

MINUTES OF A CORPORATION meeting
held at the Salisbury campus on Thursday 21 October 2021
At 5.00 pm

Present	Martin Clark (Chair), Clive Barker, Carlton Brand (remotely), Mark Carrol (remotely), Jenny Davies, Philippa Gray, Cathryn Giles (remotely), Iain Hatt, Mags Patten (remotely), Katie Walker, Jack Wills, Adrian Windo
In Attendance	<i>Ollie Symons (Deputy Principal Curriculum and Quality), Julian Wood (Deputy Principal Corporate Resources), Heather Cross (Clerk to the Corporation)</i>

	Minute	Action
	<p><i>The meeting was preceded earlier in the afternoon by a tour of the facilities in the Salisbury campus, meetings with staff and students to consider the development of the Strategic Plan and a development session led by the Deputy Principal Curriculum and Quality concerning T-Levels.</i></p> <p><i>Governors commented after the meetings with students and staff on how these had reinforced their view of the principle of 'student first' in the development of the Strategic Plan.</i></p>	
2021-22 2/1	Apologies for absence	
	Apologies were received from Harry Adam, Lily Raynor-Blundell and Sam Fox.	
2021-22 2/2	Declarations of interest	
	None	
2021-22 2/3	Chair's opening remarks	
	<p>The Chair welcomed governors to the first face to face college-based governors meeting since the start of the pandemic. He commented that there should be a reflection on whether the afternoon's activities had made good use of governors' time in being in college.</p> <p>It was noted that the correct version of the Safeguarding Policy, as circulated after the last meeting, had been approved by written resolution and had been updated on the college website.</p>	
2021 – 22 2/4	Principal's Presentation	
	<p>The Principal's circulated report addressed a number of matters, including the following – Open evenings and applications 2022/23; 2021/22 enrolment; quality improvement; teaching, learning and assessment and the management accounts period 2 (September 2021). His report also referred to three confidential matters concerning property.</p> <p>He gave a presentation to the meeting and commented that the curriculum planning process had started earlier in the academic year than previously, with a curriculum vision document being required by November. He commented on having met with a range of external stakeholders including MPs, Wiltshire Council, Chambers of Commerce and the Military to introduce himself as the new Principal, a recent regular meeting with the Education and Skills Funding Agency (ESFA) and commented on the first in-person College Management Group meeting having been held for 19 months. A second memorandum of understanding had recently been agreed with Salisbury NHS Foundation Trust</p>	

	<p>concerning the Health, Education and Technology (HEAT) project for Salisbury. He referred to forthcoming events of Graduation and Saturday open mornings.</p> <p>The increase in staff turnover and sickness levels were noted and discussed, which was part of a national trend. The Staff Pulse survey had been launched that day. Governors anticipated further discussions about these trends and any key information from the survey to be reported at future meetings and considered. Governors commented on whether the strategy for pay was appropriate and it was agreed that with the formal budget reforecasting which was to be discussed at the December Board meeting, options for reward would be considered as part of that exercise. College management was actively considering this and starting discussions through the established consultation channels with staff union representatives.</p> <p>Following the development presentation made prior to the meeting about T-Levels, governors discussed their implications, noting the impact of required increased work-placements and the challenge about whether all industries were in a position to provide placements required. The risk for the college entailed in needing to make plans to offer courses in particular locations before capital funding was secured was noted. The implications of a T level course for students were discussed, noting that all components had to be passed before a qualification could be awarded, in comparison to an A level programme where a student might achieve one, if not all qualifications.</p> <p>Catch up funding being provided and the specific requirements for its use were noted.</p>	DPCR/ SLT
2021-22 2/5	<p>Safeguarding Implementation Plan update (Confidential item)</p> <p>As a confidential item this was minuted separately.</p>	
2021-22 2/6	<p>Balanced Scorecard</p>	
	<p>The final balanced scorecard for 2021 had been circulated with the meeting papers and the performance recorded there was noted. The data issue identified concerning the measure of application market share was being reviewed and would be reported once resolved.</p> <p>The adverse effect on work experience and industry placements of Covid restrictions was recognised.</p> <p>Staff turnover having increased from 18% in 2019/20 to 24.8%, impacted by resignations and the end of fixed term contracts was noted, the trend increases having been commented on earlier in the meeting. The inclusion of pay costs in the measures was discussed, noting that if a change to a target was agreed in-year, reported performance would be adjusted accordingly.</p> <p>Governors welcomed the positive income targets and financial health improvements, noting that all 'Rock' (financial related) indicators were 'green' which was the first time this had been the position for a considerable period and recognised the attention and work this reflected.</p>	

	<p>Discussion took place concerning student pass rates and student achievement measures, noting that the latter reflected both retention and success and was a nationally benchmarked figure.</p> <p>Proposed measures for inclusion in a revised balanced scorecard for the current year were put forward and agreed for implementation.</p>	
2021-22 2/7	Quality Improvement Plan	
	<p>The final Quality Improvement Plan for 2020/21, circulated previously and the evidence it identified was scrutinised. It was considered that there had been a continued focus on quality improvement in what had been an exceptionally challenging year. It was noted that no benchmark performance data was available nationally, but there could be a level of certainty about the college's performance, although as yet unconfirmed, as historically college data had been very accurate.</p> <p>The key themes for further improving quality in the Quality Improvement Plan for 2021/22 proposed had been circulated and were discussed. The Chair of the Quality Working Group commented that she had met with the Deputy Principal Curriculum and Quality and was content with the themes proposed. Governors considered that the key themes for improvement were appropriate.</p>	
2021-22 2/8	Update on financial position – headline features from management accounts	
	<p>A presentation was given to the meeting on the key features of the management accounts to date, based on the two month out-turn. Full management accounts for the month of September would be provided once they were available and be reported to the next meeting.</p> <p>The presentation identified the following features - The year to date position after exceptional items showed a surplus of £868K, which was £999K surplus to budget. The key variances were noted as a lower than profiled income from apprenticeships balanced by higher HE and other income, resulting overall in a net £37K reduction against profile; significant savings in pay costs (£337K) across both teaching and non-teaching departments; education non-pay costs savings of £82K and other non-pay costs savings to date of £192K and the timing of sale of the Lackham Lodge having generated a £305K benefit in exceptional items. The cashflow forecast position showed closing and minimum balances remaining above budget and the cashflow position for September £2.9m above budgeted profile.</p> <p>The capital expenditure position was reported and showed a positive picture; it was hoped that if the position remained positive that further cap ex could be released for spend in the college later in the year.</p> <p>Governors welcomed the positive financial picture shown by the presentation.</p>	
2021-22 2/9	Recovery Plan Progress Report	
	<p>A further presentation was given to the meeting concerning the recovery plan position, with a summary slide showing performance better than objectives for 2020/21 and the current forecast continuing to show an improved picture. The summary slide would continue to be the basis of reporting to governors. A report was also given to the meeting concerning the performance against the FEC recommendations made to the college in June 2021, with positive status or progress against each one.</p>	

	<p>It was confirmed that progress with the estates strategy would follow confirmation of the curriculum drivers determined in the following month.</p> <p>Governors were advised concerning the ground conditions identified in taking forward the current phase of the LEP capital project at Salisbury. Following reports, further investigation was required concerning the load-bearing capacity of the ground. In answer to a question, it was confirmed that the land condition could not have been fully established in advance as this was under the previous building. A further report would be provided as soon as possible, including what mitigations were feasible.</p> <p>A confidential report had been provided in the Principal's report concerning the situation associated with the Lackham land sale, as previously reported. Governors sought clarification that any sale would ensure maintenance of the space required to fulfil the college's land-based requirements and land-based character of the setting and both these points were confirmed. This would be set out clearly in the estates strategy.</p> <p>An adjustment to the risk register concerning pay cost increases and the need to balance expectations with the financial health of the college was presented. Governors recognised the risk as described. It was agreed that options for consideration would be presented to a future meeting, including justification for the various options concerning pay.</p>	<p>DPCR</p> <p>DPCR/SLT</p>
2021-22 2/10	Schedule of Actions	
	The circulated schedule of actions was noted.	
2021-22 2/11	Minutes of the last meeting	
	The minutes of the meeting held 28 September 2021, open and confidential, which had been circulated previously were agreed as a true record, subject to a minor amendment to address a matter concerning commercial sensitivity.	
2021-22 2/12	Governance update	
	A short verbal update was given by the Clerk to inform governors that the Association of Colleges had recently published its proposed amended version of the Code of Good Governance for English Colleges, recommended for adoption. A report would be given to the next Board meeting.	
2021-22 2/13	Proposal for an amendment to the meetings calendar 2021/22	
	<p>A proposal to amend the arrangements for meetings in March and May 2022 was put forward by the Chair.</p> <p>It was agreed that it would be beneficial to move the Strategy Day to May 2022 and to link this to the Board meeting scheduled for 19 May 2022.</p> <p>The following amendments to the Meetings calendar were agreed:-</p> <p>March 2022 Board meeting date to be moved to 17 March 2022.</p> <p>Strategy Day to be moved to Friday 20 May 2022 and be linked up with the Board meeting already scheduled for Thursday 19 May 2022.</p>	All

2021-22 2/14	Any other business	
	It was noted that in the light of increasing Covid cases in the community, after half term the expectation that students and staff would wear face masks in communal areas and everyone be encouraged further to undertake regular testing, would be re-introduced and publicised. The college's own cases did not approach the contingency threshold.	
2021-22 2/15	Contribution to Outstanding Governance	
	Governors welcomed the approaches taken to the afternoon and the opportunities to meet physically and see college facilities.	
2021-22 2/16	Date of Next Meeting	
	This was noted as Thursday 18 November 2021.	