

**MINUTES OF A CORPORATION**  
**Meeting held on**  
**Thursday 8 May 2025**  
**At 5.00 pm at Angel Hotel, Chippenham**

<b>Present</b>	Paddy Bradley (Chair), Daisy Agathine-Louise, Clive Barker, Janet Bolton, Tim Cooper (until item 12E), Philippa Gray (until item 11), Lewis Gittins (from item 12), Iain Hatt, Brian Humphreys, Rachael Lawes, Emily Palmer, Justin Purkis, Lily Raynor-Blundell, Katie Walker
<b>In Attendance</b>	<i>Jo Grenfell (Deputy Principal Curriculum and Quality), Steve Champion (Deputy Principal Corporate Resources), Ceri Baker (Executive Director Curriculum), Chris Thompson (Executive Director Curriculum) and Heather Cross (Director of Governance). Jo Watson, SW Area Director AoC, attended for item 12A, Andy Hill, Head of Estates, attended for item 12D.</i>

	<b>Minute</b>	<b>Action</b>
<b>2024-25 5/1</b>	<b>Apologies for absence</b>	
	Apologies were received from Lewis Gittins for 8 May and Jenny Davies for both 8 and 9 May due to a family emergency.	
<b>2023-24 5/2</b>	<b>Declarations of interest</b>	
	None	
<b>2024 – 25 5/3</b>	<b>Minutes of the last meeting</b>	
	The minutes of the meeting held 6 February 2025 which had been circulated previously were APPROVED subject to a correction to those present to include Rachael Lawes and a minor amendment to the record of a pay decision at minute 2024-25 4/5.	
<b>2024-25 5/4</b>	<b>Chair and Principal/CEO opening remarks and welcome</b>	
	<p>The Chair welcomed everyone to the meeting and the time spent together as a Board to discuss future strategy on the following day. He signalled that his preference for this time together as a Board should be focused on strategic discussions and therefore next year the programme was intended not to include a standard Board meeting which would be scheduled at another time instead. He encouraged governors during this time to focus their attention on key elements for discussion, weighing up options and considering areas for improvement.</p> <p>He commented on the recent Annual Strategic Conversation meeting with DfE representatives where the focus had been on the college's response to the Local Skills Improvement Plan, particular quality issues and a review of the college's finances. Student attainment had been raised as an issue to be tackled, along with apprenticeship performance. Overall, it had been a good opportunity to give positive messages about the college, although long-term strategic issues had not really been a focus.</p> <p>He thanked governors involved in the recent recruitment of the Director of Governance and Compliance, resulting in the appointment of Jana Murray from a good field of candidates. This appointment had recently been approved by written resolution. An exact starting date had yet to be confirmed, but this was</p>	

	<p>anticipated to be in July 2025 which would allow for some handover. Whilst in her probationary period, Jana was planning to undertake the first part of the Chartered Governance Institute qualification.</p> <p>It was noted that Iain Hatt had recently been appointed to the AoC Board as a representative of Landex – Iain was congratulated on his appointment and the benefit to the college of continued national representation and involvement which had already been present through Steve Champion and Heather Cross was acknowledged.</p> <p>There had been good engagement and promotion of the college recently through the opening of the Business School by Nick Jenkins, a Dragon and the founder of Moonpig, who had presented a masterclass on entrepreneurship for students. It was suggested that continued links with him could very helpfully be pursued. There had also been extensive external engagement through Tech Trowbridge, for instance a recent employer event with the Trowbridge Chamber of Commerce which had launched the venue. The Principal/ CEO highlighted folders of recent publicity material which would be available for governors to view the following day.</p> <p>The College Management Team residential had recently been held as the culmination of the year long programme. This had used an external trainer and had brought the leadership team together with collective problem solving and coaching each other. All members of the team had taken part.</p> <p>Performance Development Review meetings had recently been held with the Principal/ CEO and the two Deputy Principals. The Chair thanked Jenny Davies as previous Interim Chair for her excellent notes of the previous meetings earlier in the year.</p>	SLT
<b>2024-25 5/5</b>	<b>Management Accounts</b>	
	<p>The Management Accounts for period 8 (March 25) had been circulated previously. The meeting cycle had not enabled these to be considered previously by the Finance and Resources Committee.</p> <p>A short verbal summary on the content of the circulated report was given to the meeting. All financial objectives were being met, apart from cash days in hand, but this was expected shortly to move from amber to green later in the month and the cash position was expected to be £6m at year end, assisted by the provision of a capital allocation to cover two years. In-year growth additional funding had recently been notified and two thirds of the full funding had been provided – an additional £860K. Income overall was tempered by lower than target performance on apprenticeships which was £383K down; it was too late in the year to recover this, although the target of 500 starts should be reached.</p> <p>It was felt that governors would benefit from a greater understanding of the apprenticeship position and it was planned to have a deep dive into this area at the Audit Committee and to invite all governors to attend should they wish. An external consultant was currently advising the college on this area of work. Governors requested that the voice of the employer be part of the deep dive – and it was noted that this would be provided by those in the college who worked directly with employers, given the breadth and extent of links. It was requested that the numbers of apprentices participating and those who succeeded and those who did not continue would be helpful to see, to aid understanding of the issues. At the recent Annual Strategic Conversation it was agreed that the college would speak to the FEC's national lead on</p>	

	<p>apprenticeships concerning what avenues would be most beneficial to pursue in seeking improved performance.</p> <p>Financial health was expected to remain at 'good' for the year.</p> <p>The Management Accounts for period 8 were RECEIVED.</p>	
<b>2025-26 5/6</b>	<b>Subcontracting proposals 2025-26 year CONFIDENTIAL</b>	
	Separate minutes available for those who attended this meeting.	
<b>2023-24 5/7</b>	<b>Balanced Scorecard</b>	
	<p>The March Balanced Scorecard had been circulated previously and this was reviewed.</p> <p>Governors in particular asked questions concerning the apparent sickness increase at this time of year shown by the report; the reasons for this were to be investigated further.</p> <p>Appraisal rate trends were requested and why some faculties appeared to be behind. The leadership team reassured that they had oversight of reports on a regular basis and made intervention as needed. It was noted that there would be a new digital system for appraisal monitoring in the coming year.</p> <p>The Balanced Scorecard was RECEIVED.</p>	
<b>2024-25 5/8</b>	<b>Risk Register</b>	
	<p>The March Risk Register report had been circulate previously and was reviewed. Changes were highlighted including an increased risk concerning payroll, due to a new supplier providing the payment service from April 25. All arrangements had been implemented well however, with minimal issues for the April pay run. The new national minimum wage increases had been introduced effectively. This risk should reduce in the next report if the current performance was satisfactorily maintained.</p> <p>Statutory compliance risk had been increased with some changes in the arrangements for support on data protection, however a new deputy in MIS was providing considerable support which should take this down at the next assessment.</p> <p>Solvency risk had increased as a result of a slightly lower percentage surplus in the current year and reducing cash balances following capital project completion and expenditure enacting the break clause on the Salisbury residential accommodation lease, although overall still strong. The situation on high needs funding was expected now to stabilise.</p> <p>Work was starting shortly on the Lackham path which would provide increased health and safety for students.</p> <p>The report was RECEIVED</p>	
<b>2023-24 5/9</b>	<b>Reports from Committee Chairs</b>	

	<p>a. <u>Quality and Standards</u></p> <p>A report from the Committee Chair of the meeting held on 11 March 2025 had been circulated previously. Katie Walker highlighted a number of aspects discussed at the meeting including apprenticeships numbers behind schedule as previously discussed, a deep dive into high needs learners, noting how well the college was doing in this area which should be highlighted to any visiting inspectors. Those Governors visiting the college were asked to inform senior managers unless they were attending their link areas.</p> <p>Katie Walker was thanked for her report.</p> <p>b. <u>Finance and Resources</u></p> <p>A report from the Committee Chair of the meeting held 13 March 2025 had been circulated previously and was noted.</p> <p>Clive Barker was thanked for his report.</p> <p>c. <u>Audit</u></p> <p>A report from the Committee Chair of the meeting held 27 March 2025 had been circulated previously. The Board noted that TIAA, current Internal Auditors had been given notice and a tender process for a replacement firm was to start as soon as possible, with a recommendation coming forward to the Board when the process was complete. Justin Purkis was thanked for his report.</p>	
<b>2023-24 5/10</b>	<b>Governance</b>	
	<p>A report updating on various governance matters had been circulated previously.</p> <p>There was discussion concerning future Board appointments and it was AGREED that the Skills Audit process recently underway should be carried out and discussion take place on the results to determine any specific gaps before any new external governor appointments should proceed.</p> <p>The meetings calendar for 25-26 academic year had been circulated previously. The dates as proposed were AGREED.</p> <p>The current Governance Action Plan had been circulated previously showing progress made to date with actions, was noted.</p> <p>The Chair informed the meeting that a new AoC SW Chair of Governor representative had recently been appointed, with whom he had recently held a very helpful meeting. He also commented on the recent FE Commissioner's report concerning governance at Weston College and asked that a copy be provided to all governors. He had requested that at the next Board meeting there should be a report showing how this college measured against the good practice expected by the FE Commissioner and her recommendations.</p>	<p><b>DoG</b></p> <p><b>DoG</b></p>
<b>2024-25 5/11</b>	<b>Date of next meetings</b>	
	The next Board meeting was noted as 9 July, as previously agreed.	