

**MINUTES OF THE CORPORATION**  
**Held on Tuesday 22 October 2019**  
**In Room D001/002, at 5.00 pm at the Chippenham Campus**

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

	<b>Minute</b>	<b>Action</b>
<b>2019-20 2/1</b>	<b>Apologies for absence</b>	
	Apologies were received from Ronan Mulcahy.	
<b>2019-20 2/2</b>	<b>Declarations of interest</b>	
	Carlton Brand declared an interest in association with a financial matter which the college was taking forward with his employer, Wiltshire Council, although he was not involved himself.	
<b>2019-20 2/3</b>	<b>Chair's opening remarks</b>	
	The Chair welcomed everyone to the meeting and explained that Quality of Education had been added to the agenda as a standing item to ensure that appropriate attention was paid to improving quality of teaching and learning as well as to finance matters. The presentation and discussion on work experience and industry placements at this meeting served to meet the intent of this new agenda item.	
<b>2019-20 2/4</b>	<b>Work experience and industry placements</b>	
	<p>Alex Clancy, Work Experience Manager, gave a presentation to the Board concerning the increasing requirements for work experience and industry placements, in particular with the future introduction of technical qualifications but with increased targets routinely in the current year, which had led to infrastructure and approach changes to meet the increased needs and a wider focus than just apprenticeships. His team was taking forward marketing developments with employers to help them understand the introduction of T Levels and was working hard to ensure that the right quality industry placements were provided to students.</p> <p>Governors thanked Alex for his presentation and asked him a series of questions including how he and his team targeted microbusinesses, the retention rates on placements and what support was available for both learners and employers, and the extent of the relationship between industry placement and students securing future jobs. Governors were encouraged to advise the college about their own contacts.</p> <p>Alex Clancy was thanked for his report.</p>	
<b>2019-20 2/5</b>	<b>Complaints annual report</b>	

	<p>Adam Bushell gave a presentation to the Board concerning student complaints. The policy for handling complaints had recently been updated so that there had to be clear grounds for appeal for one to go forward. The emphasis now was on seeking to settle matters which needed resolution as speedily and as simply as possible. Governors asked questions about the different types of complaints identified and it was noted that the highest volume related to staff conduct, but all of these had been investigated by managers from other departments and been found to be not applicable. There was no discernible pattern of complaints relating to departments. Timescales to respond to complaints were being adhered to. Governors asked questions concerning any benchmark standards that might be available for comparison and it was noted that this data was being investigated, but none was available currently. A question was also asked about whether compensation was sought and in answer governors were reminded about a case which had been reported to them in the previous year, but other than this, there had been no other cases in the previous five years.</p> <p>Adam was thanked for his report and for the work he had undertaken in streamlining the complaints and compliments system. Governors would continue to receive an annual report on performance and in future years comparative data would be more readily available.</p>	
<b>2019-20 2/6</b>	<b>Estates Strategy update - presentation</b>	
	<p>A presentation was made to the meeting concerning the main issues relating to progress with the projects at the Salisbury and Lackham campuses. In particular it was noted that: -</p> <p>The Nadder building demolition was complete, but there had been delays to the Salisbury scheme owing to adverse ground conditions, piling clashes and general lack of progress on work, however the main contractor was still committed to completing on time, although reporting an 11 week delay and requesting a 7 week extension of time. The cost consultants were advising on this and currently were negotiating for 5 weeks. The signaled completion date was indicated as at the start of August 2020; the latest acceptable completion date would be 31 August 2020. Governors noted the contingency plans being prepared should this timescale not be met, although it was proving difficult to identify another location for film should that space not be available. It would be clear by Christmas whether the time had been able to be made up. Governors would continue to be updated on progress.</p> <p>At Lackham the appointment of TH White to manage the dairy unit project was already looking positive. The new exotics and cattery buildings were expected to be handed over to the college at the beginning of November and the external compounds were expected to be ready to open in early January. The Agri Centre contractor was due to be on site at the beginning of December with a programmed completion of January 2021. Schemes for temporary parking and permanent additional parking were noted. Governors asked questions about how the appearance of the scheme and consistency in aspects such as wayfinding across the site were being coordinated – the scheme was developing in this area, although not as far advanced as preferred.</p> <p>The work of the DPCR and the teams working on the projects was acknowledged.</p>	<b>DPCR</b>
<b>2019-20 2/7</b>	<b>Principal's Report</b>	
	The Principal's Report had been circulated previously and the following items in particular in the report were noted – interest in the UTC building in Salisbury;	

	<p>current enrolment numbers; progress with apprenticeships and new employers; safeguarding updates; progress with loan; student union election; back-sourcing cleaning project.</p> <p>It was noted that on the day of the meeting a letter had been received from the Office for Students (OfS), this was circulated at the meeting. The letter informed the college that it was technically in breach of its registration, as fees had been paid 10 days late. It was understood that the large majority of organisations registered with OfS had received similar breach notices for minor 'offences'. Nonetheless it was a stipulation that this matter be reported to the Board and the resulting minutes be provided to OfS to show that the requirement for remedial action was acknowledged and would be taken. The Principal advised the meeting that in her investigation she had established that the fees invoice which had been received in the summer holidays had not been addressed to an individual and had not immediately reached the Finance office, but as soon as it was received there it had been paid promptly. Steps had been taken to ensure that future invoices, if not addressed to an individual, were sent immediately to the Finance office. Governors noted this action.</p> <p>There was discussion concerning the UTC building in Salisbury and it was noted that the Department for Education had advised that it was required to consider school interest in the accommodation in advance of any other interest, but the college's interest in the engineering and science facilities was recorded. In answer to a question, it was confirmed that should the college be invited to bid formally for space at the site that a business case would be brought to governors for urgent decision prior to bid submission.</p> <p>Enrolment numbers were discussed. It was noted that numbers were marginally lower than the same time last year and it was thought that a number of factors may relate. A specific report on what may have had an effect would be provided to the next meeting. It was noted that current year open evenings were showing applications to be up for next year.</p> <p>It was reported that internal recruitment to the Student Union President post was not proving successful, even though a reasonable salary was being offered. The possibility of external advertising was discussed but it was considered that this would not offer the desired links with current students. It was acknowledged that the restructure to the associated staff team may have had an impact and recruitment would be taken forward promptly in the summer term next year. After further discussion it was agreed that the HE student who had been selected by HE students should be invited to join the Board this year, subject to an induction interview with the Chair and the Principal and that the sabbatical student union president post be left vacant for the current year, with student links in college being taken forward with the student union officers for each campus.</p> <p>The Principal was thanked for her report.</p>	<p><b>Clerk</b></p> <p><b>P</b></p> <p><b>P</b></p>
<p><b>2019-20 2/8</b></p>	<p><b>Key Performance Indicator Targets/ Balanced Scorecard</b></p>	
	<p>The Key Performance indicators which had been circulated were reviewed.</p> <p>Governors asked questions about the levels of performance development review completion and when the active monitoring of the financial health grade would commence in-year. These would both offer meaningful data later in the year.</p> <p>The new KPI concerning consultancy spend was noted – the costs shown</p>	

	comprised an HR specialist and a recruitment consultant currently.	
<b>2019-20 2/9</b>	<b>Management Accounts – September 2019</b>	
	<p>The September Management Accounts had been circulated previously. The Deputy Principal Corporate Resources spoke to the accounts. He drew attention to the reduction in ESF related subcontracting contracts, also pay running behind budget, but coming back to expected profile. The cashflow benefit of the LEP profile of payments was welcomed.</p> <p>Governors discussed and noted the forecast net operating cashflow with an excess of £2.6 million surplus generated over the year. Figures for cashflow in 2020/21 were due to be updated in the October accounts. It was noted that the closing cash balance for this period was low because of the completion of LEP projects; this position and how to improve it would be carefully examined. Having this information about the issue in advance was acknowledged as helpful, so that it could be given attention. It was commented that the FE Commissioner had observed that some colleges were erroneously holding back on estates spending and not protecting their assets. It was noted that the Finance Working Group were giving careful attention to the college's overall cashflow position and further comment would be given in the next item on the agenda.</p> <p>The Management Accounts were received.</p>	
<b>2019-20 2/10</b>	<b>Verbal report from the Finance Working Group 22 October 2019</b>	
	The Finance Working Group Chair gave a verbal report from the meeting earlier that afternoon. The Group had carefully examined the Diagnostic Assessment Action Plan and noted that a key action was that at the next college re-forecast there should be examination of worst-case scenarios concerning the cash position and what contingency planning should be undertaken. This was to be examined at the next meeting.	<b>DPCR</b>
<b>2019-20 2/11</b>	<b>Risk Register</b>	
	<p>The latest risk register report had been circulated.</p> <p>Governors discussed the risk register including whether the HE risk should be updated, given current HE numbers. It was considered that the risk was still high and the risk would be ongoing until offers increased.</p> <p>Governors requested that risks associated with breaching bank covenants, the requirement to make additional savings in the current year's budget and addressing the pension gap in 2020/21 be built in and this was agreed.</p> <p>The risk register was received.</p>	<b>DPCR</b>
<b>2019-20 2/12</b>	<b>Minutes of the last meeting held 24 September 2019 and any matters arising</b>	
	<p>The minutes of the meeting which had been held on 24 September 2019 which had been circulated previously were approved as a true record.</p> <p>There were no specific matters arising</p>	

<b>2019-20 2/13</b>	<b>'Outstanding Governance' – values matrix, processes for review, self-assessment and training</b>	
	<p>A report had been circulated previously, introducing a chart which set out a full values matrix for 'outstanding governance' and how this would be measured. The Chair commented that metrics for 'inclusion' still needed development and a governor agreed to send some suggestions for this. Subject to this being included, the matrix was agreed.</p> <p>The Clerk spoke about the positive development of a comprehensive set of development tools for governors promoted by the Education Training Foundation, (ETF) which would be free to access until March 2020. She would circulate the link to the materials and encouraged governors to access them. Where governors took part, they were asked to inform the Clerk so that this could be recorded on a development log.</p> <p>The Chair commented that he was shortly to participate in the Chairs Leadership Programme organized jointly by ETF and Oxford Said Business School.</p>	<p><b>MP</b></p> <p><b>Clerk</b></p>
<b>2019-20 2/14</b>	<b>Minutes of the Finance Working Group held 24 September 2019</b>	
	The minutes of the Finance Working Group held on 24 September 2019 which had been circulated previously were received and noted for information.	
<b>2019-29 2/15</b>	<b>Schedule of Actions</b>	
	The schedule of agreed actions had been circulated and progress noted with required items.	
<b>2019-20 2/13</b>	<b>College visits/events dates and those attended</b>	
	Six governors reported on having taken part in learning walks since the last meeting and had found the visits very useful. The enthusiasm and engagement of students in a range of different vocational settings had been great to see.	
<b>2019-20 2/14</b>	<b>Emerging Issues and Ambitions – Correspondence from ESFA Chief Executive on sub-contracting and Lord Agnew and the FE Commissioner</b>	
	The correspondence from the ESFA Chief Executive on sub-contracting was received and it was noted that the required reporting back had been addressed, with both the Principal and Chair endorsing.	
<b>2019-20 2/15</b>	<b>Date of next meeting</b>	
	<p>The date of the next meeting had been agreed as Tuesday 26 November, at Salisbury.</p> <p>Governors commented that the current meeting had provided good opportunity for questions and challenge.</p>	