

**MINUTES OF THE CORPORATION**  
**Held on Tuesday 24 September 2019**  
**In Management Suite A, Lackham at 5.00 pm at the Chippenham Campus**

<b>Present</b>	Martin Clark (Chair), Harry Adam, Carlton Brand, Amanda Burnside, Clive Barker, Iain Hutchison, Mags Patten (by Skype), Ronan Mulcahy, Venetia Summers.
<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 1/1</b>	<b>Apologies for absence and welcome</b>	
	Apologies were received from Jon Downing, Mark Lello and Jack Wills.  Clive Barker and Ronan Mulcahy were welcomed to the meeting in attending for the first time as newly appointed governors.	
<b>2019-20 1/2</b>	<b>Declarations of interest</b>	
	Carlton Brand declared an interest as an employee of Wiltshire Council concerning item 7 on the agenda.	
<b>2019-20 1/3</b>	<b>Chair's opening remarks</b>	
	The Chair welcomed governors to the meeting and commented that there had been much activity for senior managers over the summer holiday period. He wished all a straightforward year ahead.	
<b>2019-20 1/4</b>	<b>Start of Year Presentation including new Inspection Framework</b>	
	<p>A presentation was given to the meeting concerning activity at the start of the year, commenting on college progress, taking forward priorities, the recently announced government spending review, the current enrolment picture, the quality of education and the new Education Inspection Framework (EIF), a finance update and update information concerning the college's capital projects. It was noted that much of the presentation's contents had recently been shared with college staff.</p> <p>The update was related to the college strategic aims and the following points were noted in particular:-</p> <p>The Beacon – much positive external verification especially in terms of quality</p> <p>The Dynamo – an increase in the volume of new curriculum delivered, the use of the capacity workplace fund, growth of work with the Army and success with a considerable number of bids, the launch of the Accountancy Academy and successful participation in the National Armed Forces Day event</p> <p>The Livewire – further improvements in the professional approach to teachers' development and success gained in having been an early adopter of technical qualifications, as seen in the college results and welcomed at student voice conferences.</p> <p>The Drivers – incremental pay for teaching staff has been very much appreciated, an effective 'new to teaching' programme and considerable training activity, plus a positive staff survey especially given the number of savings and redundancies the college had to make in the previous year. The</p>	

	<p>effect of these necessary reductions was noted as having a significant impact in the coming year.</p> <p>The Rock – notable here were the strong performance of apprenticeships and the ability to announce a pay award from 1<sup>st</sup> August for this year.</p> <p>The priorities contained in the presentation were discussed and agreed. Actions to address the decline in student numbers were discussed in particular. Governors welcomed the inclusion in KPIs of additional quality measures. The staff wellbeing strategy was discussed and one governor commented that their organisation had done much work to improve non-financial benefits to staff and would be very pleased to share the results of this with the college. The Principal planned to meet the governor to follow up on this point.</p> <p>Governors commended the intention to achieve outstanding in year 5 of the Plan.</p> <p>The recent Spending Review outcome of an increase in the base rate, which had been announced, was welcomed, if small. Nonetheless, it was noted that the small base rate increase could generate a further £600K income for the college in 2020/21 year. It was noted that the college was seeing the beginning of demographic increase in most campuses; there remained a long tail for HE student recruitment; staff costs were rising (and turnover averages 17%); pension contribution increases were being incurred and whilst covered in the current year, this was not fully guaranteed in future years the college was experiencing new costs and obligations – the Office for Students was one of these and also money was required to be put into JISC (IT compliance). There were also new obligations in careers to deliver the strategy.</p> <p>The Deputy Principal Curriculum and Quality presented information about enrolments so far in the 2019/20 year. The whole college increase in enrolments so far of plus 101 on the previous year (on exact same date) was noted. All campuses were up apart from Trowbridge which was due to demographic decline. Further work was also necessary concerning the need for a significant identity for this campus. Governors asked questions concerning how the increase in numbers compared to expectations. It was noted that additional numbers were expected but enrolment continued until half term.</p> <p>Performance was reviewed and governors welcomed the increases in retention, although in some areas this figure had not increased and this was being explored. There was a significant challenge at level 3 for 16 to 18 year olds. The pass rate for HE was very strong. The Deputy Principal referred to the slides in the pack for governors reminding them about the new inspection framework, highlighting curriculum intent and the impact of the curriculum. The identified themes and priorities would inform this year's QIP. The Deputy Principal was thanked for his presentation.</p> <p>Governors then discussed the current finance and resources picture, noting the move into an operating surplus for 2018/19, which although small, gave a positive message and represented an improvement of £1.7m on the previous year. A small surplus of £200K was projected for the current year and should start increasing the college's cash position which offered protection against adverse circumstances.</p> <p>The range of summer works was noted across the college and the positive effect that refurbished teaching rooms had had on teaching.</p>	<p>P</p>
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	Governors thanked the Principal and her team for their report.	
<b>2019-20 1/5</b>	<b>Progress report against Strategic Plan</b>	
	A document showing progress against the Strategic Plan Objectives which had been circulated was welcomed. It was noted that this may be developed further.	
<b>2018-19 1/6</b>	<b>FEC Diagnostic Assessment report and discussion</b>	
	<p>The Diagnostic Assessment report as a result of the visit to the college in early July 2019 had been circulated. The college's position as being in 'early intervention' and at 'satisfactory' for financial health for the 2017/18 year was noted as the trigger for the visit</p> <p>Governors noted the very positive comments made in the report concerning the college curriculum and overall quality. A series of recommendations had been made by the visiting team. Governors discussed the proposed action plan which had been prepared showing how the recommendations would be addressed.</p> <p>Governors discussed the importance of all members asking scrutiny questions and not relying only on those with financial experience to do so. The College Management welcomed all governors asking questions concerning finance matters and were encouraged to do this both in meetings and to contact the Deputy Principal Resources directly for further clarification. It was also agreed that a balance between financial and quality matters should be achieved in items for meetings as both were equally important and success in the curriculum and quality contributed to a positive financial position.</p> <p>Governors were encouraged to continue to ask questions for challenge and support and it was noted that these would be appropriately recorded in the record of meetings.</p>	<b>Govs; Clerk</b>
<b>2019-20 1/7</b>	<b>Subcontracting 2019/20 contract proposals and policy</b>	
	A detailed report on the college's subcontracting policy for the 2019/20 year had been circulated and this was considered. Governors <b>approved the revised policy and the proposed subcontractors.</b>	
<b>2019-20 1/7</b>	<b>Principal's Report</b>	
	<p>The Principal's report had been circulated previously. Key information had been provided concerning the spending review statement; military engagement process; ESF contract progress; positive employer engagement/apprenticeship growth; a new approach to staff recruitment; information about enrolments; student governor elections; Learning and Development coaches supporting professional development; the end of year financial position; and the progress with the loan and the LEP projects.</p> <p>Governors supported the pursuit of securing the UTC building in Salisbury which would become vacant at the end of the year with the closure of the UTC. This was providing good accommodation for college engineering students currently and would be very suitable for a cyber centre, which was the subject of a bid to the LEP. There was general support for the college's bid. It was also anticipated that the LEP may favourably consider a bid from the college for the completion of cladding on the refurbished Salisbury buildings. There had been</p>	

	<p>insufficient money for this in the original bid and governors supported this further bid now.</p> <p>Student president and Student governor elections were currently taking place. It was hoped that a student governor would be appointed in time for the next meeting.</p> <p>The Deputy Principal Curriculum and Quality spoke about the embedding tutorial model being introduced for which there had been positive staff union feedback. Governors asked questions about how the model would successfully interact with other staff providing sickness cover and the system was explained to everyone's satisfaction.</p> <p>Positive progress was being made in finalising the loan offered and being requested from the local authority. The question to be determined was what security could be provided and valuations on suitable buildings were currently being obtained. It was understood that as the college was classed as a non-economic entity that more preferential loan rates could be offered. Governors commended the ongoing work of the senior team in securing the loan.</p> <p>It was noted that the Executive Director of TCP had recently left and interim arrangements had been put in place.</p> <p>An issue concerning some intruders on the Lackham site was discussed and the installation of a barrier in order to protect students was being considered.</p> <p>The Principal encouraged governors to attend forthcoming college events.</p> <p>Governors thanked the Principal for her report.</p>	
<b>2019-20 1/8</b>	<b>Management Accounts</b>	
	<p>The Management Accounts for July 2019 had been circulated previously.</p> <p>Governors noted the receipt of the sale of the Devizes building.</p> <p>There was discussion about the management accounts and the financial health grade was noted as 'good' for the 2018/19 year. Governors satisfied themselves that all banking covenants had been met and this was confirmed.</p>	
<b>2019-20 1/9</b>	<b>Quality Improvement Action Plan</b>	
	<p>The current Quality Improvement Action Plan had been circulated.</p> <p>Governors discussed the small number of items which had been assessed as 'amber'. There was discussion concerning how 'value-added' was evidenced. In response to questions there was a discussion about the intensive care process and it was commented that because of a considerable number of issues in engineering that other areas had not received as much attention; this was to be carefully examined in the current year. All curriculum Heads were being asked to consider whether any of their courses needed to be in this category and why. More work was to be done about targeting specific issues rather than just focussing on achievement.</p> <p>Governors thanked colleagues for the work on the Quality Improvement Action Plan and looked forward to considering the plan for 2019/20 at the November</p>	<b>DPC&amp;Q</b>

	meeting.	
<b>2018-19 1/10</b>	<b>Health and Safety Framework</b>	
	<p>The health and safety framework and statement had been circulated and were considered. The Chair commended the author on their work. It was suggested that reference to health and safety be strengthened in the risk register.</p> <p>The policy was <b>approved</b> and it was agreed that the Chair and Principal be authorised to sign the statement which would be displayed.</p>	
<b>2019-20 1/10</b>	<b>Balanced Scorecard</b>	
	<p>New targets for the year had been circulated in the Balanced Scorecard. It was noted that if five key indicators were met then the college would be at 'outstanding' at year end. Each target was reviewed. The stronger emphasis on quality targets and a greater balance between finance and quality was welcomed. It was suggested that in addition to the percentage staff absence, that days lost per staff member be included.</p> <p>With this adjustment the KPIs for the 2019/20 year were <b>approved</b>.</p>	<b>DPR</b>
<b>2019 – 20 1/11</b>	<b>Delivering Outstanding Governance</b>	
	The revised document 'delivering outstanding governance' had been circulated previously following further discussion over the summer amongst governors concerning refining the content. The meeting approved this document and it was noted that further work would now be undertaken to develop the performance measures which would be presented to a future meeting as soon as possible.	<b>Chair; Clerk</b>
<b>2019-20 1/12</b>	<b>Minutes of the last meeting held 2 July 2019</b>	
	The minutes of the meeting which had been held on 2 July 2019 which had been circulated previously were approved as a true record.	
<b>2019-20 1/13</b>	<b>Minutes of the meeting Finance Working Group held 2 July 2019</b>	
	These had been circulated and were noted.	
<b>2019-20 1/14</b>	<b>ESFA Chief Executive Letter to Chairs 18 July 2019</b>	
	<p>The letter dated 18 July 2019 from the ESFA Chief Executive concerning a recent investigation and lessons learned from the findings had been circulated. It was noted that all colleges had received this letter and report.</p> <p>The Clerk had prepared a brief summary of the actions in the form of an action plan which the College already addressed in respect of the areas which had been covered by the report's recommendations.</p> <p>The Deputy Principal commented that he would be reporting to the Board on the AoC financial benchmarking tool when it was next published.</p> <p>Governors acknowledged that these actions were already in place, and requested that the Audit Committee review the plan at its forthcoming meeting to satisfy itself completely.</p>	<b>DPR</b>          <b>Audit Cttee; Clerk</b>

<b>2019-20 1/15</b>	<b>Schedule of Actions</b>	
	The Schedule of actions from the previous meeting had been circulated and it was noted that all actions had been addressed. This would be maintained by the Clerk.	<b>Clerk</b>
<b>2019-20 1/16</b>	<b>College visits/events attended</b>	
	<p>Governors were reminded that a programme of available learning walks had been circulated recently and were encouraged to take up the opportunities. A learning walk could also be requested individually.</p> <p>In discussion governors commented that they had found QRR meetings valuable, but it was emphasised that having observed what took place in these meetings, governors were well versed in them and should not necessarily need to attend them regularly. They were recommended to meet students and staff in Learning Walks both to triangulate information reported in governor meetings and to be a presence in the college. It was suggested that once it was known what questions Ofsted inspectors were asking in the new inspection regime that governors might ask the same sorts of questions of students when they visited.</p> <p>A governor commented that he had been very impressed by the level of engagement of teachers in the Self Assessment review process at the end of the summer term.</p>	<b>DP C&amp;Q</b>
<b>2019-20 1/17</b>	<b>Emerging Issues and Ambitions</b>	
	None	
<b>2019-20 1/18</b>	<b>Date of next meeting</b>	
	The date of the next meeting had been agreed as Tuesday 22 October, at the Chippenham campus	