

MINUTES OF THE CORPORATION
Held on Tuesday 23 October 2018
At 5.00 pm in K222, Trowbridge campus

Present	Martin Clark, Mark Lello, Jon Downing, Becca Thurston, Layla Davies, Carolyn Godfrey, Harry Adam, Amanda Burnside, Iain Hutchison, Venetia Summers
In Attendance	<i>Adrian Ford, Deputy Principal Resources, Iain Hatt, Deputy Principal Curriculum and Quality, Heather Cross, Clerk to the Corporation.</i>

	Minute	Action
2018-19/1	Apologies for absence and welcome to new members	
	Apologies were received from Lawrence Roe and Debbie Sexton-Dyer. Becca Thurston and Layla Davies were welcomed as new governors and introductions were made.	
2018-19/2	Declarations of interest	
	Carolyn Godfrey declared that she was a former colleague of a person being recommended for appointment to the Board on tonight's agenda.	
2018-19/3	Chair's opening remarks	
	<p>Martin Clark congratulated the college on the good news that it had been successfully registered with the Office for Students. Details from the registration would be provided to governors. The College had been successful with recent awards for staff and had put in a bid for an Association of Colleges Beacon award. He congratulated the Clerk on her recent appointment as a National Leader of Governance, working with the FE Commissioner's team.</p> <p>Governors were encouraged to sign the circulating petition to government started by students at Brockenhurst College concerning the funding for FE. It was notable that a significant number of Principals at other colleges had recently left with immediate effect, largely as a result of funding pressures of various sorts – this was indicative of the sector as a whole subject to growing challenges.</p> <p>A letter from the Education and Skills Funding Agency confirming the college's financial health rating and providing a finance dashboard had recently been received. This would be provided to governors.</p> <p>He looked forward to joining governors at Graduation later that week in Salisbury Cathedral.</p>	
2018-19/4	HE Strategy – presentation	
	A presentation on HE Strategy was given to the meeting by the Deputy Principal Curriculum and Quality. In order to provide HE courses the college was required to be registered with the Office for Students. Attention was	

	<p>drawn to the review of HE delivery nationally taking place, the results of which might provide more opportunities for FE. Universities were under pressure to meet their numbers with a smaller cohort of young people nationally at present and some irresponsible offers of places had been made by them. HE in FE could offer good value for money to students and the costs were also increasing the attractiveness of apprenticeships as an alternative.</p> <p>The HE Strategy of the Local Enterprise Partnership (LEP) was discussed. It was noted that their ambition was for a university in the county but it was a matter of debate as to whether this was truly of benefit to the region when there were already many good universities on its borders. The College's HE Strategy was agreed that it should be what was of benefit to the region. The College's strategy now had curriculum cohesion and fitted with local need rather than being based on the specialisms that individual staff could provide which had been the position in the past. Need for courses had to be evidenced as part of course validation. The meeting was provided with an overview of the HE curriculum together with the ways in which the HE portfolio should continue to be developed.</p> <p>It was recognised that the College's University Centre title authenticates HE programmes, promotes confidence and increases awareness amongst prospective students.</p> <p>A report would be given at the next month's meeting on the quality assurance requirements for HE.</p> <p>Governors asked questions about the LEP HE Strategy and that of the College. The view was supported that there was no demonstrable need for a university in the county and this was the view taken also by the Council. The bid by the LEP for funding to develop its model was not considered to be productive. A compromise model was a federated model and regional colleges were working on this.</p> <p>Governors welcomed the work of the senior leadership team in taking forward the development of HE work.</p>	
<p>2018-19/5</p>	<p>Outstanding Governance</p>	
	<p>A report had been circulated identifying the criteria by which Ofsted judged governance as 'outstanding' together with common themes from colleges which were recognised as outstanding. The Chair commented that governance needed to aspire to this as part of the overall College aspiration for the same, although the current overall assessment was that governance was going well. However, there was always room for further improvement.</p> <p>There was a discussion about having appropriate measurement criteria to assess progress and it was agreed that some values and behaviours be proposed for consideration against which achievement could be judged briefly at each meeting, then culminating in more detailed discussion at the Awayday in the Spring to assess progress to date.</p>	<p>Chair</p>

2018-19/6	Principal's Report	
	<p>The Principal's report had been circulated previously.</p> <p>Governors discussed student recruitment which was still slightly below target but had improved since the last report. A presentation was being given to all staff at campus briefings to show the financial disbenefit of losing students, to encourage this to be minimised wherever possible. Where students left to take up employment rather than study, efforts were made to convert these into apprenticeships.</p> <p>The Deputy Principal Curriculum and Quality gave a presentation on achievement and there were improvements in many areas which were noted. Governors welcomed these improvements across the board and consistency was acknowledged as very important, together with the identification of any achievement gaps. Iain Hatt was thanked for his presentation.</p> <p>The Principal highlighted a number of aspects in her report – the College was contributing to the Cooper Tyres recovery following the recent announcement of significant job losses with closure. A recent peer review from Landex had given excellent feedback. The catering contract continued to present real performance problems and a series of options was being considered. The college had recently decided to introduce security guards but the contractor was finding it difficult to recruit to the required standard.</p> <p>Much work was progressing on the campus developments. A launch event at Salisbury for the cladding work was planned, to which governors would be invited. The Chair had recently sealed the internal refurbishment contract.</p> <p>A report on the performance of the Colleges Partnership had been circulated with the report. Governors considered that whilst informative the report did not fully answer what had caused recent performance challenges and welcomed the opportunity which would be provided at the next meeting for Sue Burton as Managing Director to report further to them.</p> <p>The invitation for the Principal to join the Pearson national advisory group was warmly welcomed as an indication of her standing in the Sector.</p> <p>The Principal was thanked for her report.</p>	
2018-19/7	Key Performance Indicator Targets/Balanced Scorecard	
	<p>The Key Performance Indicator (KPI) Targets/ Balanced Scorecard had been circulated previously. New KPIs were noted. It was agreed that the inclusion of a notes column to explain rationale and the value of the measure should be incorporated.</p> <p>There was discussion about HE recruitment which was below target. The target was 85% met but the scope to bring in further numbers this year was now quite limited. The largest impact was in the area of film where Bournemouth University was competing directly and part time engineering was down. A reforecast would be carried out.</p> <p>The key statistic of staff cost per income was discussed and it was recognised this needed to reduce.</p>	
2018-19 2/8	Quality Improvement Plan	

	<p>The latest Quality Improvement Plan had been circulated previously and was reviewed. It was noted that this was presented to match Ofsted judgements. Final data for the previous year had not been available at the time of the document's preparation and adjustments would be made.</p> <p>The expectations for student progression were discussed and it was agreed that these should be made explicit in the plan.</p> <p>Governors recognised the Plan as a key document for continued regular review to assess performance and progress on quality.</p>	
2018-19 2/9	Management Accounts and progress with end of year audit	
	<p>The Management Accounts for September had been circulated previously. This was of course very early in the year and there were no matters of any significance to report. The Finance Working Group had met earlier in the afternoon and discussed in detail the financial plan; while it was a challenging plan to deliver, good progress was being made with savings and efficiencies and there were no particular concerns or issues identified at this stage.</p> <p>The meeting discussed the college's loan requirements for £2m. Lloyds as current bankers were still unlikely to be prepared to provide this in the current climate and the college was pursuing discussions with Santander who would then require all of the College's banking. An overdraft facility was also required because of the cash flow profile of income.</p> <p>Banking covenant performance was reported and all were being met apart from one, concerning apprenticeship income for which a waiver was being sought. It had been indicated that this would be provided.</p> <p>Governors would continue to be updated about the progress of banking arrangements.</p> <p>In answer to a question it was confirmed that the end of year audit was on track and there were no issues.</p>	
2018-19 2/10	Minutes of the last meeting held 25 September 2018	
	The minutes of the last meeting held on 25 September 2018 which had been circulated previously were agreed as a true record.	
2018-19 2/11	<p>Governance matters</p> <p>i. <u>Constitutional documents</u></p> <p>A report had been circulated previously concerning amendments to the Instrument and Articles of Government, Standing Orders and the Role Description for governors so that these documents aligned with decisions taken at the previous meeting concerning Board composition. An opportunity was available to do further work to streamline these documents and it was agreed that the Clerk and Chair would do more work to review the documents and proposals for more comprehensive revision would be brought back to a future meeting.</p> <p>It was agreed that references to Governors safeguarding responsibilities be added into the role description.</p>	<p>Chair and Clerk</p> <p>Clerk</p>

	<p>ii. <u>Proposal for the appointment of a new governor</u> The CV of Carlton Brand, Corporate Director at Wiltshire Council, had been circulated. Following a panel interview his appointment to the Board was strongly recommended, bringing with it increased links to the community. It was agreed that the appointment of Carlton Brand be approved and that he be invited to join the Board for an initial 4 year term of office.</p> <p>It was noted that this appointment took the number of external governors to 9, which had been suggested as the minimum number. Carolyn Godfrey indicated her intention to resign before the end of the academic year, which would generate a need for another governor to take up the position of safeguarding governor. Other skills sets to be covered were a further finance professional and the remaining need for some land-based representation and also HE.</p> <p>iii. <u>Senior Staff Remuneration Code consultation</u> Consultation documents from the Association of Colleges on the introduction of a senior staff remuneration code had been circulated previously. The proposed code was recognised as good practice. It was agreed to support the new code and the Chair together with the Clerk be requested to respond positively to the consultation.</p> <p>iv. <u>AoB</u> Adrian Ford reminded the Board that following the necessary removal of a subcontractor from use as reported at the last meeting, a replacement was necessary and work had been taking place to consider a new subcontractor. It was agreed to delegate the review and potential approval of the new subcontractor to Jon Downing with a subsequent report to be made to the Board.</p>	<p>Clerk</p> <p>Chair and Clerk</p> <p>JD</p>
<p>2018-19 2/12</p>	<p>College visits/events attended</p> <p>A number of governors reported on recent visits to the College. Carolyn Godfrey reported on her attendance at the local Safeguarding board and commented that governors could remain fully assured that safeguarding was effective in the College.</p> <p>The Chair commented again about the delightful apple project which he had visited previously and he had been impressed with the integration of students working together while harvesting apples. He had recently also attended the Wiltshire Public Service Board and was encouraged by the work going on in the county to support the recovery of Salisbury in which the College was playing its part after the incidents of earlier in the year in the city.</p>	
<p>2018-19 2/13</p>	<p>Emerging Issues and Aspirations</p> <p>None to report</p>	
<p>2018-19 2/14</p>	<p>Outstanding governance – how are we doing?</p> <p>It was suggested that a reflection item at the end of each meeting be included in the agenda to keep progress under review. This was agreed in principle, with a suggestion that it might actually feature at the beginning of the meeting. The Chair would consider this.</p>	<p>Chair</p>

	<p>The Chair encouraged all governors to come in and visit the College as the knowledge of College activity and strengths and weaknesses was an important part of outstanding governance.</p>	
<p>2018-19 2/15</p>	<p>Date of next meeting</p> <p>The date of the next meeting, which had already been agreed, was noted as Thursday 22 November 2018.</p> <p>The senior leadership team was thanked for their work in what had been a difficult half term.</p>	
<p>2018-19 2/16</p>	<p>Confidential item – external governors in attendance only</p> <p>Brief update on savings and efficiencies</p> <p>The Principal provided a short briefing to external governors concerning the programme of staff savings, in advance of information being provided to all staff in the following week. Overall savings of 1.5m had been identified with a further 300K targeted, against the overall target of 1.9m in the year.</p> <p>Through questions governors satisfied themselves that the reduction in posts would still leave the right organisational structure in place. Numbers of redundancies were reported, but it was noted that other resignations had enabled the overall number to be reduced and with only two teaching posts being expected to be impacted.</p> <p>It was notable that there had been insufficient votes to strike at the college in the recent national ballot.</p> <p>Governors asked questions about the relocation of the responsibility for careers with marketing. It was noted that the focus was more strongly on providing existing students with advice and there was an obligation to provide all students with a career development interview. The Gatsby benchmarks for careers would be provided to governors in due course.</p> <p>The Principal and management team was thanked for their extensive and continuing work in delivering savings.</p>	<p>DPCQ</p>