

MINUTES OF A CORPORATION
Meeting held on Thursday 27 April 2023
At 5.00 pm at Trowbridge Campus

Present	Martin Clark (Chair), Daisy Agathine-Louise, Clive Barker, Jenny Davies (until item 11), Paul Fox, Philippa Gray (until item 11), Iain Hatt, Brian Humphreys, Ajay Nithyananthan, Lily Raynor-Blundell, Justin Purkis, Lucy Townsend (until item 9), Katie Walker.
In Attendance	<i>Oliver Symons (Deputy Principal Curriculum and Quality), Steve Campion (Deputy Principal Corporate Resources) and Heather Cross (Clerk to the Corporation) Fiona Chalk (Board Review Observer), Andy Hill, Head of Estates for item 4</i>

	Minute	Action
2022-23 4/1	Apologies for absence	
	Apologies were received from Carlton Brand and Mags Patten.	
2022-23 4/2	Declarations of interest	
	None	
2022-23 4/3	Chair's opening remarks	
	<p>The Chair welcomed members and welcomed Fiona Chalk to the meeting as an observer as part of her external review of the college's governance. He thanked all governors for their engagement with the Board Review process.</p> <p>It was noted that Kayleigh Robinson, Student Association President had resigned from her position and with it, from the Board.</p> <p>The recently circulated written resolution to reappoint Mags Patten as a governor for a second four year term until February 2027 was recorded as having been successfully passed.</p> <p>The Chair drew governors attention to the Ofsted Social Care Inspection which had taken place since the last meeting, details of which had been circulated to governors.</p>	
2022-23 4/4	Celebrations of Success	
	<p>The Principal/ CEO gave a short presentation showing recent successful events, activities and achievements. A number of successful events at the college were noted, as recorded below and it was intended that reporting on them be a regular feature at Board meetings.</p> <p>Students working with National Trust to propagate plants; An Animal Management student coming third at Crufts; Student securing a £300 grant for photography project; Performing Arts students staging a play at Salisbury Playhouse; Media make-up; Tree planting project at Lackham; Careers fairs</p>	

	<p>held at each campus; Criminology students receiving careers advice; a progressed student speaking about their work now with BA; participation in BIS employer engagement event, including the college's own HR team; Cinematography student winning Royal TV Society award; Catering alumnus returning to deliver a catering masterclass; motorsport race day, with ideas sought for designing a race car and to have this liveried with the college insignia.</p> <p>Staff long service lunches had recently been held and governors who had attended these events and represented the Board were thanked for marking these occasions. A special separate occasion had been held to mark Helen Bush's 40 years working for the college. Harry Adam represented the governors at this event.</p> <p>The Chair suggested that Castle Combe be used as a venue for one of next year's meetings, together with a tour beforehand of the college's facilities.</p> <p>A governor reported his pleasure in seeing that a former college student had been involved in a film, The Fence, recently screened in Bath.</p> <p>Governors thanked college management for sharing all these positive stories.</p>	
<p>2021-22 4/5</p>	<p>Sustainability Plan update</p>	
	<p>Andy Hill, Head of Estates, joined the meeting to provide an update using a presentation on the implementation of the sustainability plan – the Climate Action Roadmap for FE Colleges, which the college has adopted. Work so far had included launching the Sustainability Committee, conducting an environmental audit and to formulate a college specific action plan. Work had taken place to establish the college's carbon footprint so as to establish a baseline for then setting carbon zero targets. Highlights so far included the Electric vehicle training centre at Trowbridge, the Co-Bikes project at Salisbury, improved thermal efficiency at Salisbury with the replacement cladding, actions towards greener restaurants – which would be taken further when the catering contract is retendered next year; a sustainable procurement agenda; training and awareness and PV installations.</p> <p>Governors welcomed all the work taking place and asked various questions including the return on investment for new installations and advised the college to consider accessibility for electric vehicle charging points.</p> <p>It was noted that in order to reduce our carbon footprint we would require significant expenditure on infrastructure and other costs which would require prioritising contributory projects over a number of years, plus taking opportunities to bid for decarbonisation funding sources as they emerged.</p> <p>There was considerable discussion about the targets to adopt. It was recognised that the farm was a significant carbon emitter and posed greater challenges in bringing about reductions. The importance across the college of changing behaviours in making reductions and the leadership this required to make it happen was acknowledged as a significant contributor.</p> <p>After discussion it was AGREED that the college should adopt a working target of halving its carbon emissions by 2030, excluding the farm, with the target to achieve Net Zero set for 2040. More work should be carried out on the farm situation and a recommendation made on this as soon as possible. It was</p>	

	noted that this would be discussed further at the forthcoming awayday where the farm estate strategy was intended to be a topic.	
2022-23 4/6	Curriculum and Business Planning – progress with LSIP and Accountability Agreement	
	<p>The Draft Accountability Statement had been previously circulated. It was noted that Business West had only published their draft local skills improvement plan documents on 31 March and therefore very little time had been available in which to consider them, given the intervening Easter holiday.</p> <p>The Principal/CEO gave a presentation on the work carried out so far, with governors noting the informal conversations that had taken place with other providers and a specific meeting between Chair, Principal/CEO and Governance Professional at this college and New College Swindon concerning the work of each college, with opportunities acknowledged in exploring further links. It was intended as a result that the two Principals should prepare a memorandum of understanding between the two colleges for each Board to consider. The college was seeking amongst other things, some involvement in Wiltshire and Swindon Institute of Technology, which currently belied the name as there was no involvement from the college. This could offer real progression opportunities for students.</p> <p>The Principal/CEO flagged up the published local and national skills priorities – those from the LEP, the published LSIP and those given nationally and introduced the key features in the draft Accountability Statement, which given the short timescale after the LSIP had been published, had been compiled quite rapidly. He asked governors to consider if the draft was setting the right direction and whether the right themes had been included. He thanked those governors who had attended the curriculum plan sign off meetings recently and had witnessed the robustness of the process concerning planning student numbers. He also thanked those governors who had responded directly to him concerning aspects of the draft Accountability Statement.</p> <p>The Chair reminded governors that at the 19 May meeting Awayday the intention was to sign off the Accountability Statement for submission and encouraged all to review the material in readiness for that approval process.</p>	All
2022-23 4/7	Principal's Report (including safeguarding update)	
	<p>The Principal's report had been circulated previously and which mentioned in particular curriculum and quality, the Ofsted Social Care Inspection, the implementation of the People Strategy and finance issues.</p> <p>The Principal spoke to his report and flagged the importance of student achievement this year and the need to improve, with the senior team currently undertaking campus presentations and underlining this priority.</p> <p>Governors asked questions concerning the impact of staff vacancies on curriculum planning and the difficulties in sourcing replacements even from agencies with certain specialisms.</p> <p>Student applications were lower currently for the coming year and the additional activities to recruit were discussed, with the importance of converting applicants to enrolments.</p>	

	<p>The Ofsted residential care report had not yet been received, but the actions to address those matters identified by the inspection team which could be put right straight away were being taken and these were reported on and discussed.</p> <p>The Principal reported on the progress of recruitment into the amended Senior leadership team structure. Implementing specific senior managers responsible for campuses would be a great assistance with many developments.</p> <p>An update on progress with the People Strategy was discussed. The Gender pay gap was reported as 18p per £, which had narrowed from the previous year which was 21p per £. The college's policy in addressing low pay would continue to contribute. The ratio of male to female staff overall was very close to 50/50.</p> <p>A full report on financial statistics and benchmarking had been published.</p> <p>Governors were updated concerning the progress of the agriculture complaint which was now being taken forward with the college insurers.</p> <p>Governors noted the attendance issues and commented that this remained a big challenge nationally and in the county overall as well, with higher rates of anxiety and avoidance. Rural travel difficulties were a contributory factor and it was acknowledged that supporting students should be kept on the radar. The latest Student Voice surveys were shortly to be launched.</p> <p>Governors were updated verbally on the range of actions to improve attendance and the work to encourage more participation in English and Maths.</p> <p>The safeguarding appendix report was noted. The safeguarding governor had reported on his regular meetings with the safeguarding team and his satisfaction with the arrangements and operation.</p> <p>The Principal was thanked for his report.</p>	
2022-23 4/8	Balanced Scorecard	
	<p>The latest balanced scorecard had been circulated previously, with key aspects of attendance, percentage of students on track to achieve, numbers of staff with 5 plus years' service, unfilled vacancies, staff turnover, appraisal completions, Climate road map, T level placements, full time applications, numbers of visits to feeder schools. finance and capital projects all highlighted.</p> <p>Governors discussed the staffing position and noted that unfilled vacancies were reducing, but still stood at 17%.</p> <p>A request was made for national comparators to be provided against college reporting where these were available.</p>	
2022-23 4/9	Quality of Education	
	<u>Report from Quality and Standards Committee</u>	

	<p>The Chair of the Quality and Standards Committee spoke to her written report from the recent committee meeting, noting their discussions on safeguarding and prevent, annual HE quality reporting updates, progress with the Ofsted post inspection action plan, the review of key performance indicators and curriculum planning developments and the committee's work in discussing the development of the Accountability Statement.</p> <p><u>Quality Improvement Plan update</u></p> <p>This had been previously circulated and governors noted further the attention being given to attendance. The work focussed on meeting the needs of High Needs learners was noted, with the introduction of a support group for this area and in gaining expertise from other colleges who were performing well.</p> <p><u>Post Inspection Action Plan</u></p> <p>The post inspection action plan had been circulated previously. Governors requested that the presentation format be examined so that it was more easy to read in future reporting.</p>	DPCQ/ Clerk
2022-23 4/10	Finance and Resources	
	<p><u>Report from Finance and Resources Committee</u></p> <p>The report from the Chair of the Finance and Resources Committee had been circulated previously. In his absence the Chair commented that he knew he had wished to signpost the accommodation review; income and expenditure data; and the committee's review of sustainability data in more detail. Management accounts identified the pressure on income, but included reassurance that four areas of actions were in place. The report was noted.</p> <p><u>Management Accounts – for information</u></p> <p>The period 7 management accounts (Feb) had been previously circulated and were discussed. Tightening margins in various areas including pay, following the pay award settlement were noted. Next year's budget setting was noted as including some tough considerations. The college's cash position was currently strong due to capital allocations recently received from the DfE. The Colleges Partnership surplus was more challenged in the current year due to reduced army apprentices, with significant numbers having been taken away onto other public service duties. The Chief Executive would be giving a report to the awayday to explain the current year's circumstances.</p> <p>Governors noted the key aspect of pay considerations for the next year's budget. It was noted that a Treasury Policy would be considered by the Finance and Resources Committee to consider any arrangements for cash investment.</p>	
2022-23 4/11	Audit	
	<p><u>Report from Audit Committee 2 3 23</u></p> <p>The Chair of the Audit Committee's written report of the recent meeting had been circulated. He commented on the positive cybersecurity presentation which had been made at the meeting and to which other governors had been invited. The presentation had also been made available to all governors. As a</p>	

	<p>result of the presentation the committee had considered the positioning of IT as a risk in the risk register.</p> <p><u>Risk Register</u></p> <p>The latest risk register, which had been reviewed at the Audit Committee had been circulated previously. The reporting in the register would be amended in future, taking on board the advice of a new member of the committee with risk expertise, to bring out the highlight issues.</p> <p>Governors considered the risk register. It was agreed that considering the impact of T levels introduction should be carefully considered as part of budget setting. The Senior Leadership Team reassured that this was one of a number of key considerations in the budget setting exercise.</p>	
2022-23 4/12	Minutes of the last meeting held 9 February 2023	
	The minutes of the meeting held on 9 February 2023 which had been circulated previously were approved as a true record, subject to the addition of Clive Barker as being in attendance.	
2023-22 4/13	Governance Update	
	<p>A governance update report had been circulated previously. Proposals for link governor roles were initially considered. Governor engagement opportunities for the summer term were highlighted in the report.</p> <p>The meetings calendar for 23/24 was considered and approved, subject to final checking with committee chairs.</p>	
2022-23 4/14	Any Other Business and contributions to outstanding governance	
	The Chair commented on the operation of the committees introduced this year in relation to the main Board. He considered that the reporting of these areas of work at the Board coupled with the more detailed work in the committees felt about right, but asked governors to reflect on this and if they felt the balance wasn't right, to express their views.	
2022-23 4/15	Date of Next Board meeting	
	The next Board meeting was noted as 11 July 2023 and Awayday/Residential 18 and 19 May 2023 (Salisbury)	