

MINUTES OF A CORPORATION meeting
held remotely by 'Teams' on Thursday 1 July 2021
At 5.00 pm

Present	Martin Clark (Chair), Harry Adam, Clive Barker, Carlton Brand, Amanda Burnside, Mark Carrol (from item 9/4), Jenny Davies, Philippa Gray, Iain Hutchison, Sam Fox (from Item 9/4), Mags Patten, Lily Raynor- Blundell, Katie Walker, Jack Wills, Adrian Windo
In Attendance	<i>Iain Hatt (Deputy Principal Curriculum and Quality), Julian Wood (Deputy Principal Corporate Resources), Heather Cross (Clerk to the Corporation), Jo Grenfell, (Vice Principal Curriculum and Student Experience – for item 9/8 only), Helen Birchenough and Mark Lello, former Chair and Vice-Chair of the Corporation, for item 18 only.</i>

	Minute	Action
2020-21 9/1	Apologies for absence	
	Apologies were received from Mark Carrol and Sam Fox for lateness. The Chair welcomed Philippa Gray to her first meeting having recently been appointed as a governor and introductions were made.	
2020-21 9/2	Declarations of interest	
	None	
2020-21 9/3	Chair's opening remarks	
	<p>The Chair welcomed governors to the meeting. He announced that Poppy Broster-Becker had resigned slightly earlier than planned from her position as Student Union President and as Student Governor as she had secured a job. He had written to thank her for her work and governors all agreed that she had been a great asset to the Board in her time as a governor. The Chair further announced that he had written to Ian Revill, Assistant Principal, on his recent departure from the college, to thank him for all his work in leading for the Lackham campus.</p> <p>He thanked Adrian Windo for agreeing to be the Finance Link governor and chairing the Finance Working Group.</p> <p>3 applications for staff governor had been received and interviews were to take place shortly.</p> <p>He drew governors' attention to an error which had been identified in the previous set of management accounts, following their discussion at the last Board meeting, whereby an accrual had not been removed which had had an effect on cashflow, taking the college nearer the minimum required threshold. This was reported as a note in the minutes of the last meeting and was fully corrected in the latest report.</p> <p>He reported that the college had been expecting a follow up diagnostic assessment visit from the FE Commissioner on 10 June, but this had been</p>	

	<p>postponed to 2 July as the college had received an Ofsted Monitoring Visit on that date instead. The outcome from the Monitoring Visit was to be discussed at a later agenda item. He thanked those governors who met with the inspectors on 10 June and those due to meet the FEC team the following day.</p> <p>The Chair had recently attended the annual meeting of the Chippenham Education Foundation, which made an annual disbursement of funds to education establishments in the locality. This year the college had been awarded £1500 from the fund. Denise Lloyd had acted as the other college trustee until now and her place would be taken by Jo Grenfell in future.</p> <p>The Chair noted the significance of this meeting as it was the last in Amanda Burnside's tenure as Principal, as her retirement would be taking place at the end of the month on 31 July 2021. There would be an occasion at the end of the meeting to thank Amanda for her excellent service as Principal since 2014.</p>	
<p>2020 – 21 9/4</p>	<p>Strategic Items</p>	
	<p>a. <u>Budget 2021/22 and Financial Recovery Plan</u></p> <p>The proposed budget 2021/22 and the Financial Recovery Plan had been circulated previously.</p> <p>The Deputy Principal Corporate Resources presented the key features of the document proposed for approval, noting that a progressive improvement in financial recovery was being reflected. It was noted that the college was £930K better than current forecast on apprenticeship income, which resulted from the delayed starts in 20/21 year with resulting additional income in the subsequent year with consequential additional study into that period.</p> <p>There were various scenarios considered for the budget and in discussion governors noted that there was a projected 20% increase in applications plus better than anticipated income from the joint venture following a recent announcement of a settlement from the MoD for historic activity, neither of which had been shown in the budget as a cautious and prudent approach was being taken. The College was aiming to reduce its reliance on the income from The Colleges Partnership.</p> <p>In further discussion it was noted that the budget represented some fundamental improvements in the business from the current year, but that it remained cautious. Governors welcomed the bridging and waterfall charts in the presentation which showed the main movements of funds.</p> <p>It was agreed that in approving the budget that a formal re-forecast should be considered during the year, following the securing of enrolments; it was considered that October or November may be a good time to carry out this exercise.</p> <p>The budget for 2021/22 as circulated was approved and agreed for submission to the Education and Skills Funding Agency.</p> <p>The Financial Recovery Plan which had originally been prepared as a result of FEC recommendations, as recently re-cast, was reviewed. It was noted that there were now five key reporting themes – cost reduction; income generation; contribution; asset management; and internal financial management.</p>	

	<p>Governors noted the recast recovery plan and the imminent further discussion of this updated document at the Diagnostic Assessment meeting with the FE Commissioner's team the following day.</p> <p>b. <u>Strategic Planning Update</u> The Deputy Principal Curriculum and Quality gave a verbal update concerning the individual forthcoming meetings to discuss each Strategic Plan theme, including governors and facilitated by a member of the Senior Leadership Team. It was hoped that governors would be able to be part of the discussions on site with staff on 21 October.</p>	
2020-21 9/5	Principal's report	
	<p>The Principal's report had been circulated previously with key issues addressed being the forthcoming FEC Visit; an applications overview and enrolment arrangements, noting the considerably increased applications in a number of areas; apprenticeship vacancies available but a lack of applicants currently; the support provided for teaching staff; the completion of the Teacher Assessed Grades (TAGs) process for student courses; progress with T Levels; the favourable performance of The Colleges Partnership and the risk register update concerning safeguarding, with the revised risk register having been circulated with the report.</p> <p>It was agreed that continued delegated authority be given to the Chair, Vice-Chair, Adrian Windo and Clive Barker to consider the disposal of land at Lackham should further proposals on this be presented from the Local Authority before the next meeting. (Sam Fox declared an interest in this matter and took no part in the decision making process concerning continued delegation)</p> <p>It was noted that proposals concerning the settlement of the final account of the current phase of the Salisbury capital project were in question with the contractor, details of which were given in the Principal's report. It was agreed that the same group of governors as cited above be given delegated authority to facilitate decision making over the summer on this matter as required, provided the maximum figure cited for settlement as reserved in the accounts and discussed with the Board not be exceeded.</p> <p>The Principal was thanked for her report.</p>	
2020-21 9/6	Balanced Scorecard	
	<p>The latest Balanced Scorecard had been circulated previously.</p> <p>Focus was given to the red items and the reasons for these, with the forecast adjusted to reflect the likely full year outcome. Work experience and industry placements both continued to be red as a result of the impact of Covid-19 on the availability and accessibility of placements.</p> <p>Appraisal completion and PDR completion by teaching staff were both below target but actions being taken as far as possible to improve percentages and both were rated amber.</p> <p>In year FE retention had decreased slightly to just below the current target, with an adjustment to the target, but which was still ahead of last year's achievement.</p>	

	<p>Whilst the achievement of the total college income target remained at amber, the increased surplus forecast from TCP had improved the likelihood of achieving the target at year end.</p> <p>After discussion it was agreed that measures concerning safeguarding should be added to the Scorecard when it was due for review at the start of the new academic year.</p>	SLT
2020-21 9/7	Subcontracting arrangements 2021/22	
	<p>A report recommending subcontracting arrangements for 2021/22 had been circulated previously. It was noted that the Corporation was required by the Education Skills Funding Agency and West of England Combined Authority (WECA) to approve all subcontracting and annually review the subcontracting policy as a condition of funding. Apprentices receiving subcontracted elements of delivery within their programme were now included in the circulated report, although numbers in this group were small and were being taught-out.</p> <p>It was noted that the selection criteria for subcontractors intentionally favoured high quality, local delivery and ensured that provision aligned the needs of adults and employers in S&WLEP area and the wider region.</p> <p>Key changes from previous years were noted including the ceasing of 16-19 study programme subcontracting at the end of 2020/21: and a change of minimum contract values with WECA to £150,000.</p> <p>Proposed continuing subcontractors (Aspire Sporting Academy, Learning Curve Group and The Royal Artillery CPD and Go Train) were noted.</p> <p>Subcontracting arrangements for 2021-22 were approved, subject to the satisfactory completion of continued due diligence, noting that these met the policy rationale and that contractors were recommended as financially sound and compliant with funding rules, providing a high quality learning experience.</p> <p>Governor assured themselves concerning the oversight of subcontracted provision.</p>	
2020-21 9/8	Ofsted Monitoring Visit 10 and 11 June and Draft Action Plan	
	This item was discussed as a confidential item and separate confidential minutes were taken.	
2020-21 9/9	Quality Improvement Plan	
	<p>The latest Quality Improvement Plan had been circulated previously. The Deputy Principal Curriculum and Quality spoke to the report and it was noted that targets and actions had been reviewed by the College management team.</p> <p>The RAG rating for developing new ways to evidence and assess students' acquisition of knowledge, understanding and skills had moved from amber to green. The continuing difficulties in improving apprenticeship achievement and doing so timely was noted, therefore remaining red was noted and monthly progress meetings having been introduced. The situation with work experience and industry placements had been discussed earlier in the meeting, but good progress with virtual work experience was being made. Online access for parents continued to be red and was delayed to September. The further</p>	DPCQ

	<p>improvement to the collection and use of student feedback data had been interrupted by other reporting activity and had been modified from green to amber.</p> <p>Governors commented that overall good progress was being made against the action plan. The Quality Working Group had met earlier that afternoon and it was reported that the formulation of the curriculum plan had been positively discussed.</p>	
2020-21 9/10	Management Accounts	
	<p>The Management Accounts for the month of May 2021 and revised Accounts for April 2021 had been circulated previously.</p> <p>Governors reviewed the circulated documents and it was noted that the financial position of the college had improved, with a better year end position now anticipated. As at the end of period 10, May 2021, the forecast year end position had changed from an operating deficit of £484k as at period 9 to an operating deficit of £153k, £720k favourable to budget.</p>	
2020-21 9/11	Financial Regulations	
	<p>A substantial exercise had been undertaken to update the Financial Regulations and these had been reviewed by the Audit Committee. This Committee recommended the revised document to the Board which had been circulated. It was noted that having been substantially brought up to date there should be a limited requirement to review them again for some time unless significant external changes required a change, however there would be a regular annual review of the appendices which set out approval levels for transactions.</p> <p>The Financial Regulations as circulated were approved.</p>	
2020-21 9/12	Minutes of the last meeting	
	The minutes of the meeting held 20 May 2021, which had been circulated previously were agreed as a true record.	
2020-21 9/13	Minutes of the Audit Committee held 22 6 21	
	The minutes of the Audit Committee held on 22 June 2021 which had been circulated previously were received.	
2020-21 9/14	Schedule of Actions	
	The Schedule of Actions had been circulated previously. There were no substantive matters currently outstanding, other than the intended consideration of the Property Strategy during the Autumn Term 2021.	
2020-21 9/15	Proposals for change to Standing Orders	
	<p>A report concerning the Board make-up as set out in revised Standing Orders had been circulated previously, which made recommendations concerning the circumstances whereby the external membership of the Governing Body may be increased.</p> <p>After consideration, a change to Clause 4 of the Standing Orders to set out the circumstances whereby the external membership of the Governing Body may be increased from 12 to 14 as set out in the circulated report, was approved.</p>	

2020-21 9/16	Inclusion in Governance	
	<p>A report making proposals concerning how the Board might address inclusion in its work, which was an objective it had set for itself, had been circulated previously. This item had been postponed from the last meeting. The Chair thanked Mags Patten and the Clerk to the Corporation for their work in developing the report and he thanked those governors who had responded to the document by giving comments.</p> <p>After consideration it was agreed to:</p> <ul style="list-style-type: none"> • Endorse the principle to encourage inclusive and accessible membership and participation in the Board • Approve the Board Recruitment and Succession Policy as circulated with the report. • Approve a target of 50:50 gender in Board membership • Keep under review the setting of other inclusion targets for the Board • Agree that further work be undertaken to develop a membership personal characteristics survey and build EDI into recommended training. 	
2020-21 9/17	Governor Handbook (Governor Reference Material)	
	It was noted that considerable governor reference material had recently been placed on the Board Intelligence reference shelf, comprising content that was equivalent to a governor handbook and this would be kept up to date as new information or updates were required.	
2020-21 9/18	Vote of Thanks	
	<p>Helen Birchenough, former Chair of the Corporation and Mark Lello, former Vice-Chair of the Corporation, joined the meeting for this opportunity to thank Amanda Burnside, Principal and CEO on the occasion of her retirement.</p> <p>Martin Clark, Chair, spoke about Amanda's outstanding work in having transformed Wiltshire College & University Centre, which in turn had had a transformative effect on thousands of students' lives and that she left a phenomenal legacy of success. Helen Birchenough joined Martin to thank Amanda for her great work over the past 7 years in making Wiltshire College the county's college of choice. The recent financial difficulties caused largely by Covid-19 and the huge pressure in leading the college during all the difficulties of the pandemic were acknowledged but Amanda's leadership had seen the college through these situations.</p> <p>Governors past and present joined in wishing Amanda a long and happy retirement and some gifts of thanks and acknowledgement, together with a bouquet were presented to Amanda on their behalf by her husband.</p> <p>Amanda thanked the governors for their constant support to her whilst carrying out her role and thanked all colleagues for their work with her. She commented she was delighted to be leaving the college in very capable hands and wished it every continued success.</p>	
2020-21 9/20	Any Other Business & Contribution to Outstanding Governance	
	The Chair thanked governors for their attendance at the meeting and wished everyone a good summer break.	
2020-21 9/21	Date of Next Meeting	

	This was noted as Tuesday 28 September 2021.	
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