2018-19 5/12</b> | <b>Governance</b>   |                       |
|                     | <p><u>Minutes of the last meeting</u><br/>The minutes of the meeting held on 18 December 2018 which had been circulated previously were accepted as a true record. It was noted that the meeting scheduled for 31 January 2019 had been cancelled due to bad weather.</p> <p><u>Proposed revision to Constitutional documents</u><br/>Further to the agreement earlier in the academic year that a comprehensive review of the Instrument and Articles of Government and the Standing Orders be carried out, proposed revisions to these documents had been circulated. The Clerk explained the intention behind the revisions as set out in the circulated covering report.</p> <p>Subject to some minor typographical corrections, the revised Instrument and Articles of Government and the revised Standing Orders as circulated were <b>approved</b>.</p> <p>It was noted that the exercise to update the constitutional documents had highlighted a small number of governance policies which required updating or putting in place and these would be added to the work plan for the Board for this academic year.</p> <p><u>College visits/events dates and those attended</u><br/>The Principal encouraged governors to arrange taking part in a learning walk and felt that these were more advantageous overall to get a sense of the college than to join a QRR meeting. There would be further discussion at the Awayday about how to support increased governor engagement and discussion about outstanding governance and the behaviour which would support this would be useful. Governors were invited to attend staff briefings on Staff development day and reminded that lambing weekends were taking place shortly. Governors requested the earliest notification possible of dates for specific events.</p> <p><u>Membership of Groups and key governor responsibilities</u><br/>It was noted that Becca Thurston had confirmed joining the Audit Committee and this was welcomed with pleasure.</p> <p>An additional member was requested for the Campus Development Group. Jack Wills agreed to take up this position and he was thanked for doing so. Carlton Brand had agreed to take up the role of Safeguarding Champion and SEND Link governor and he was thanked for taking on this role.</p> | <b>Clerk/<br/>SMT</b> |
| <b>2018-19 5/13</b> | <b>Any Other Business</b>   |                       |
|                     | <p><u>Authority to the Chair for approval of a subcontractor</u><br/>It was <b>agreed</b> to delegate to the Chair the final approval of a subcontractor contract for Go Train (an existing college subcontractor) and New College</p>  |                       |

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|  | <p>Swindon (a Grade 2 college) to work with the college on an ESF NEET programme which had been recently won. The work will support 15 to 25 year olds that are NEET or at risk of NEET in Swindon and Wiltshire.</p> <p><u>Vote of Thanks to Carolyn Godfrey</u><br/>Carolyn Godfrey was thanked for her excellent service as a governor on the occasion of her retirement from the Board and especially the role she had exercised as its Safeguarding Champion. Everyone wished her well for the future and she in turn wished the Board and the College every success for the future.</p> |  |
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