

**MINUTES OF THE CORPORATION  
Held on 15 September 2016  
In Room A107 at the Salisbury Campus**

<b>Present</b>	Helen Birchenough (Chair – from item 4), Mark Lello, Harry Adam, Amanda Burnside, Martin Clark, Carolyn Godfrey, James Hayes, Liz McKee, Karl Simpson, Venetia Summers, Jack Wills
<b>In Attendance</b>	<i>Adrian Ford, Vice Principal Resources, Iain Hatt, Vice Principal Curriculum and Quality, Heather Cross, Clerk to the Corporation.</i>

	<b>Minute</b>	<b>Action</b>
<b>1/1</b>	<b>Apologies for absence</b>	
	Apologies were received from Faith Butt. The Chair welcomed Karl Simpson back to Board meetings after his bout of recent illness.	
<b>1/2</b>	<b>Declarations of interest</b>	
	None	
<b>1/3</b>	<b>Appointment of the Chair</b>	
	<p>The Clerk had advised the Board previously that Helen Birchenough period of office as Chair was coming to an end this month and had informed them that Helen was prepared to stand again until July 2018 when her present term of office as a governor came to an end. No other expressions of interest in the position had been received.</p> <p><b>Helen Birchenough appointment as Chair until the end of July 2018 was proposed by Mark Lello, seconded by James Hayes and unanimously agreed.</b> Governors thanked Helen for the work she did as Chair.</p>	
<b>1/4</b>	<b>Chair's opening remarks</b>	
	<p>Helen thanked governors for their support. She commented that at present there was much activity going on in the college and there was a real buzz.</p> <p>Earlier in the week had seen the start of the Area Review process involving the college and the presentations made by the LEP at that meeting had shown there was a good and positive understanding of what was taking place at the college. She acknowledged the role that the Principal had played in informing the LEP about the college's work. She considered that the flavour for this coming year would be one of growth and efficiency.</p>	
<b>1/5</b>	<b>Start of Year Review</b>	
	The Principal gave a presentation, reviewing the position of the college at the start of the year. She reminded governors about the new 5 year strategic plan and accommodation strategy; the new curriculum management structure now in place to focus on quality and growth; Good or better teaching which exceeded target for the previous year; new KPIs which were driving performance at all levels through a new data dashboard; a new English and	

maths structure in place; the sharing of good practice becoming routine and understanding of the Wiltshire College model; quality systems routinely established and understood; the continued improvement in relationships with key stakeholders and employers; the progress of the HE Strategy , with developmental work taking place with Oxford Brookes and the Royal Agricultural University; good progress being made with the PREVENT agenda; a successful Ofsted Care inspection and a monthly governance meeting structure supporting and enabling the rate of progress required.

Clear themes for teaching, learning and assessment for the year had been communicated to staff, with key members of the team leading each theme - Lesson observations; retention, pass and achievement; attendance and punctuality; work experience, employability and work related learning; value added and target setting; progression and destinations and English and maths. Key activities were around growth and sustainability, Ofsted inspection preparation and QAA review actions. There was a possibility that Ofsted could inspect now, although this would be out of phase with their likely programme

The results for the previous year as they currently stood were presented. Level 3 results were particularly encouraging as they were 5% about current averages which could be a high end 'good'. Governors were very appreciative of these figures and the success they represented for students. It was noted that figures however excluded the English and maths results. It was a critical feature that there were no equality achievement gaps. Apprenticeships were confirmed as not being at such a high level as previously, but this had been known and reported before. The College was on track to reach the 16 to 18 recruitment target of 3250. HE was showing very positive recruitment.

The key financial aspect was to move from deficit to surplus. Summer works had all been about introducing new provision for which there was a demand - new brick and plumbing at Chippenham, plastering at Trowbridge, brick at Salisbury; motorsport was being moved to Chippenham. The Principal expressed her thanks to Venetia Summers for being prepared as a manager to increase class sizes such that higher overall student numbers could be accommodated - and governors endorsed this thanks.

The priorities for the year ahead were discussed; growth, in particular in apprenticeships was critical and efficiencies needed to be achieved. A development programme for Heads and deputy Heads was being put in place to provide them with the operational tools to do their jobs effectively.

Governors asked questions about the expected growth in the Army in the county – which was being observed already. The LEP had a useful army contact. More information about this situation would be provided at future meetings.

The destinations position was positive, although was a weaker area of activity. A report would be presented at the next meeting. The points based system would be reported to governors. Governors encouraged that this area continued to be carefully scrutinised.

The decision on the submitted LEP capital bids was still awaited, but the position remained optimistic.

It was agreed that the newly appointed Director of Business and Partnerships be invited to a governors meeting, probably at the Awayday later in the year.

	The Principal was thanked for her report.	
<b>1/6</b>	<b>Area Review Template</b>	
	<p>The detailed Area review template had been circulated to governors who commented that they had found the detailed analysis of the college position very helpful.</p> <p>The comments at the end of the template concerning views on possible outcomes were discussed and supported. The Board remained of the view that should new solutions be considered necessary for the Swindon area that this college would be prepared to become involved. The Chair commented on the positive working relationship which had been established with other Principals and chairs in advance of the Area review process, which could be built on for the future. Governors suggested that the college could work productively with trade bodies that could provide a route to SMEs. Routes to explain the levy to employers should be found and it was recognised that the college overall needed to continue to improve in engaging with all groups across the community. It was decided that an item on the agenda about the apprenticeship levy be included at a future meeting.</p> <p>It was noted that the college was keen to pursue links with the UTC and it was understood that there had been turnover at Board level and more pending at senior staff level with the retirement announced of the head. College links with employers in the area in which the UTC operated were being investigated.</p> <p>It was noted that the financial information in the submission had clearly sought to show the college position appropriately but it needed to be understood that the reported deficit represented an accounting treatment of £2m of accelerated depreciation which was a recommended treatment. The college's underlying surplus was £100K, there was a healthy current ratio and gearing was at a relatively low level. The figures included 18% of the PFI associated with the St Mary's accommodation at Salisbury. The college had high funding diversity which was positive. The importance of all colleges' relationship with their banks was increasingly being recognised. The meeting discussed some issues of financial performance of some other colleges in the review.</p> <p>The Vice Principal Resources commented that he considered the measure of admin costs as a percentage of income as a useful statistic. It was accepted that the college had some duplication of costs in this area because of the number of campuses. The college was continuing analysis of admin costs and would keep governors apprised of progress.</p> <p>Governors were informed that a revised pension valuation had recently been received and it was a matter of concern that this had increased by 30%; this was an issue for all colleges.</p>	
<b>1/7</b>	<b>English and Maths Review</b>	
	<p>The Vice Principal Curriculum and Quality highlighted key points from the review so far. A to C grades had decreased, but the number of individual students getting A to C had improved. The overall achievement rate had increased. 383,000 more students had to sit the exams nationally, whereas a vocational exam might be much more relevant for students. Governors asked to see examples of the papers – these would be provided.</p> <p>Further analysis would continue. Importantly more work was continuing in order to seek to improve results and a positive start to this year had been</p>	

	experienced compared to last year. Governors sought reassurance on those in the college charged with English and Maths management responsibilities. The Head of English and Maths would present a report to the Board once the full analysis of the situation was complete.	<b>JS</b>
<b>1/8</b>	<b>Balanced scorecard and KPIs for 2016-17</b>	
	A slight revision to the KPIs for 2016-17 following the request that additional indicators be provided in the area of the Livewire. This had been substantially improved by adding in a number of innovative measures. Governors welcomed the scorecard and these additions which reflected the strategic aims well. It was reported that the college was about to launch balanced scorecards for each of the heads of department, with quality and financial dials one page, which would provide easily analysed information on business unit performance.	
<b>1/9</b>	<b>Principal's Report</b>	
	The circulated report was discussed. The report covered the new management arrangements, the successful enrolment and start of year process; information about enrolment numbers; the proposed move away from lesson observation windows to a year round process; an update on the QAA process; the likely end of year financial outturn; progress with summer estate work; the LEP capital bid process and the result of the process to change the catering contractor – after a process of analysis, Churchill's had been selected. It was hoped that some passion and commitment would now be seen to deliver a good standard of service.  The Principal was thanked for her report.	
<b>1/10</b>	<b>Management Accounts</b>	
	The Management Accounts for the 2015-16 year as at 2 September 2016 had been circulated. The circulated accounts would be subject to KPMG audit during October 2016. The accounts were received.	
<b>1/11</b>	<b>Risk Register</b>	
	The circulated Risk Register was discussed. It was noted that a risk concerning the change of catering service and staff rationalisation had been added. The register also reflected the addition last time of the risk concerning identifying a new college governor in due course with teaching and learning experience and knowledge.  The Register was received.	
<b>1/12</b>	<b>Membership Issues</b>	
	The actions in the search for a teaching and learning governor were highlighted to the meeting. The Clerk confirmed that the staff governor vacancy was shortly to be advertised and student governors were about to be recruited.	<b>Clerk</b>
<b>1/13</b>	<b>College visits/events attended and governor involvement in quality activities</b>	
	A request was made that some learning walk dates in the forthcoming year should be offered in conjunction with staff briefing meetings so that governors might attend both activities. The Clerk would circulate a calendar of activities shortly and would flag to governors those in the management calendar where their attendance would be particularly valuable.	<b>Clerk</b>

<b>1/14</b>	<b>Minutes of the last meeting held on 14 July 2016</b>	
	<p>The minutes of the meeting held on 14 July 2016 which had been circulated previously were agreed as a true record.</p> <p>The Vice Principal Resources informed the meeting as a Matter Arising that the cash generation covenant with the bank would be broken, even though cash had been generated through land sales. The issue had been flagged with the college bankers and a letter of comfort had been issued, but the acceptance had to be submitted through the bank credit department and their decision had yet to be received. Should there be an issue the bank could take an opportunity to rebase the loan. Governors would continue to be kept informed.</p>	
<b>1/15</b>	<b>Emerging Issues – AoC Considerations on Institutes of Technology</b>	
	An Association of Colleges paper on Institutes of Technology had been circulated for information and was received.	
<b>1/16</b>	<b>Date of the Next Meeting</b>	
	This was as agreed to be Thursday 13 October 2016 at 5.00 pm at the Trowbridge campus	