

**MINUTES OF THE CORPORATION**  
**Held on Thursday 22 November 2018**  
**At 5.00 pm in K222, Trowbridge campus**

<b>Present</b>	Martin Clark (Chair), Mark Lello, Harry Adam, Carlton Brand, Amanda Burnside, Layla Davies, Carolyn Godfrey, Iain Hutchison, 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, Heather Cross, Clerk to the Corporation, Sue Burton, Executive Director of the Colleges Partnership for item 4, Hilly Prendergast, HE Manager for item 13</i>

	<b>Minute</b>	<b>Action</b>
<b>2018-19 3/1</b>	<b>Apologies for absence and welcome to new members</b>	
	Apologies were received from Jon Downing and Lawrence Roe. Carlton Brand was welcomed as a governor to his first meeting and introductions were made.	
<b>2018-19 3/2</b>	<b>Declarations of interest</b>	
	Carlton Brand declared an interest in an item referred to in the Principal's report concerning the ongoing discussions with the Council about a possible new outdoor education centre at Lackham (page 5 of the meeting papers)	
<b>2018-19 3/3</b>	<b>Chair's opening remarks</b>	
	<p>The Chair congratulated the College in being chosen as a finalist for the Edge AoC Beacon award. It was announced that a review visit would take place in February 2019 and the result would be announced in March 2019.</p> <p>He commented on the very successful occasion of Graduation at Salisbury Cathedral at the end of October.</p> <p>A request was made for a governor to attend the next meeting of the Audit Committee in order to assist with quoracy. Iain Hutchison agreed to join the meeting and this was approved by the meeting with thanks.</p>	Iain H
<b>2018-19 3/4</b>	<b>The Colleges Partnership – Presentation from Sue Burton, Executive Director</b>	
	<p>Sue was welcomed to the meeting. The importance of the Colleges Partnership in contributing to the College's portfolio was recognised along with the important links with the military it provided. The two colleges involved in the organisation, this one and Bridgwater &amp; Taunton College, provided strategic management support. Wiltshire in particular gave support on HR and finance matters.</p> <p>Sue gave a presentation about the history of the organisation, her own association with it and the current contracts undertaken, together with the</p>	

	<p>geographic dispersal of delivery across 72 locations. The work of the company was in relation to military programmes. Success rates were noted as being generally good and in comparison with its competitors the organisation was performing well. New work was being developed in relation to commercial activity. Governors asked questions on this and other aspects. It was noted that the Partnership was aiming to develop into new areas from its proven expertise. The Principal commented that at its recent staff conference there had been a focus on how to manage change and what was required for future survival. The skills set of the Partnership was recognised as being the management of large contracts.</p> <p>Sue Burton was warmly thanked for her presentation.</p>	
<b>2018-19 3/5</b>	<b>Update on savings and efficiencies</b>	
	<p>An update on savings and efficiencies had been circulated previously and governors welcomed the work which had been undertaken and the savings identified. The emphasis of the work was in seeking to do things differently where possible. Governors had been kept up to date by email with staff structure changes made as they had been implemented and communicated to staff. Recent HR drop-in sessions had been offered to staff concerning the change process.</p> <p>The Deputy Principal Corporate Resources spoke about further work which was being carried out to identify more savings, with one possible next step being to create a separate company for new business support staff in order to assist in addressing rising pension costs. It would be important to represent the benefits well to existing staff. There was still work to be done in presenting vacant positions appropriately in hard-to-recruit areas. Other new strategies for changed employment conditions for new staff which may be attractive and provided a cost benefit to the organisation were being actively considered. Governors requested that once more work had been carried out on the proposal for a new company the detail should be brought to a future meeting for consideration.</p> <p>Governors generally supported these developments and recognised there could be real benefits which may result on both sides.</p>	<b>DPCR</b>
<b>2018-19 3/6</b>	<b>Principal's Report</b>	
	<p>The Principal's report had been circulated previously and in particular drew attention to the ESFA letter concerning the college's financial plan; ESF projects being delivered; the volume of T level work placements being delivered; the receipt of the Landex Peer review report; the sale of the college's outreach centres and the review of catering options.</p> <p>The Principal commented on being shortlisted for the AoC Beacon award that it was in line with the College's strategic objectives to win more such awards; a commendation had been received for another one of the College's entries. To be shortlisted was prestigious and the award ceremony held in London would create significant publicity. Copies of the prospectus were available. The success in being shortlisted had shown that the college was capable of being successful for other awards and more applications would be made in future.</p> <p>The Principal spoke about the letter which was attached to the report which had been received from the ESFA following the college's financial health</p>	

	<p>assessment of satisfactory. She noted that although the letter suggested some concern, that having spoken to ESFA officers there had been an emphasis that there was no urgency in holding a meeting with the college and the situation was being viewed in the context of the progress the college was making. The letter itself had been sent in isolation from other work and contracts with the ESFA. Governors would continue to be kept informed and the college would continue to meet with ESFA to share with them progress and plans.</p> <p>Applications for 2018/19 were noted to be up by 103 on those received by the same time last year.</p> <p>Discussion took place concerning the sale by the Council of its residential outdoor education centres – Oxenwood and Braeside. The College had expressed an interest potentially in providing a new centre on the Lackham site to replace this activity, having been invited to do so after some initial enquiries. Further work in considering this possibility had however raised a number of questions to be answered such as how to address the additional safeguarding considerations for younger children , the level of investment being offered by the Council which was not at this stage certain and importantly how the development would fit with the college’s curriculum strategy. There was more information to be provided by the Council and when this was received, should the proposal look positive a strategy would be brought to the December meeting. It was acknowledged that there would need to be detailed discussion as to whether this should be pursued.</p> <p>Colonel Ed Heal, the senior officer at Lyneham had thanked the college warmly for the support offered towards their recent Ofsted inspection. The Chair had facilitated a helpful meeting for the college with QinetiQ. Conversations were taking place with the Council and the Salisbury MP about potential growth opportunities for Cyber related studies.</p> <p>The Landex peer review report had been circulated with the report and governors welcomed the very positive findings reported in it. College staff were thanked for what this report represented.</p> <p>Governors were very pleased to note the positive student voice feedback. It was noted that a publicity film to share with key stakeholders was being created to report on this.</p> <p>The sale of the college’s outreach centres had generated interest and work was being undertaken on the college’s behalf to generate the best and final price from those who had expressed an interest.</p> <p>With regret it was noted that Radish had given notice on the delivery of the catering contract and this would be communicated to their staff shortly. Churchills, the parent company had recently been awarded a security contract in the college but had not as yet been able to identify suitable staff, which was disappointing.</p> <p>The Principal commented further on the overview earlier in the meeting concerning the Colleges Partnership. The shared service model had met with some resistance from the management team. It should be understood that the organisation was in effect a training provider. Governors questioned how easy it might be to broaden the offer beyond the military, but it was commented that whilst this was desirable it was not essential as there was scope to grow by securing other military contracts. Work was being undertaken to create an end point assessment offer by the company.</p>	
--	---	--

	<p>There was discussion about the Swindon and Wiltshire LEP's desire to secure funds for a multi-campus university in the county. Governors endorsed that this was not a sensible option given the amount of HE already delivered in surrounding counties, which were much more suited to the provision, and the HE courses already delivered by the College.</p> <p>Plans for the VIP visit on 14 December were progressing well and the name of the visitor would be able to be announced shortly.</p> <p>Governors noted that the Engineering curriculum had been placed in intensive care.</p> <p>The Principal was thanked for her wide-ranging report.</p>	
<b>2018-19 3/7</b>	<b>Key Performance Indicator Targets/Balanced Scorecard</b>	
	<p>The Key Performance Indicator (KPI) Targets/ Balanced Scorecard had been circulated previously and was received.</p> <p>Governors commented that it was pleasing to see many of the indicators at green. Other indicators were discussed and it was noted that lower HE enrolment was an issue which had affected a number of courses. A number of Staff Personal Development Reviews (PDRs) had been delayed during the recent restructure period.</p> <p>Staff utilisation was high at 97% but costs were still too high, although the profile was against two months of income in the year versus three of spend.</p>	
<b>2018-19 3/8</b>	<b>Risk Register</b>	
	<p>The latest Risk Register had been circulated previously and was reviewed.</p> <p>There were no new risks.</p> <p>Governors asked questions concerning the effects of staff rationalisation on remaining staff and were informed that generally indicators were positive. All agreed that a fundamental indicator was whether students were happy.</p> <p>A new college logo was being developed and was planned to be relaunched at the next Staff development day.</p> <p>It was agreed that there should be an update given in the register on GDPR progress and an overall report to governors in the near future.</p> <p>The risk register was received.</p>	<b>DPCR</b>
<b>2018-19 3/9</b>	<b>Management Accounts</b>	
	<p>The Management Accounts for October had been circulated previously.</p> <p>The meeting discussed the significant increase in apprenticeships by 30%, but noted further the reduction in HE income. Pay was close to budget and a number of savings had been made on non-pay, but a further £300K savings had still to be identified – work continued, as reported earlier in the meeting.</p>	

	The Management Accounts were received.	
<b>2018-19 3/10</b>	<b>Minutes of the last meeting held 23 October 2018</b>	
	<p>The minutes of the last meeting held on 23 October 2018 which had been circulated previously were agreed as a true record, subject to a correction to show that Jack Wills was present by Skype.</p> <p><u>Matters arising from the minutes</u></p> <p>It was commented that work had been started to look in more detail at updating the Instrument and Articles of Government and the other constitutional documents. A deeper refresh had been decided to be undertaken and as a result the recommendations would be coming forward to the January meeting rather than the one in December.</p> <p>A response had been made to the AoC consultation on the Senior Staff Remuneration Code by the deadline.</p> <p>The agreed delegation to Jon Downing of the final agreement of a new subcontractor had resulted in the new arrangements being approved.</p> <p>The Chair commented that the Deputy Principal Corporate Resources had prepared a useful presentation on the financial effect of losing students which had been shared with the Finance Working Group and it was decided that this would be shown to all governors at the January meeting.</p>	<b>DPCR</b>
<b>2018-19 3/11</b>	<p><b>Governance self-assessment</b></p> <p>The proposed Governance Self-Assessment report for inclusion in the main college self-assessment report had been circulated for approval.</p> <p>Governors reflected on the proposed report and approved it for inclusion, recognising that there would be a final opportunity for any amendments as part of the complete document review at the December meeting.</p>	
<b>2018-19 3/12</b>	<p><b>College visits/events dates and those attended</b></p> <p>A schedule of dates for learning walks had been circulated previously. Governors were encouraged to book to take part in as many events as they could. Visits to Hair and Beauty and Hospitality were encouraged as this was an area for improvement. Governors were welcome to attend the end of term celebrations at each campus on 21 December, although noting that there was no special role for them on this occasion.</p> <p>A number of governors reported on recent visits to the College.</p>	
<b>2018-19 3/13</b>	<p><b>HE Quality Assurance</b></p> <p>Hilly Prendergast, HE Manager, attended to speak to governors concerning the quality assurance arrangements for HE. The Office for Students would require confirmation shortly from the Principal that governors regularly reviewed HE matters and satisfied themselves that both initial and ongoing conditions for registration were met.</p>	

	<p>The 2017/18 National Student Survey report and actions, together with the 2017/18 External Examiners report and Actions and the 2018/19 draft HE Quality Improvement Plan had all been circulated previously. Work experience survey feedback was examined – the numbers participating had been low, but the feedback was very positive. The College had placed its Access and Participation statement on the website. Governors welcomed the increased pass rate for HE courses.</p> <p>In considering the External Examiners report, governors welcomed the comments made by students concerning resources and were pleased to see 100% successful endorsement of programmes.</p> <p>It was noted that the National Students Survey only took account of 3 programmes as others did not meet the size qualification threshold. The areas for improvement were noted. A number of the considerations were related to the balance between the college's and the university's responsibilities. There had been very positive feedback on Social Work and also Early Years in spite of mid-year staff changes. Overwhelmingly students commented on the good support from staff.</p> <p>The HE Student governor commented that she endorsed the comments made and the positive results from her course.</p> <p>The HE Quality Improvement Plan was considered, noting that it addressed the issues raised. It was <b>agreed</b> that this Improvement Plan should be brought to the governors twice a year, timed to correspond with an FE QIP review.</p> <p>Hilly Prendergast was thanked for her presentation and it was <b>agreed that the Principal make the required return to the Office for Students.</b></p>	<p><b>DPCQ</b></p> <p><b>Principal</b></p>
<b>2018-19 3/14</b>	<p><b>Emerging Issues and Aspirations</b></p> <p>The meeting was informed that regrettably to date there had been no interest in the FE Student governor positions. The Principal was taking an active interest in supporting the recruitment.</p> <p>The Chair commented that a meeting was shortly to take place with another prospective external governor and a recommendation for appointment may be made to the next meeting.</p> <p>Consideration was continuing to be given to developing outstanding governance and a report would be made to the Board in due course.</p>	
<b>2018-19 2/15</b>	<p><b>Date of next meeting</b></p> <p>The date of the next meeting, which had already been agreed, was noted as Tuesday 18 December 2018. The location of the meeting was discussed as it was due to be held at Trowbridge, but a number of recent meetings had been held there. However, this was agreed still to be the most convenient location.</p> <p>The senior leadership team was thanked for their work in what had been a difficult half term.</p>	<b>All</b>