

MINUTES OF THE CORPORATION
Held on Tuesday 25 September 2018
At 5.30 pm in K222 Trowbridge campus

The meeting was preceded by a confidential meeting at which external governors were given an update on the current progress with the implementation of the savings and efficiencies proposals.

Present	Martin Clark (Chair), Harry Adam, Amanda Burnside, Jon Downing, Iain Hutchison, Debbie Sexton-Dyer, Lawrence Roe, 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	
	Apologies were received from Carolyn Godfrey, Mark Lello and Jack Wills.	
2018-19/2	Declarations of interest	
	None	
2018-19/3	Chair's opening remarks	
	Martin Clark welcomed governors to the first meeting of the new academic year and his first as Chair. He thanked governors for their attendance at the meeting.	
2018-19/4	The Colleges Partnership	
	This item had been agreed to be deferred to either the October or November Board meetings.	
2018-19/5	Strategic Plan and Annual Report	
	<p>The Principal spoke to this item, reminding governors that at their Board meeting in July a report had been circulated confirming approval of the changes to the Strategic Plan agreed at the Awayday in April 2018. An Annual Progress Report against the plan together with a revised Strategic Plan incorporating the agreed changes was tabled; both designed to report on progress visually and to provide increased impact. The progress report would be provided to all staff at briefings due in mid-October.</p> <p>Online versions of the documents would be provided in due course and placed on the Board Intelligence portal.</p> <p>The Chair commented that it was very pleasing to see the Ofsted inspection comments included in the Progress Report.</p> <p>The documents were received.</p>	Principal – final copies to be distributed to staff

2018-19/6	Review of Progress against priorities for 2017/18	
	<p>A presentation had been circulated previously, setting out for governors the achievement position of last year's priorities as well as those proposed for the current year. The priorities for the previous year had been RAG-rated – all had been achieved apart from two which were shown as amber and another which had an amber element. These were, improving financial performance by improving class sizes and efficient delivery – where further curriculum and efficiency planning in the current month were taking place to address this; improving financial performance driven by apprenticeship growth and other revenue growth/engagement with employers, where the former had been achieved but there had not been enough growth in other areas; and embedding the new learning support structure and realise investment – where a review of the new structure was being carried out to ensure maximum impact.</p> <p>Governors asked questions about the work being undertaken to increase class sizes. 14 was noted as the standard size, which was being used as part of the basis for current redundancy proposals, but it was recognised that agreement had been given by the Board for the retention of some small class sizes where this would enable future growth potential. It was noted in priority 5 concerning growth that this was now expected in all areas. A new priority had been included concerning delivering the LEP Capital Projects on schedule and one concerning improving the student voice. It was noted that the Board was to hold a discussion at its next meeting concerning what actions were necessary to support the college to become outstanding.</p> <p>The report on the achievement of priorities for 2017/18 was received and the proposed priorities for 2018/19 were approved.</p>	
2018-19/7	LEP Capital Projects Update	
	<p>Adrian Ford gave a presentation concerning the current capital projects and a reminder of the components of each scheme. A minor amendment to the scheme for Salisbury to meet planning considerations was discussed and approved as part of a review of the plans. The atrium, whilst reduced, would still create an airy environment. The overall footprint of the buildings was smaller, but would provide some growth space if required in future. It was noted that the internal refurbishment part of the works at Salisbury would be commencing in mid-October, operating over five phases and the separate cladding contract would be starting shortly afterwards. Tenders were currently being invited for phase 2.</p> <p>Car parking on site during the contract was going to be severely reduced and governors commended the efforts to secure free or substantially discounted parking at the City Council parking site opposite the College which were being pursued along with other ways to assist with parking. Monthly staff updates were being provided to staff.</p> <p>In respect of Lackham the design team had been appointed. Expenditure was identified on wayfinding, which was a key component for the success of the scheme. The various options under discussion were shown, with option 1 being favoured. Plans focussed on tying in the buildings more to one another and included building on the current front car park, with main parking to be located beyond the front sets of buildings. Governors discussed whether there was a better option to route traffic, but it was understood this had been explored and found to be prohibitive on cost grounds.</p>	

	<p>Governors asked questions concerning cost certainty about the Lackham scheme and received assurances that as the scheme included more new build and much less refurbishment, the costs could be established with more confidence by the cost consultant.</p> <p>It was agreed that in order to be ready to respond to future invitations to capital spend, projects should be developed for Trowbridge and with scope for further development at Salisbury, as a result of the formation of the South West Wiltshire recovery group. Cyber and maths facilities could be possibilities. Governors welcomed the development of these ideas.</p> <p>Adrian was thanked for his report.</p>	
<p>2018-19/8</p>	<p>Principal's Report</p>	
	<p>The Principal's written report had been circulated previously and gave information about excellent engagement with the military; Beacon award progress; HE Strategy developments; an update concerning discussions with the Bank; issues with the catering contractor; the appointment of a security provider; further progress with the LEP Capital Projects (which had been discussed in the previous item) and a discussion paper on pensions.</p> <p>The Principal spoke about discussions with the Council concerning a possible takeover of a business proposition which could operate at Lackham. The scheme was at an early stage of discussion, but governors agreed to this being explored further.</p> <p>Enrolments to date were discussed – overall numbers were slightly down on plan, placing extra importance on retention and successful late enrolments. Salisbury campus was the most buoyant.</p> <p>The proposed bid for two Beacon awards was supported.</p> <p>Governors noted that the website was reported to be under re-development, to be ready for student recruitment into the 2019/20 academic year.</p> <p>There was discussion about Colleges Week, being promoted by the AoC. It was agreed that the excellent relationships with the county's MPs developed by the Principal should continue to be a focus. The Principal would send recent correspondence with MPs to the Clerk for circulation to the Board, and provide a summary of College involvement in the week of action.</p> <p>The early picture on achievement for 17/18, where a significant number of results remained outstanding, suggested the best case could see a 3.5% increase. There was a very positive picture in English and Maths.</p> <p>It was noted that at a recent meeting with Lloyds, the College's bankers, they had informed the College they would be reducing their exposure in the sector as an objective. The College was looking at alternative providers as a result.</p> <p>The Colleges Partnership was working on reducing the shortfall in contribution experienced in 17/18; the Executive Director would be responding to this and reporting on actions in her progress report at a future Board meeting.</p> <p>The ongoing difficulties with the current catering contractor were discussed and governors supported the management efforts to look at viable alternative solutions.</p>	<p>P</p> <p>DPCR</p> <p>DPCR</p>

	Initial investigations on alternative pension proposals for new business support staff were discussed. Governors encouraged more research on new proposals which may be starting to be used elsewhere and requested a business case in due course for any proposals for change, where certainty in respect of savings generated would need to be demonstrated.	DPCR
2018-19/9	Key Performance Indicator Targets/ Balanced Scorecard	
	A revised balanced scorecard incorporating new key performance indicators had been circulated previously. The balanced scorecard for the 2018/19 year as proposed was discussed and agreed .	
2018-19/10	Risk Register	
	The latest risk register which had been circulated previously was reviewed and noted.	
2018-19/11	Subcontracting 2018/19	
	A report had been circulated previously. Proposed subcontractors for the 2018/19 year and the associated allocations as set out in the report were approved . The subcontracting policy for 2018/19 as circulated was approved . It was noted that as Working Links' credit working position did not comply with the ESFA subcontracting rules, there could be no further contracting with them and another provider needed to be identified as soon as possible.	
2018-19/12	Minutes of the last meeting	
	The minutes of the meeting held on 10 July 2018 which had been circulated previously were approved as a true record.	
2018-19/13	Calendar of meetings 2018/19 – proposed revisions	
	A proposal for an amendment to the schedule of meetings for the current year had been set out in the circulated paper. After discussion it was agreed that the Awayday dates be moved to the end of March 2019 as this fitted better strategically and organisationally and that no meeting be held in April 2019.	
2018-19/14	Corporation Membership a. Corporation membership, roles and responsibilities A report from the Chair and Clerk was discussed concerning a review of overall numbers and categories of members on the Board and the skills which governors brought, together with current responsibilities along with the roles needed in support of Board and College activities. After discussion it was agreed : The overall maximum membership should remain at 20, with up to 12 positions for external members, with a target of 9 positions filled to be achieved as soon as suitable appointees could be identified. There should be 4 student governor positions, one of which should be an HE student and the remaining 3 positions be from FE students, with the attendance expectation from these latter three to be primarily at their home campus (although welcome to attend all meetings).	

	<p>A new governor be identified to have particular interest in learner voice, a new governor to be appointed to the Audit Committee, and a new governor to the remuneration committee.</p> <p>The Clerk be asked to bring forward amendments to the Instrument and Articles of Government and the Standing Orders for approval at the next Board meeting to fully cover the amendments agreed here.</p> <p>b. Proposal for a new governor</p> <p>The CV of Becca Thurston had been circulated previously and her potential appointment as a governor and the approach and experience she brought was discussed.</p> <p>It was agreed that Becca Thurston be invited to join the Board for the standard 4 year term of office with effect from the October 2018 Board meeting.</p>	Clerk
2018-19/15	College visits/events attended	
	<p>The Chair informed the meeting that he had met with the Chair of Bath College who had agreed to be his mentor. He had visited the student Apple factory project that afternoon and had been delighted to see the vibrant students and their enthusiastic participation – he encouraged all governors to go and visit the project.</p> <p>It was noted that there would be a programme for learning walks issued to governors as soon as possible.</p>	
2018-19/16	Emerging issues and aspirations	
	None to note at this time.	
2018-19/17	Date of next meeting	
	This was noted as Tuesday 23 October and would be held at Trowbridge, to be preceded by a Finance Working Group at which Martin Clark, Harry Adam, Jon Downing and Iain Hutchison would attend.	