

**MINUTES OF THE CORPORATION
Held on Tuesday 4 July 2017 at 5.00 pm
In K222, Trowbridge Campus**

Present	Helen Birchenough (Chair), Harry Adams, Amanda Burnside, Faith Butt, Martin Clark, Jon Downing, Carolyn Godfrey, James Hayes, Liz McKee (by Skype from item 7) Lawrence Roe (from item 5), Venetia Summers, Jack Wills (by phone)
In Attendance	<i>Adrian Ford, Vice Principal Resources, Iain Hatt, Vice Principal Curriculum and Quality, Heather Cross, Clerk to the Corporation, Matt Wall (for item 6)</i>

	Minute	Action
10/1	Apologies for absence	
	Apologies were received from Mark Lello.	
10/2	Minute of silence in memory of Chris Whitaker	
	The meeting stood for a minute of silence in memory of Chris Whitaker, Assistant Principal of the Trowbridge campus, who had died suddenly on 18 June 2017.	
10/3	Declarations of interest	
	None	
10/4	Recommendation for appointment of a new staff governor	
	The Chair recommended Lawrence Roe to the Board as a new staff governor, following an application process and an interview with her and the Vice-Chair. She proposed Lawrence's appointment, which was seconded by Harry Adam and his appointment was unanimously approved. Lawrence was invited to join the meeting.	
10/5	Chair's opening remarks	
	None specifically.	
10/6	First annual HR report and staff survey – Presentation from Matt Wall, Assistant Principal	
	Matt Wall, Assistant Principal HR was welcomed to the meeting. A summary report and an annual report on HR activity 1 June 2016 to 31 May 2017 had been circulated previously in addition to the Wiltshire College employment survey, the HR key performance indicators dashboard and the year to date departmental absence rates. Governors noted in particular the good HR data which was now available, the robust management of employee relations both informally and formally which now operated, the development of the College through the Leadership and Management Development Programme, the recruitment update and the use of social media in recruitment development and the HR policies which had been implemented and those currently under review. It was further noted that the department now operated an effective business partner model. They supported the Colleges Partnership with HR matters now, as the operation was set up in	

	<p>a way to be completely scalable.</p> <p>There was discussion about the employee survey for which there had been 58% participation. The key issues were pay, workload and health and well-being. It was acknowledged that the survey would need to be followed up in order to keep its value and this was being planned, with a number of actions identified.</p> <p>The year had seen 13 change management programmes in order to put in place optimal structures and a good proportion of staff had been successfully redeployed.</p> <p>Work on absence management had been successful, with the college achieving an annual average of absence below 4%. This was to be maintained as a key performance indicator for the college.</p> <p>Governors heard about the employee assistance programme and the rewards package for staff which was popular and proving cost effective.</p> <p>It was agreed that the KPIs would be brought back to the Board after further development.</p> <p>Governors thanked Matt for both his presentation and the important developments in HR he was taking forward for the college.</p>	<p>Assistant Principal, HR</p>
<p>10/7</p>	<p>Budget 2017/18</p>	
	<p>The draft budget for 2017/18 and the plan for 2018/19 which had been prepared by the Vice Principal Corporate Resources and the Director of Finance which set out the College plans to deliver its financial objectives contained in the Strategic Plan had been circulated previously.</p> <p>The Vice Principal Corporate Resources presented the key features of the budget and the planning assumptions for the coming year. The budget was for £36.2m turnover, based on delivering an operating surplus of £353K before any restructure costs or pension charges. There was a planned increase in income of £1.03m, with the significant increases being in ESFA 16 to 18 income, additional high needs students, and apprenticeship income and with a strong focus on growing full cost work. A prudent approach was being taken, with increases only included where they were known to be secure. The Pay budget built in a pay award, which would be the subject of separate discussion. Both Pay and Non-Pay had been carefully prepared with increases, reflecting growth. In respect of 2018/19, a further £400K growth was included. Some particular aspects of the budget were discussed including the requirement to accelerate depreciation for buildings which would no longer be retained at Salisbury. Governors agreed that the opportunity to build this in as far as possible in the current year was advisable.</p> <p>In discussion it was noted that high needs students now represented 5% of the college's business and apprenticeships were 7% from 4.5% two years previously. Governors tested out the assumptions on the apprenticeship growth. In response to a question on meeting loan covenants, it was confirmed that all of the loan covenants would be met. The College's financial health would be 'good' throughout the period. It was noted that funding nationally continued to be under pressure.</p> <p>In discussion it was decided that the Board could benefit from a better</p>	

	<p>understanding of pension liability and the Vice Principal Corporate Resources agreed to provide more information about how this operated at the next meeting. It was further decided that a presentation from Julian Gravatt at the AoC concerning both funding and the pensions situation would be valuable and that he be invited to a meeting in the Autumn term.</p> <p>Governors spoke about the importance of stretch budget targets to be used within college and it was suggested that these be brought back to the Board. It was important that Heads of Department and other managers understood what was being expected of them.</p> <p>It was noted that there were other schedules associated with the Financial Plan which had to be submitted to the ESFA and it was agreed that these be reviewed by James Hayes and Jon Downing prior to submission.</p> <p>The budget for 2017/18 and the Plan for 2018/19 was proposed by James Hayes, seconded by Jon Downing and was unanimously approved.</p>	<p>Principal/ VPCR/ Clerk</p>
<p>10/8</p>	<p>Principal's Report (including Project Board report)</p>	
	<p>The Principal's report had been circulated previously. The report referred to meetings with Swindon College and UWE; potential development with Wilkes Academy; the completion of the current year's lesson observation process and proposed changes to the process for next year; the award of Teaching Excellence Framework (TEF) Bronze; increasing numbers of student applications; excellent student destinations; engagement with the Military including a trip to Germany and a projected operating surplus of £251K.</p> <p>There was discussion about the opportunity for links with the Wilkes Academy, a performing arts college in Swindon. This would increase student numbers, but the lagged funding model would introduce challenges in the short term. The Academy had approached the college as it is looking for a new partner. It would provide an opportunity to develop a new curriculum and could bring a dance academy into Salisbury. Governors noted that these were confidential discussions at present, but recognised that the development might proceed quite quickly, although the details of the deal were still to be agreed, however the College would receive all the budget for funded work. Governors asked a number of questions concerning how the arrangement would work and the implications in terms of Swindon College with whom their current arrangement operated, but it would be for the academy to notify them. It was agreed that if the details of the arrangement appeared satisfactory that the arrangement should proceed.</p> <p>Discussions with UWE concerning options for higher level apprenticeships in north Wiltshire for electronic engineering in line with employer demand were noted.</p> <p>The Principal gave an update to the meeting concerning discussions with the Royal Agricultural University relating to HE provision at Lackham and their ability to partner the college for this. The arrangement was acknowledged as helpful in the short term, whereas Oxford Brookes may be more suitable in the longer term. Governors counselled on the advisability of having a range of provision linked with various universities, rather than just one major one and suggested some other possible links for the future, such as Hartpury.</p> <p>The Vice Principal Curriculum and Quality spoke about the quality information in the Principal's report. It was noted that 92% of lesson observations had been</p>	

	<p>graded good or outstanding with a 5.4% improvement on the previous year, with the effect of performance management and the 'good to outstanding' group both making contributions to improvement, as well as increased engagement with learning coaches. In HE lessons, 95% have been graded good or better. The college had voluntarily taken part in the 'TEF' scheme for HE teaching and as a result had been awarded a bronze quality assurance mark, which would be valid for three years. Governors welcomed all these recognitions of improvements in teaching, learning and assessment.</p> <p>A new observation process was discussed, as set out in the written report. The unions and staff were now receptive to no notice observations which were seen as more developmental. More detail of the scheme was now to be written up to be shared with staff and in answer to a question it was confirmed that this would include student feedback.</p> <p>Some changes to the operation of Learning Walks was discussed. These would no longer regularly involve SLT but there would be more involvement directly with lecturers and possibly some students. The Vice Principal would circulate the framework.</p> <p>The recent Quality and Resource review meetings were discussed, three of which had been supported by Harry Adam, who spoke very positively about the process and recommended participation to other governors. It was reported that Mark Lello had recently met with the Student Services Director to review the student destinations report and consider employability.</p> <p>The College had recently visited HQ British Forces Germany to promote the college and county to troops and their families there who were returning as part of the Army rebasing programme. This had been very successful. The College generally enjoyed very positive links with a number of senior army personnel, but whose careers were now progressing and would be changing roles. It was hoped that these positive links could continue with new colleagues.</p> <p>A report was received concerning the LEP capital projects with top level plans being finalised and being costed within budget levels, although investigations in the Bourne and Nadder buildings had identified asbestos which would need to be removed which would add to the project costs. Thanks were given to Jon Downing and Martin Clark for their attendance at the Project Board meetings. The meeting discussed the new plans for cladding the Wylde building at Salisbury, in the light of the advice following the recent Grenfell tragedy. Safe options were available. It was reported to the meeting that there were no issues with cladding on any of the college's existing buildings; the situation was being actively checked on a national basis by the ESFA to be reported to government.</p> <p>It was noted that the Principal was continuing her chairship of the Colleges' Partnership for another year.</p> <p>All Governors were invited to the end of year staff celebrations at the end of that week.</p> <p>The Principal was thanked for her report and all her work in leading the college.</p>	<p>VPCQ</p>
--	---	--------------------

10/9	Key Performance Indicators/Balanced Scorecard	
	The Balanced Scorecard for June 2017 had been circulated previously. This was interrogated and performance noted.	
10/10	Report on Strategic Plan update and KPI development	
	<p>The meeting received a recap presentation on meeting the Strategic Plan objectives, which had been circulated previously, along with proposed new targets for the balanced scorecard KPIs for the forthcoming year. Some of the targets were most appropriately addressed by reports rather than numerical targets, for instance assessing curriculum innovation and in these cases the targets should tie into comments rather than numbers.</p> <p>It was suggested that it would be useful to have a KPI on the use of ProMonitor; there would be a presentation to a future Board meeting about this. The Principal would give a report at the start of the year about current employer engagement activity and a final report on the current year's performance would be made.</p> <p>It was agreed that the targets proposed reflected the conversations which the Board had had previously.</p> <p>The position on the Strategic Plan for the coming year was agreed.</p>	VPCQ
10/11	Management Accounts	
	The latest management accounts had been circulated previously. It was noted that income was down on target. The Management Accounts were received.	
10/12	Risk Register	
	<p>The latest Risk Register had been circulated previously and this had been recently considered by the Audit Committee. Members of the committee discussed a health and safety report which had been received by the committee following an insurance check on operations where there were recommendations to be addressed. It was considered that further action should have been taken. The Principal commented that the report was to be welcomed and had certainly flagged a requirement for work to be undertaken which was being addressed seriously.</p> <p>The risk of HE funding was highlighted, noting that there was a reduction planned for in student numbers with a consequential reduction in the budget.</p> <p>To counter the risk of a reduction in teaching and learning expertise in the Board until a new governor could be recruited, the proposal for external review of the college's quality plans on a systematic basis with regular reports to the Board was welcomed. It was agreed that this loss of expertise should be added to the risk register. In answer to a question it was confirmed that the register was updated monthly within college.</p>	
10/13	Complaints report	
	<p>The annual report on complaints and compliments had been circulated previously which was received.</p> <p>Governors discussed the report and noted that teaching and learning areas had the largest number of complaints and they satisfied themselves on the process. It was noted that parents increasingly used the complaints process to</p>	

	appeal disciplinary decisions.	
10/14	Minutes of the last meeting held 23 May 2017	
	The minutes of the last meeting on 23 May 2017 which had been circulated previously were approved.	
10/15	Governance Action Plan – update	
	<p>The update to the Governance Action Plan which had been circulated was discussed.</p> <p>The Chair reported that she had held a helpful meeting that day with the Head of Student Engagement concerning ways to improve student governor participation. She hoped to meet with the Student Liaison officers in September. A governor for Learner Voice was proposed – Harry Adam agreed to take on this role. It was hoped that the Chair and he might jointly meet with the students. The Principal commented that there would be more information in student induction about representation.</p> <p>The Clerk would circulate the key dates for Governors over the coming year with the Management Calendar and locations for Board meetings were planned. Further dates were also to be set up for learning walks.</p> <p>There would be a form for completion by Governors for the Chair’s appraisal, which would be issued at end of July 2017.</p> <p>The Governance Action Plan would continue to be regularly updated and presented to governors.</p>	
10/16	Membership issues	
	The Clerk reported that work continued with various agencies to seek to identify a prospective governor with significant teaching and learning experience.	
10/17	College visits/events attended	
	Many governors reported on positive learning walks or meetings that they had had in the college recently and one governor spoke about some positive potential links he had made with stakeholders. Governors had particularly valued attending inspirational student awards ceremonies. The Chair reported on recent attendance at staff briefings, the Salisbury campus Art show, AoC South West and the Public Service Board.	
10/18	Press and Communications	
	It was noted that governors had recently been circulated with latest press cuttings but that the most extensive and up to date material could always be viewed on the college website.	
10/19	Vote of Thanks	
	Governors joined the Chair in thanking Faith Butt for her very considerable contribution as a governor, in particular in assisting with evaluation and review of quality and of teaching and learning activity over the past six years, on the occasion of her retirement from the Board. A presentation of a gift was made to her. Faith commented that this marked the end of almost a 40 year association working with governing bodies over her working career and subsequently. She wished the College the very best for its continued positive development.	
10/20	Date of Next Meeting	
	The next meeting was noted as taking place on Tuesday 19 September 2017 at 5.00 pm at Chippenham.	

