

MINUTES OF THE CORPORATION
Held on Tuesday 2 July 2019
In Room D001/002, at 5.00 pm at the Chippenham Campus

Present	Martin Clark (Chair), Mark Lello, Carlton Brand, Amanda Burnside, Jon Downing, Mags Patten (by Skype), Venetia Summers
In Attendance	<i>Adrian Ford (Deputy Principal Corporate Resources), Iain Hatt (Deputy Principal Curriculum and Quality), Heather Cross (Clerk to the Corporation)</i>

	Minute	Action
2018-19 9/1	Apologies for absence	
	Apologies were received from Harry Adam, Iain Hutchison, Becca Thurston and Jack Wills.	
2018-19 9/2	Declarations of interest	
	Carlton Brand declared an interest in association with a financial matter which the college may be taking forward with his employer, Wiltshire Council, although he was not involved himself.	
2018-19 9/3	Chair's opening remarks	
	Martin Clark welcomed governors to the meeting commenting on the recent successful awards evenings and the inspiration of seeing what students had achieved. He heartily thanked all the staff and students who had taken part in the recent National Armed Forces Day to represent the college so well in spite of very hot temperatures on the day.	
2018-19 9/4	FEC Diagnostic Assessment visit 3 and 4 July 2019	
	<p>The Principal updated governors on the preparations for an imminent visit by the FE Commissioner's team. The visit had arisen following the college's position as being in 'early intervention' with the previous year's accounts having shown a 'weak satisfactory' position with a £1.7m deficit. It was understood from ESFA representatives that there was no reason for concern and the visit was primarily about seeking assurance that the situation was acceptable, especially given the current capital schemes. The Principal outlined the series of meetings due to take place with the team in the next two days, and the background information being provided to them about the college and its students.</p> <p>The FE Commissioner's team's attention would be drawn to the importance of retaining all campuses in order to serve the county's needs, also the relationship the college had with the military and the growth this represented along with significant housing growth in the locations which each campus serves. She reminded governors that the college had significantly improved its market share above the position suggested by current demographics and there was 30% apprenticeship growth against the national rate of 9%.</p> <p>Governors were reminded about the major contributors to the 2017/18 financial result of a £1.7m deficit – the strategic decision to take on the Wilkes</p>	

	<p>academy for future positive budget contribution, the unexpected reduction in High Needs students, costs of agency staffing to support staffing shortages in certain curriculum areas and the Colleges Partnership shortfall following a loss of contract where recompense was still being sought, also increased competition on HE. Governors endorsed the view concerning the growth anticipated in 19/20 and the improved budgetary position following the substantial restructuring which had taken place in the current year.</p> <p>Questioning took place concerning the sustainability of the restructure and answers were provided confirming that the new staff complement remained sufficient to deliver the business plan, including the increases in teaching hours planned for the forthcoming year through Project 2020, but it was underlined that a pay award was essential as the college's pay was falling behind that of other colleges and staff were also being lost to other sectors.</p> <p>The Chair led governors in welcoming the reminders about policy decisions they had taken and the strong story that the college justifiably would be giving concerning its plans and the strengthening position of its finances.</p>	
<p>2018-9 9/5</p>	<p>Budget 2019/20, two year financial plan and presentation about learner eligibility and funding</p>	
	<p>The proposed budget for 2019-20 and the supporting summary budget paper had been circulated previously. A presentation was given concerning the key features of the budget and the financial planning assumptions, notably:-</p> <p><u>Income</u></p> <ul style="list-style-type: none"> • that this was based on a detailed and fully signed-off curriculum plan; • confirmed allocations from the ESFA and a notified devolved budget from the West of England Combined Authority; • additional income from the ESF NEET project and • a grant from the ESFA to cover TPS pension increases, plus • continued apprenticeship growth. <p><u>Pay</u></p> <ul style="list-style-type: none"> • A 1.5 % staff pay award was included, with a further 1.5% assumed in 2020/21 • LGPS employer contributions remained at 22%, awaiting the latest triennial review to set new rates from April 2020 • An incremental pay award to teaching staff in 2020/21 <p><u>Non-pay</u></p> <ul style="list-style-type: none"> • Non-pay inflation at 2% • An increase in costs for apprentice end-point assessments in line with activity growth. <p>Governors noted the significant increases in apprenticeships both in numbers and income terms, asking questions to satisfy themselves about these and discussed the implications of the pay award to which they had already made a commitment. They reviewed the sensitivity analysis and commented that the budget was challenging, underlining the importance of achieving the income targets identified, recognising the critical importance of apprenticeship numbers in particular to meet these. Governors asked further questions about the robustness of the curriculum plan and satisfied themselves about the detailed management process and modelling which had taken place in making the plans. They encouraged managers to continue all efforts to meet the budget plan.</p>	

	<p>The Budget for 19/20 was approved, together with its submission to the Education and Skills Funding Agency and the associated 2 year financial plan, with delegated authority to Jon Downing for final approval of the 2 year financial plan documentation as required.</p> <p>A presentation was made to the meeting concerning Funding and Learner Eligibility in order to remind governors of the funding formula and how the funding arrangements were made, together with the steps to verify learner eligibility.</p>	DPCR, JD
2018-19 9/6	Estates Strategy update - presentation	
	<p>A presentation was made to the meeting concerning the main issues relating to each college campus. In particular it was noted that:-</p> <ul style="list-style-type: none"> • Chippenham was already at full capacity and the technology centre would be lost at the end of academic year 2025/26. Exploration was underway both about purchasing back the old college buildings which had been sold, the onward sale of which had recently fallen through, along with the investigation of another site in close proximity which may become available. • Lackham offered some potential for land sale on the periphery of the site associated with possible road infrastructure improvements. This may offer funds for the possibility of improved residential accommodation. • Trowbridge site overall needed development and further detailed work to determine the way forward was required. • Salisbury whilst to be significantly improved through the current scheme, would require further refurbishment of the Avon and Wylde buildings together with completion of the cladding at the rear of the site and other projects in order to be fully complete. There was some scope for further funding through the Salisbury regeneration group. <p>The meeting discussed the issues presented and commended management in continuing its work to refresh the overall Estates Strategy and Masterplan as agreed at the Strategic Planning Day recently. It was agreed that local market opportunities linked to land sales should continue to be reviewed where these were in the long-term interests of the college and in line with the Strategic Plan.</p>	DPCR
2018-19 9/7	Principal's Report	
	<p>The Principal's report had been circulated previously. In addition to the information concerning the FEC Diagnostic Assessment visit reported earlier in the meeting, the report referred to the ESFA and non-levy apprenticeship funding, a change in the management structure concerning Human Resources and in Safeguarding and Tutorial, comments on the Augar review, increases to the teachers pension scheme required contributions, a military update, and information about work experience and industry placement. The report also covered the current applications position, an update on lesson observations and common areas for further development, external verification, learning and development coaches, apprenticeship achievements, the Get Ahead programme, learner and employer satisfaction results, components of the recent staff development day, the forthcoming 'review and improve day' (RAID), a general update on residential occupancy and staffing, the sale of the outreach centres which was complete, the current position concerning the LEP projects and a detailed finance update which had been addressed in the budget discussions earlier in the meeting.</p>	

	<p>It was noted that applications for the 19/20 year continued to be at a higher level than the same time in the previous year. The recent staff survey was reported on, with good results overall, although staff had commented that they could not recommend working in the sector because of the comparatively poor pay.</p> <p>Three confidential items were discussed, minuted separately.</p>	
2018-19 9/8	Key Performance Indicator Targets/ Balanced Scorecard	
	<p>The Key Performance indicators which had been circulated were reviewed. Governors asked questions about the level of confidence considered in being able to convert all amber ratings to green by the end of the year. The 16 to 18 headcount target which had been reported as 'green' was confirmed should be 'amber' in the forecast.</p>	
2018-19 9/9	Management Accounts	
	<p>The May Management Accounts had been circulated previously. A small surplus of £6k at year end was being forecast, whilst currently a small deficit was shown, but a reduced payroll run rate and lower non-pay spend towards year end should contribute to the position being improved.</p> <p>The position was discussed and it was recognized that the position to bring in a small surplus remained very tight. Savings in-year as summarised in the report were reviewed. Cashflow was carefully reviewed and it was anticipated that an overdraft should not need to be deployed for the remainder of the financial year. The college's financial health on current forecasts continued to be assessed as 'good' and the college continued to comply with bank covenants on current performance.</p> <p>Governors commended management to continue their careful control of the finances to achieve the forecast figures and thanks in particular were expressed to the Deputy Principal Corporate Resources and the Finance Director for their work in preparing the report.</p> <p>The Management Accounts were received.</p>	SLG
2018-19 9/10	Risk Register	
	<p>The latest risk register report had been circulated. The current risks were discussed and it was noted that most risks had not increased. The risk concerning the loss of income from the Colleges Partnership was discussed and it was felt that all mitigation had already taken place, so the risk level remained the same.</p> <p>The difficulties concerning staff recruitment in particular in construction trades and engineering, leading to increased usage of agency staff were discussed. Steps were being planned for the coming year, but the risk for the current year remained the same. The risk concerning the catering contract was reduced following improved performance.</p> <p>The risk register was received.</p>	
2018-19 9/11	Minutes of the last meeting held 21 May 2019	

	<p>The minutes of the meeting which had been held on 21 May 2019 which had been circulated previously were approved as a true record, subject to the inclusion of the point in the meeting where Mags Patten left.</p>	
<p>2018-19 9/12</p>	<p>Governance</p>	
	<p>a. Proposed amended Terms of Reference for the Finance Working Group Proposed amended terms of reference had been circulated. These were agreed with the addition of reference to the appointment of a Chair who will be one of the governors with specific financial expertise.</p> <p>b. Outstanding Governance The proposals for outstanding governance had been circulated. Generally the development of the proposals from the Strategic Awayday were welcomed but it was considered that the 'diversity' section needed a different descriptor. The Chair agreed to do more work on this so that a final document could be brought back to the September meeting of the Board.</p> <p>c. Skills Audit update A report on the recently updated governor skills audit had been circulated. It was noted that there was good coverage of the skills and experience desirable. In discussion it was agreed that governors be provided with an opportunity shortly to update their biographies held on the website.</p> <p>d. Minutes of the Finance Working Group The minutes of the Finance Working Group held on 21 May 2019 which had been circulated previously were received.</p> <p>e. Minutes of the Audit Committee The minutes of the Audit Committee held on 18 June 2019 which had been circulated previously were received.</p> <p>The work that college finance staff had undertaken concerning the preparation of an assurance framework against which, amongst other things, audit activity could be planned was welcomed.</p> <p>f. Constitutional matters</p> <p>i. <u>Student Union Constitution and associated amendment to the Instrument of Government</u> The proposed amended Student Union Constitution had been circulated for approval. This put forward a sabbatical post for Student Union President and had now been given the approval of the NUS, further to discussion at the last Board meeting. The constitution was approved, subject to a minor typographical correction.</p> <p>It was reported that recruitment to the sabbatical post had started.</p> <p>The amendment to the Instrument of Government to change the arrangements for student governor as a result of the agreed SU Constitution was considered. An amendment to Instrument 2.1d as circulated to reflect the new arrangement was approved.</p> <p>ii. <u>Governance Policies</u> A series of governance policies had been circulated for approval.</p>	

	<ul style="list-style-type: none"> • The policy concerning the review of the independence of the Clerk was approved. • The arrangements for making complaints against the Corporation, member of the Corporation or the Clerk were approved. • The policy concerning the handling of written resolutions was approved. • The arrangements for obtaining the views of staff and students in consultations were approved. <p>g. Meeting dates for the 2019/20 academic year The calendar of dates circulated was approved.</p>	
2018-19 9/13	College visits/events dates and those attended	
	<p>The Chair commented that he had been pleased to attend recently three of the four student awards ceremonies and the Vice-Chair had attended the fourth ceremony. He had also attended the recent AoC regional Chairs and Principals meeting at which the Chief Executive and a representative of the Bank of England had spoken.</p> <p>The Vice-Chair had been delighted to attend the Armed Forces Day and visit the college stands which had been a great credit to the college.</p> <p>A schedule of learning walks in the autumn term and events in the coming year would be publicised as soon as possible and he encouraged governors to commit to booking dates in their diaries as general attendance had not been so good over the past year. Involvement with college events and Learning Walks was an important component of Outstanding governance.</p>	
2018-19 9/14	Emerging Issues and Ambitions – Augar review	
	The Augar review into post 18 student funding which had recently been published and which had made a number of key recommendations concerning Further Education was noted and had been placed on the Board Intelligence reference shelf.	
2018-19 9/15	Date of next meeting	
	<p>The date of the next meeting had been agreed as Tuesday 24 September, location to be advised.</p> <p>It was noted that in booking the locations for meetings the balance for the forthcoming year needed adjustment from the current year's pattern where there had been a significant number of meetings which had taken place in Trowbridge.</p> <p>The Chair thanked the Principal and Deputy Principals for their hard work over the 2018/19 academic year and thanked all governors for their commitment, wishing all a pleasant summer. The Principal recorded her thanks to all staff.</p>	