

MINUTES OF A CORPORATION
Meeting held on Thursday 17 March 2022
At 5.00 pm

Present	Martin Clark (Chair), Clive Barker (until end of item 7), Carlton Brand, Mark Carrol, Jenny Davies (virtual attendance), Philippa Gray, Cathryn Giles, Iain Hatt, Lily Raynor-Blundell, Mags Patten (until item 9), Katie Walker, Jack Wills, Adrian Windo
In Attendance	<i>Oliver Symons (Deputy Principal Curriculum and Quality), Steve Campion (Interim Deputy Principal Corporate Resources), Heather Cross (Clerk to the Corporation), Denise Lloyd, Assistant Principal (for item 6 only)</i>

	Minute	Action
	<p><i>The meeting was preceded by a session where governors discussed the emerging proposals for the new Mission, Vision and Values for the college. The following comments were made in discussion, suggesting that they be considered in the final development of statements.</i></p> <ul style="list-style-type: none"> • <i>The statements should tell a story and suggest a quest for an outcome. An ending or point of arrival or intended achievement was not conveyed currently. There was no strong request for an emotional involvement at present.</i> • <i>The College's core business is of course learning, but this was not mentioned in the statements currently;</i> • <i>There was discussion about the use of the word 'outstanding' – which has many contexts and would the cost of achieving this be sustainable;</i> • <i>Ambition should be reflected and statements used should be active and positive;</i> • <i>There was discussion about the use of the word 'loved' and it was agreed that more work be done on this to be sure how/whether it really works with students, staff and other stakeholders.</i> • <i>The work already done with students had found that they identified with the concept of curiosity.</i> • <i>Leadership was a word that managers had driven – this would also be tested further;</i> • <i>It was noted that some of the concepts would be communicated by pictures and graphics which had yet to be added.</i> <p><i>All governors agreed this had been a good discussion session and valued the opportunity to talk in this way about a key development, with the time available for the discussion. They welcomed the general direction of the mission, vision and values statements and looked forward to the final versions for approval.</i></p>	
2021-22 6/1	Apologies for absence	
	Apologies were received from Harry Adam, Daisy Agathine-Louise and Liam Wedlake.	
2021-22 6/2	Declarations of interest	
	None	
2021-22 6/3	Chair's opening remarks	
	The Chair thanked governors for their attendance. He reported that Sam Fox had resigned from the Board recently following his resignation from the Council. With no ongoing direct connections with Wiltshire, as he lived in Dorset, he had decided not to continue on the Board, whilst wishing the college every future success.	

	<p>The Chair commented on the recent successful FEC Diagnostic Assessment visit which had concluded there would be no further visits and supported the college's intended direction, but that 'active support' had been offered with two specific elements – the Deputy Commissioner would be available to work further on the Strategic Plan with the college and further work in assisting with the Curriculum Plan had already been given.</p> <p>It was noted that since the last Board meeting in January, there had been two matters dealt with by written resolution. The Board had approved the appointment of Steve Campion as permanent Deputy Principal Corporate Resources, and the Chair reported that Steve would be starting his permanent role with effect from mid April. Governors welcomed Steve to the college on his forthcoming permanent role. The Chair welcomed him to this meeting in his capacity as Interim Deputy Principal Corporate Resources, noting that he was carrying this out on a part-time basis equivalent to three days a week.</p> <p>A further written resolution had been passed concerning a bid to the Department for Education for capital for Wave 4 T-levels, as required by the centrally imposed deadline.</p>	
2021-22 6/4	Strategic Plan – Mission, Vision, Values	
	<p>Most Board members had engaged in the earlier discussions prior to the start of the formal meeting, concerning the development of Mission, Vision and Values. Governors welcomed this session which they felt had led to some useful development points.</p> <p>The Principal undertook to develop the statements in the light of the discussion.</p>	
2021-22 6/5	Transport Study informing the development of the Curriculum and Estate Strategies	
	<p>The Interim Deputy Principal Corporate Resources reported and gave a presentation to the meeting concerning the key features identified in the recent student transport study that had been undertaken. It was noted that there was a wider geographical spread of students than might be assumed, in particular of land-based students. Conclusions were that in rural Wiltshire students have to accept time and costs for travelling as part of living and studying in the county. Lack of reliability and frequency, together with poor communication by transport providers were all barriers to travel. The college was served primarily by public routes, with Wiltshire Council only supporting specific routes to Lackham and the college provided no college subsidised bus routes at present.</p> <p>621 students had contributed to the study, a significant number of transport providers had been interviewed; many students were having to undertake significant amounts of travel to get to and from college – often 3 hours a day and with significant expense. It was commented that students are willing to travel, but there was minimal infrastructure to support them adequately. A company called Zeelo could provide bespoke services which were safe and clean and offered digital notification about arrivals – the college was planning to consider this service further.</p> <p>It was noted with some disappointment that Lackham bus funding was being withdrawn by the Council, and there had been poor communication by the</p>	

	<p>provider concerning the withdrawal of the service, both to the students and the college. Governors suggested that a possible deal with the council should be explored. It was noted that there was a current review of transport in the county, and T-levels have longer days with increased costs, which would need to be factored into any plans.</p> <p>The key findings from the college's transport study were to be built into the Estates Strategy, the potential for the specialist company Zeelo to provide specific routes and shuttle services to support student travel was also to be explored. The Lackham transport provision for 22-23 year would be discussed with Wiltshire Council and the college was to explore the piloting of certain specialist curriculum provision on single campuses, such as specific T-levels and sport, which could aid some consolidation of transport.</p> <p>The Board noted the issues highlighted and supported the proposed actions to improve student transport, noting that any budgetary implications would be discussed as part of the 22-23 budget proposals.</p>	IDPCR
2021-22 6/6	Equality, Diversity and Inclusion Annual Report	
	<p>Denise Lloyd, Assistant Principal attended for this item and presented the report. The more developed style of report from that provided in previous years, including proposed actions, was welcomed by the Board.</p> <p>Denise commented that the report sought to celebrate diversity via case studies and significant student achievement. The county is predominantly ethnically white British and largely this is reflected in college, although slightly less so than the county picture. The staff demographic record needed more work as a significant number had not disclosed their disabilities and ethnicity suggesting that there were concerns about providing this, which needed attention. It was also noted that all managers were full time and opportunities such as part-time or jobshare working and other measures which would make different working patterns more accessible, should be examined. Achievement gaps had reduced for looked after children and the actions which had been taken which had assisted this could be transferable and should be widely considered. An exploration of possible unconscious bias in the college's recruitment should be explored.</p> <p>Denise flagged key aims detailed in the report as follows:-</p> <ul style="list-style-type: none"> • To reduce achievement gaps through improvement of success rates across all college provision • To improve the collection of data about HE students to enable better analysis of achievement gaps • To collate a comprehensive staff database to enable the college to improve reporting of compliance with the Equality Act 2010 • To further improve staff understanding of EDI issues through effective training • Marketing to ensure inclusive accessibility • Positively promote gender representation • Improved data availability within the EDI dashboard to show cross college/curriculum gender representation at all levels • Ensure all digital platforms are accessible and inclusive, with published accessibility statements • Develop strategy to ensure teaching and learning resources are accessible and inclusive • Promote digital accessibility tools to all staff and students 	

	<p>Governors welcomed and supported these objectives.</p> <p>The reference in the report to the previously agreed objectives for the Board concerning addressing inclusion in its membership arrangements and the development of a succession plan for governors retiring in the next 12 to 18 months to increase private sector employer representation and land based experience, was noted.</p> <p>In discussion it was noted that the college was good at safeguarding reporting and the same position should be reached concerning EDI.</p> <p>There had been very positive recent participation in EDI training provided by Jeff Greenidge, AoC Diversity Director, with over 500 staff taking part. Following this the college has 60 staff volunteers to be EDI gamechangers who will receive further training to carry out these roles. The Link Governor for Inclusion had had an opportunity to attend this training and commented that it represented a strong first step forward.</p> <p>Governors strongly welcomed the report and gave congratulations concerning the work being taken forward. It was requested that sizes of identified groups be provided in future years to aid year on year comparison – this was to be included in future. Governors encouraged work to develop setting targets in the workforce in future and asked some questions about why staff may feel uncomfortable in providing protected characteristic information.</p> <p>A query was raised concerning gender pay gap data and whilst this was published as required on the college website, it was suggested that it should be included in this report in future so that performance and progress could be addressed.</p> <p>It was noted that some students who identified as non-binary had commented that this was not available to be selected on college data forms. It was understood that national data sets do not give this selection as an option, but this should not necessarily prevent the college from providing this and could indicate the college as an accepting place, unlike some of the experience of students in other parts of their lives.</p> <p>Governors queried the mechanisms to track the actions and it was noted that the information would be on the college website, plus there would be performance reporting against them in the next annual report.</p> <p>It was suggested that the demographics of all the areas from where the College draws students should be reflected in future, as this was wider than the county alone.</p> <p>The governors thanked Denise both for the report and all the work she had carried out for the college, noting that she was leaving at the end of this term.</p>	
<p>2021-22 6/7</p>	<p>Risk Register and Risk Appetite</p>	
	<p>The report on the risk register and risk appetite had been circulated previously which followed discussions at the recently held Audit Committee. The same scoring mechanism for the register had been maintained, but with colour coding introduced so that the more important risks and aspects were more easily identifiable. The Chair of the Audit Committee commented it had been considered at the committee’s recent meeting that it would be helpful to rationalize how risk appetite was presented, possibly incorporating this within the risk impact, so that the overall presentation was simplified, again to help</p>	

	<p>identify key risks more readily. It was recognized that the FEC had welcomed the current presentation, but it was similarly accepted that simplicity which aided readability was to be welcomed and presentations could continue to be developed.</p> <p>It was agreed that the capital LEP project be removed as a risk as the project was now complete and all expenditure signed off. Some emergent risks were noted – the consideration of TCP performance, ongoing Covid impact and the capacity on delivering capital projects. It was understood that the college may be successful with its recent capital transformation bid.</p> <p>It was considered that the risk register could be more closely aligned with the college strategy and the Interim Deputy Principal Corporate Resources would reconsider via the Audit Committee once the new Strategic Plan had been agreed, planned for May. Everyone agreed that the simpler the format of the document, the better.</p>	IDPCR
2021-22 6/8	Principal's Report	
	<p>A written update from the Principal had been circulated previously which addressed – repairs following storm damage; the FE Commissioner Diagnostic Assessment visit; teaching, learning and assessment; higher education; student applications; a number of sector updates; business development; the conclusion of the Salisbury LEP project and a matter which was commercial in confidence. The report from the recent FEC visit, a confidential safeguarding report and a report concerning The Colleges Partnership (TCP) subcontracting were all circulated as appendices to the Principal's report.</p> <p>The Principal gave a presentation to the meeting in addition to his report which identified the considerable range of curriculum reform and policies with an impact on skills from the government currently. It was noted that the government wanted to increase hours of study for young people and increase the numbers taking technical courses, to have education, in particular technical skills training, that works for more people, more people reaching levels 3 and 4/5, post-16 to be more employment focussed, led by employers, with the creation of local skills improvement plans and intended significant changes to HE.</p> <p>Governors were invited to attend lambing weekends and to request complimentary tickets via the Clerk if they wished to attend.</p> <p>The Principal acknowledged having a new and complete Senior leadership team, following recent appointments. He updated on the latest Covid actions, commented on the support being provided to Ukrainian staff and students, spoke about the ongoing challenge of student attendance and work about to be carried out to see whether there was a correlation between home distance from the college and levels of sickness. Governors acknowledged that the recent transport study showing the complications of some student journeys, could make travel an added reason to stay away if feeling unwell or preferring to take an option of online learning.</p> <p>The Principal reported on his meeting that day with Trade Unions where leave policy, Christmas closure, workload issues and the extent of paperwork, plus levels of staff sickness had been discussed . Staff costs were being examined in some areas.</p>	

	<p>The College had been selected for a pilot Annual Strategic Conversation with the ESFA and this was scheduled for May.</p> <p>A QRR schedule of meetings had recently concluded successfully. Governors would be routinely invited again to take part in one meeting in the schedule next year.</p> <p>The Principal spoke about 3 key areas of policy for the government – apprenticeships, T Levels and technical qualifications, and higher level technical qualifications. The sector was challenging how progression from HE would be measured as often students stayed in the same workplace or area, but progressed within in future, rather than moving to different employers.</p> <p>Governors reviewed the circulated Safeguarding report. It was noted that the college was in scope for a 16 to 18 residential care standards visit in the near future. Governors asked questions about inspection readiness and it was reported that the team was working hard on enrichment for residential students and there was weekly review of progress against actions in the Quality Improvement Plan. Governors agreed that plans should be actively considered to invest in the standard and quality of residential accommodation and this regular investment was a pre-condition of continued residential provision. Governors encouraged plans for development to be progressed.</p> <p>There were significant increases in students coming forward for support/needs in the current year, both as a result of Covid aftermath and improved reporting. Since January there had been three cases of Prevent referral. It was noted that senior staff were working hard on improving the numbers of staff who were completing policy update confirmations.</p> <p>A report had been circulated proposing TCP as a new subcontractor to deliver a new army contract - at Catterick. The college management had satisfied itself concerning the adequacy of the arrangements. The contractor as The Colleges Partnership and the potential conflict of interest was noted, as this was a joint subsidiary of the college with Bridgwater and Taunton College. Wiltshire College was only planning to recruit and support 19 plus students in this contract and the numbers in this age group would be split with the other college. It was noted that the ESFA may view the delivery as a conflict and if so, another contract procurement route would need to be found. Governors asked questions to satisfy themselves about the proposed delivery of functional skills and also safeguarding at Catterick. After discussion the appointment of TCP as a subcontractor for the proposed contract was agreed – this would be subject to specific ESFA approval.</p> <p>Discussion took place concerning a possible opportunity for a deal to support the development of sports accommodation in association with Trowbridge Town Council. Governors agreed that the proposal suggested a useful joint collaboration and agreed that this be explored further. In answer to questions it was explained that students were very interested in the facilities which would be available as a result of the development scheme. Further development of the proposals were agreed to be presented at a future meeting, with a final decision concerning involvement to be taken at that time.</p>	
2021-22 6/9	Key Performance Indicator Targets/Balanced Scorecard	
	The Balanced scorecard had been circulated previously and was received. It was noted that applications were improving as a result of significant numbers of internal applications.	

<p>2021-22 6/10</p>	<p>Management Accounts</p>	
	<p>The Management accounts for period 6 – January – had been circulated previously. The following key features were noted from the report - a higher than budgeted income from HE, which had been reflected in the Q1 reforecast; whilst still lower than budget, there was a slight improvement in apprenticeship income and pipeline monitoring showed that some adjustments would result throughout the rest of the year; significant savings in pay year to date as a result of vacancies, although these would be offset by the agreed 2% pay award; education non pay costs under budget; a benefit of £305K in exceptional items, due to the timing of the lodge sale at Lackham.</p> <p>The Interim Deputy Principal Corporate Resources commented that generally from his overview on recent arrival he was comfortable with what the numbers showed. He commented that the college's financial health being at 'good' was a favourable position to be in and balancing financial health with seeking outstanding quality was sometimes a challenge. Overall, the year to date operating surplus was higher than the previous month. A subcontractor's performance was causing difficulties both for the college and nationally, but other approved subcontractors were ready to step in. A TCP Management Accounts forecast was due in the next week – and the college would be obtaining more detailed forecasts from them from month 3 onwards which would assist with increased accuracy in keeping track of the impact of their performance on the college's income and consequential likely out-turn.</p> <p>The Management Accounts were received.</p>	
<p>2021-22 6/11</p>	<p>Verbal report from Quality Working Group meeting held 15 March 2022</p>	
	<p>The Working Group Chair reported from the recent meeting – there had been discussions about the latest updates of the Quality Improvement Plan (QIP) and the group had appreciated the clarity shown in how targets were being met. Safeguarding arrangements were progressing and developing well and it was also pleasing that employer links were developing positively. English and Maths attendance continued to be an area of disappointment which brought down the average attendance. A new piece of software which had been introduced was felt will be beneficial in helping improve attendance recording. A worry was noted that students taking exams this summer had had very limited experience of exams previously due to Covid, often nothing since age 11. It was an irony that English and maths students were 'retaking' an exam they had never actually sat before! College staff were working hard to counteract these issues.</p> <p>It was noted that the QIP contained much about the development of the Curriculum Strategy, and in future the focus might be on 5 key 'gamechangers'.</p> <p>The Working Group had also looked at the progress with curriculum mapping.</p> <p>The Quality Working Group was thanked for its review work.</p>	

2021-22 6/12	Quality Improvement Plan	
	The QIP had been circulated previously. Attendance continued to be a key challenge, as noted earlier in the meeting. The importance of curriculum mapping for the future was noted.	
2021-22 6/13	Minutes of the meeting held 27 January 2022	
	The minutes of the meeting held 27 January 2022 which had been circulated previously were approved as a true record of the meeting.	
2021-22 6/14	Schedule of Actions	
	The report showing progress with actions was received. It was noted that the Governance Task & Finish group was shortly to hold its first meeting and that three meetings in total had been sequenced in March and April in order to make recommendations to the Governor Awayday in May.	
2021-22 6/15	Verbal report from the AoC SW Governance Summit held 9 Feb 2022	
	The Clerk gave a short report on the governance summit and said that the circulated presentations from the event would be placed on Board Intelligence.	
2021-22 6/16	Date of Next Meeting	
	The next meeting was noted as 19/20 May 2022	