

	Minute	Action
9/1	Apologies for absence and welcome to Fiona Stilwell	
	Apologies for absence were received from Harry Adam, James Bilzon and Jack Wills. The Chair welcomed Fiona Stilwell to the meeting, Operations Director for Apprenticeships at Activate Learning. She was exploring becoming a member of a board.	
9/2	Declarations of interest	
	None	
9/3	Chair's opening remarks	
	The Chair made reference to the terrorist attack which had happened at the concert in Manchester just a few days ago. She commented on how important the work of the college was in developing the values for democracy, freedom and justice.	
9/4	Presentation on KPI development and developments from other feedback on strategy at the Governors residential	
	The Chair thanked the members of the SMT for their contribution at the recent residential event. The Principal gave a presentation to the meeting reflecting the comments made by governors at the residential concerning the development of the Strategic Plan in order in order to check these with them prior to a final summary to be presented to the next meeting of the Board. <u>Beacon</u> The issue would remain for discussion about how governors could participate more in raising the external awareness of the college. There had been universal support for the idea of a ‘greenhouse’ for growth ideas and having governors involved in this. The website was very much improved and governors were encouraged to look at this regularly where they could see evidence of the college’s social media campaigns and communications. However, press cuttings about the college would be circulated on a regular basis to governors for their information.	Principal Board/ Principal

	<p><u>Dynamo</u></p> <p>Areas here for attention were – responses to the growth; reporting on innovation activity; the development of the KPIs through narrative.</p> <p><u>Livewire</u></p> <p>ProMonitor data was to be provided to the Board and in due course there would be a presentation on how this software operated.</p> <p>Lesson observations needed to be more reflective of the wider experience that students have and be developmental rather than judgement based.</p> <p>Engagement with the learner voice was a key issue both for the college and the Board.</p> <p><u>The Drivers</u></p> <p>It was pleasing that there was now good confidence in the HR data. In due course trend data would be presented</p> <p>Governors were keen to see a KPI developed around CPD for staff and its impact. More thought was to be given concerning how staff were rewarded and how leaders were developed.</p> <p><u>The Rock</u></p> <p>It was timely now to have an update and refresh concerning the estates strategy. This needed more work in the short term but would be re-presented to governors most probably in the autumn.</p> <p>It was agreed that further future reviews would be given as appendices to the Principal's report. Information about the revised plan would also be loaded onto Board Intelligence.</p> <p>Governors thanked the Principal for this careful analysis against the Strategic Plan and looked forward to the final report after the year had concluded.</p>	<p>SLT/Clerk</p> <p>Board</p> <p>Principal/ Clerk</p> <p>Principal</p>
9/5	Presentation on Budget development	
	<p>Adrian Ford gave a presentation to the meeting. He explained the detailed process which was taking place to sign off the curriculum plan, with both curriculum and resources issues considered at the same time, scrutinised by himself, together with the Vice Principal Curriculum. Time had been devoted this year to ensuring that the Assistant Principals understood how the budget was created and the accountability they would have for their commitments on student numbers.</p> <p>The 2017/18 year was being focussed on growth, with apprenticeships continuing to be a real area of growth. Adult classroom work was more of a challenge. A £150K budget income reduction was being assumed for HE. The Colleges Partnership activity provided good income, but a prudent approach was being taken. (It was noted that in the current year the income from Showell Farm sale was assisting the overall performance.)</p> <p>Overall income was suggested to be at £36m. This included an increase in high needs activity, although this area of work came with increased costs.</p> <p>It was noted that non-pay costs were under pressure and having been held back in recent years, there were increases which were needed, for instance on</p>	

	<p>maintenance and equipment.</p> <p>An overall position of a £66K surplus was being proposed.</p> <p>Governors recognised that this was a slim margin and that internal targets needed to be set appropriately to achieve this. It was important for all bank covenants to be met, which meant that a deficit must not arise. Governors asked questions to satisfy themselves about the realism of the growth plans and the understanding of the Assistant Principals who were accountable for individual delivery, particularly in the light of the current year's performance where targets had not been met in all areas. The Vice Principal Resources explained the systems used in order to check more systematically on the realism of growth and the improved resource allocation measures. He was assured that the plans were based on reality. The Principal reflected that the feedback from the Area Review had been for the Board to retain its focus on the college finances.</p> <p>Governors acknowledged this as a key focus and looked forward to receipt of the full budget at the July meeting, emphasising that this must be accompanied internally by targets which would ensure the budget was delivered.</p>	VPR
9/6	Principal's Report (including Project board report)	
	<p>The Principal's report had been circulated previously.</p> <p>Key inclusions in the report were - reference to the successful re-application to the Register of Apprentice Training Providers; the introduction of the new role of a Learning and Development Coach Team Leader and the planned impact this post should have in leading a team of Coaches aligned to departments, with the intention these posts would develop the quality of teaching; the good grade for Creative and Media in a recent internal inspection; the successful outcome of the HEFCE Annual Provider Review whereby it was recognised at the college that qualification standards are reliable, the student academic experience is of high quality and student outcomes are generally good or excellent and the college had demonstrated continuous improvement; good progress with the restructure of the Business Development department to respond more effectively to apprenticeships; the latest financial forecast update and the positive impact of Crest Nicholson monies; subcontracting challenges and a request to widen the geographical reach; the appointment of a new Director of Student Services.</p> <p>The latest Project Board report had been circulated with the Principal's report and the meeting discussed some of the considerations in planning the details of the capital projects. It was noted that Construction was planned to be added to the new build plans at Salisbury, which would remove the ongoing lease costs for the Tollgate building and therefore generate an annual saving. Cladding was being considered for key areas of the remaining buildings at Salisbury in order to make significant improvements to appearance, but this would need careful selection as to suitability. At Lackham a new milking parlour on the farm was considered to be very important for inclusion in the scheme, which in turn would allow increases in the dairy herd. It was intended that there would be a designated HE centre in Lackham House and reception was to be brought back into this building. The new build was to be located in the area of the small car park as this was in much closer proximity to the house and would also be more obvious than the current location. It was recognised that equipment costs would be significant in the projects and adequate allowance needed to be made for this. Governors welcomed the developments and commented that establishing good internal and external communications about</p>	

	<p>the projects was important.</p> <p>Governors were very pleased to hear about the links being made with QinetiQ and the development of the college's image with the military. The College should seek to make links at the earliest opportunity with other major companies understood to be locating to the county.</p> <p>One hundred per cent completion of teaching observations was anticipated in the year. In answer to a question, the basis of the teaching observation grades were explained and it was noted that staff who were recognised as outstanding teachers received a letter of thanks from the Chair and the Principal.</p> <p>Recent External Verification reports were discussed. The improvements to the Higher National Diploma in Music were noted. The success of Horticulture in obtaining a grade 1 grading from the Royal Horticultural Society was recognised. Likewise the success of HE in meeting the requirements of the HEFCE was recognised, and governors congratulated the staff involved with the programme. It was noted that the college had not performed as well in the National Student Survey as had been expected, the causes of which were being investigated.</p> <p>The consistent improvement throughout the year of work experience was noted. Eighty per cent of the college's students were taking part in work experience, and the real achievement this represented was remarked upon.</p> <p>There was a discussion about the use of subcontractors and the planned tactical move to increase subcontractor contracts by £200K in the short term and to operate in a slightly wider area than the county in order to meet targets was agreed. The long term strategy of a smaller amount of subcontracted delivery and for that which was delivered to be more locally based, should remain.</p> <p>The meeting thanked the Principal for her report.</p>	
9/7	Key Performance Indicators/ Balanced Scorecard	
	<p>The latest KPI/Balanced Scorecard had been circulated previously.</p> <p>The meeting discussed the enrolment targets, noting that there were still further enrolments to be recorded for the year. Staff turnover was reported as having significantly increased since the last report but this was being checked. The plan to address student attendance was discussed as the numbers were not improving. Targets for different kinds of groups were to be set and examination of the factors which impacted on student absence were being carefully examined.</p> <p>The KPI report was received.</p>	
9/8	Management Accounts	
	<p>The Management Accounts for March 2017 had been circulated.</p> <p>It was noted that income showed a 970K variance on the year to date, although this was expected to be recovered for year end. Pay costs slightly exceeded budget. Total pay costs represented 66% of income. Non pay costs showed a favourable variance of £674K below budget although this was forecast to be very close to budget by year end. The current overall variance to budget was £338K negative.</p>	

	The action plan being worked on by the Finance team, Heads of Department and Budget holders to bring the results back in line was noted.	
9/9	Quality Improvement Plan	
	<p>The Quality Improvement Plan (QIP) which had been updated in April 2017 had been circulated and was discussed. Of the 33 areas for improvement, 1 action was highlighted as closed and achieved, 19 were on track, 13 remained a concern and were being given attention, and none were a serious concern.</p> <p>The Vice Principal Curriculum highlighted 3 areas for discussion – attendance, the curriculum areas which were causes for concern and English and maths. About 1400 GCSE students were entered for the latter. There was a clear focus on achieving the targets and there was anticipation of improved success. Departments were acknowledging English and Maths as their own responsibilities. The project to improve functional skills was recognised.</p> <p>There was a question concerning Motor sport and engineering. High attendance and retention was being delivered but this did not turn into good achievement – this was receiving scrutiny.</p> <p>It was noted that in the recent successful Landex Peer review that the QIP had been considered and a comment had been made that the college did not promote enough of its achievements in this document and it might contain more detail. However, in the ensuing discussion some governors expressed a concern that this would add too much detail. It was agreed that the point was well made and noted and would be incorporated appropriately.</p> <p>The meeting congratulated the management team on their improvement work that there were no red-rated areas.</p>	
9/10	Follow up from the Governance Residential – Governance Action Plan	
	<p>A report and Governance Action Plan derived from the discussions at the recent residential had been circulated. The Chair thanked the Clerk for summarising the issues and also the Principal for the matters discussed earlier in the meeting relating to the Strategic Plan.</p> <p>The Chair highlighted three issues in particular which had been agreed as important - the engagement with stakeholders where there could be some quick wins; hearing the student voice and how this could be improved; Chair appraisal and discussion about governor involvement. She would be in touch with governors about appointments for informal discussions. In respect of the Chair's appraisal, the Clerk would circulate a short document at the end of the year to governors.</p> <p>In respect of stakeholder engagement, it was agreed that this could be reported regularly in meetings in the governor activity agenda item.</p> <p>The Chair had held a very productive meeting with the HE student governor concerning some ideas to improve student engagement which she would feed into the discussions about making improvements in this area. The Clerk would also talk with the Student Liaison team about what steps could be taken to improve student governor engagement.</p> <p>In discussion it was agreed that the action plan could be used regularly to reflect on and record progress. It was suggested that an action column be</p>	<p>Clerk</p> <p>Chair Clerk</p> <p>Clerk</p>

	<p>added to it for this purpose.</p> <p>The Chair encouraged governors to come back with any other comments they may have after the meeting.</p>	Board
9/11	Minutes of the last meeting held on 27 and 28 April 2017	
	The minutes of the last meeting - the Governor residential held on 27 and 28 April 2017 which had been circulated previously, were accepted as a true record.	
9/12	Membership issues	
	<p>The Chair reported that she and the Vice-Chair were to meet candidates for the final staff governor position the following day and hoped to bring a recommendation to the next Board meeting as a result.</p> <p>It was suggested that work be continued to try and bring onto the Board another governor who had a teaching and learning background.</p>	SLG/ Clerk
9/13	College visits/events attended	
	<p>The Chair reminded governors that this item on the agenda should now be to record and report on activities in the college but also engagement with stakeholders externally.</p> <p>James Hayes and Martin Clark commented that they had been assisting with the appointment process for a new External Audit provider that afternoon. Carolyn Godfrey had attended the safeguarding Board including representing the college in doing so, recently. Faith Butt was planning a final visit to Lackham shortly.</p> <p>Ben Permutt reported on a recent learning walk he had undertaken at Salisbury in the Bourne building and remarked at the good amount of space that photography had, which he hoped could be retained in any new scheme.</p> <p>The Chair requested that governors continue to be reminded about learning walk opportunities and suggested that where possible external governors might undertake them with student governors. In her role as a Deputy Lieutenant of the county, she had been pleased to see at a recent event how frequently the college was cited by the army as linking positively with them.</p> <p>All members joined together to thank Ben Permutt for his service as HE Student Governor as he had been very successful in the role. They wished him all the very best for the future.</p>	
9/14	Proposed Corporation dates 2017/18 academic year	
	A proposed calendar for meetings in the 2017/18 academic year had been circulated previously. The dates were approved.	
9/15	Emerging Issues and Aspirations	
	None flagged at this meeting.	
9 /16	Date of next meeting – 4 July 2017 at Trowbridge	