

**BOURNEMOUTH AND POOLE COLLEGE****PART A - MINUTES OF THE BOARD MEETING HELD ON 15 DECEMBER 2020, 08.00-10.30**

Meeting held via Teams

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| <b>Members:</b>       |   |                           |
| David Ford            | Board Member and Chair of the Board               |                           |
| Caroline Foster       | Board Member and Vice Chair of the Board          |                           |
| Lorna Carver          | Board Member                                      | Left the meeting at 10.00 |
| Stewart Cotterill     | Board Member                                      |                           |
| Bill Cotton           | Board Member                                      | Apologies                 |
| John Dale             | Board Member                                      | Left the meeting at 10.00 |
| Ian Jones             | Board Member                                      |                           |
| Caron Khan            | Board Member                                      | Apologies                 |
| Dan Tout              | Board Member                                      |                           |
| Sue Wellman           | Board Member                                      | Left the meeting at 10.00 |
| Arthur Whiteside      | Board Member                                      |                           |
| Melanie Wilkins       | Board Member                                      | Left the meeting at 09.30 |
| Diane Grannell        | Board Member and College Principal                |                           |
| Jonathan Wood         | Staff Board Member                                |                           |
| Robbie Campbell       | Student Board Member (Higher Education)           |                           |
| Martyna Meramow       | Student Board Member (Further Education)          |                           |
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| <b>In Attendance:</b> |   |                           |
| Marianne Barnard      | Director of Governance & Clerk to the Corporation |                           |
| Michael Johnson       | Chief Operating Officer                           |                           |
| Jacqueline Page       | Vice Principal Curriculum                         |                           |
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**PART A****STRATEGIC SESSION - STRATEGIC PLAN 2020-23**

The Principal presented the new Strategic Plan 2020-23, it was intended that this would be a live document to be reviewed and updated periodically throughout its lifetime.

It was agreed that the Strategic Advisory Group would develop a timetable for the on-going development and review of the Plan including:

- finalisation of the three supporting strategies currently being developed (Marketing, Estates and Sustainability)
- reviewing the alignment of all supporting strategies and the Operational Performance Indicators

The Vice Chair of the Board suggested that each strategy could sit with a group of Governors, but it was also noted that overarching Board ownership would be crucial going forward.

It was confirmed that once approved, an abbreviated version would be developed for an external audience, in addition a road show would be offered to share in more detail with staff in the spring term 2021.

The Board acknowledged that the Strategic Plan was now there to support the ambition of becoming outstanding.

**RESOLVED:** The Board approved the content of the Strategic Plan 2020-23

| <b>BOARD MEETING</b> |  |  |
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| 028-2021             | <p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies were received from Board Members Bill Cotton and Caron Khan.</p>  |  |
| 029-2021             | <p><b>DECLARATIONS OF INTEREST</b></p> <p>No declarations of interest were noted.</p>  |  |
| 030-2021             | <p><b>STUDENT OUTCOMES 2019/20</b></p> <p>The Vice Principal Curriculum gave a presentation on student outcomes for 2019/20</p> <p>i) Further Education</p> <p>The overall classroom achievement rate was down 1.3% against 2018/19, however this was still a significant increase of 4.6% over the three years and +0.1% above the national rate.</p> <p>For 16-18, although a drop back of 0.9% on the previous year, this exceeded the national rate by 2.6% and was again a significant increase over the three years of 7.3%. Considering the challenges of COVID, the college were delighted with these results.</p> <p>Adult achievement had dropped back 1.5% on 2018/19, however it was +0.6% since 17/18 and -1.8% against the national rate.</p> <p>It was noted that due to COVID the DFE would not publish 2019/20 results, however it was noted that Ofsted would have access to the data but would not be able to use this to make judgements.</p> <p>ii) Apprenticeships,</p> <p>In a very challenging year due to COVID, the overall timely achievement remained above the national rate by 4.7%, however it had dropped 9.4% on 2018/19.</p> <p>There were significant increases at Level 2 of 7.2% and at Level 3 of 9.2% vs the national rates.</p> <p>iii) Higher Education</p> <p>The continuation rate was reported as 74.5% for the college as a whole. The overall high grades showed good results on part time HNC and Foundation.</p> <p><b>RESOLVED:</b> The Board received the presentation from the VP Curriculum.</p> |  |
| 031-2021             | <p><b>SELF-ASSESSMENT REPORT</b></p> <p>The VP Curriculum reported that the overall effectiveness grade of 2 had been agreed, it was confirmed that this had been debated in some detail. A number of Board Members had been involved with the SAR validation sessions and all noted the very rigorous nature of the events.</p> <p>The VP Curriculum noted the Grade 1 areas, it was also noted there were a good number of areas within Grade 2 and that several of these had come up from a Grade 3. It was reported that Business was in intensive care. Board Members and the Exec team noted their ambition to have more areas achieve Grade 1 in the future.</p> <p>The VP Curriculum presented the key strengths and key areas for development.</p> <p>i) Further Education</p> <p><b>Education Programmes for Young People</b></p>  |  |

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|  | <p>Key strengths included: High achievement rates for GCSE English and mathematics and increased external work placement opportunities which prepared students well for progression into work.</p> <p>Key areas for development noted were: There were gaps in achievement for students in receipt of free school meals and high needs students and also that attendance was too variable.</p> <p><b>Adult Learning Programmes</b></p> <p>Key strengths included: High achievement and positive progression on many courses, good teaching, learning &amp; assessment and a broad range of programmes which meet local community and employer needs</p> <p>Key areas for development were: Achievement for ESOL and English and mathematics and gaps in achievement across a number of characteristics.</p> <p><b>Apprentices</b></p> <p>Key strengths included: Sustained high achievement rates which were well above the national average on the significant majority of programmes and that the apprenticeship offer met the need of employers, the LEP (Local Enterprise Partnership) and the local economy.</p> <p>Key areas for development noted included: achievement rates were below college expectations in Hairdressing and IT and the retention gap for apprentices from disadvantaged socio-economic wards was too high.</p> <p><b>Provision for Learners with High Needs</b></p> <p>Key strengths included: Vocational outcomes for students with high needs were outstanding, funding was well used to support high needs students, highly experienced and responsive staff delivered tailored support to meet a wide range of complex learner needs and foundation study programmes were developed in partnership with local schools to meet specific regional needs.</p> <p>One key area for development was noted: Functional skills English and mathematics outcomes for students with high needs in some curriculum areas were too low.</p> <p><b>Quality of Education</b></p> <p>Key strengths included: An ambitious curriculum ensured the needs of all students were met, good curriculum design and teaching &amp; learning ensured students acquired the knowledge, skills and behaviours to progress on to positive destinations. In addition, it was noted that teachers had expert knowledge of their subject offering dual professionalism to their students.</p> <p>Key areas for development identified included: Assessment practice was variable in a minority of curriculum areas and achievement at Entry and Level One functional skills was too low.</p> <p><b>Behaviour &amp; Attitudes</b></p> <p>Key strengths included: Student behaviour was good and students had a positive attitude to learning and took pride in their work.</p> <p>Key area for development included: Attendance was too variable across departments for students aged 16 – 18. Attendance during the COVID pandemic was discussed further, it was noted that expectations on attendance remained as normal, however it was acknowledged that the priority had been ensuring that students were engaging and achieving, and that this would continue to be the key focus.</p> <p><b>Personal Development</b></p> <p>Key strengths included: Students accessed a broad range of meaningful opportunities that developed their skills and interests beyond the curriculum, a comprehensive personal development programme empowered students to develop their resilience, confidence and independence. High quality and locally</p> |  |
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|          | <p>relevant careers guidance and support prepared students well for their next steps and that a culture of equal opportunity and celebration of diversity ensured that students become respectful, active citizens.</p> <p>One key area for development was noted: The consistent delivery of the cross-college employability skills programme required improvement.</p> <p><b>Leadership and Management</b></p> <p>Key strengths: Good curriculum design and implementation had led to improvement in delivery and has positively impacted the student experience. Good teaching, learning &amp; assessment – especially support with remote learning. Very good and effective safeguarding. Highly effective and impactful leadership, management and governance</p> <p>Key areas for development included: The college was ambitious to become an outstanding provider but too many curriculum areas had remained good for a number of years.</p> <p>Members discussed the possibility of having more specific grading boundaries to support reporting of areas which were a high grade 2 working towards a grade 1 or low grade 2 area that was at risk of slipping to a grade 3. It was agreed that the VP Curriculum would consider this.</p> <p><b>ii) Homestay Provision</b></p> <p>It was noted that Homestay Provision was inspected by Ofsted in February 2020 and received a grade 2, staff were disappointed not to receive a grade 1 but recognised the areas for further development.</p> <p>It was noted that the SAR had identified a number of key strengths including: Consistently positive student feedback confirming that residential students enjoyed a positive and fulfilling homestay experience. One area for development was noted, that not enough students had engaged with local GP services.</p> <p><b>RESOLVED:</b> The Board received and approved the College Self-Assessment Report.</p> | VP Curriculum |
| 032-2021 | <p><b>AUDIT COMMITTEE ANNUAL REPORT</b></p> <p>The Chair of the Audit Committee presented the Annual Report from 2019/20 and this was noted by Board Members. The report set out detail on the internal and external audit work undertaken during the year.</p> <p>It was noted that there was currently a vacancy for an additional Board Member to join the Audit Committee and Members that were interested should contact the Director of Governance in the first instance.</p> <p><b>RESOLVED:</b> The Board received and approved the Audit Committee Annual Report for 2019/20.</p>  |               |
| 033-2021 | <p><b>ANNUAL REPORT AND FINANCIAL STATEMENTS 2019-20</b></p> <p>i) 2019/20 Annual Report and Financial Statements for The Bournemouth and Poole College</p> <p>The Board noted the 2019/20 Annual Report and Financial Statements for The Bournemouth and Poole College. It was reported that these had been reviewed and discussed at the joint Finance Advisory Group and Audit Committee meeting held in November 2020.</p> <p>The Chief Operating Officer noted the trading position of the college for 2019/20 - a £371k surplus - which was a fantastic outcome, the positive cash flow position was also noted.</p>  |               |

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|          | <p>The Board approved the accounts subject to the external auditors signing off the results of the funding audit - it was noted that the lead auditor was hoping to have the work completed by the end of January 2021.</p> <p>ii) Report to the Audit Committee from Alliotts<br/>It was confirmed that there were no items of significant adjustment. The auditors reported that the finance team in WESS had been a pleasure to work with during the audit.</p> <p>iii) Letter of Representation - Verbal Update<br/>It was noted that this would be provided by Alliotts following the completion of the funding audit.</p> <p>The Board noted the following:</p> <p>iv) 2019/20 Financial Statements for WESS Ltd<br/>The Board noted the 2019/20 Financial Statements for WESS Ltd.</p> <p>v) 2019/20 Financial Statements for Southern Education Facilities Management Ltd<br/>The Board noted the 2019/20 Financial Statements for SEFM Ltd.</p> <p>vi) Financial Statements for Southern Education Professional Services Ltd<br/>The Board noted the 2019/20 Financial Statements for SEPS Ltd.</p> <p><b>RESOLVED:</b> The Board noted the above items.</p>  |  |
| 034-2021 | <p><b>KPI MONITORING – FINAL PERFORMANCE DASHBOARDS</b></p> <p>i) Final 2019-20 Performance Dashboards:<br/>The Board noted the final 2019/20 Performance Dashboards.</p> <p>ii) KPI Master Sheet<br/>The Board noted the latest KPI Master Sheet.</p> <p><b>RESOLVED:</b> The Board noted the above items.</p>  |  |
| 035-2021 | <p><b>PRINCIPAL'S REPORT</b></p> <p>The Principal noted the following key points from the report:</p> <p>Quality - It had just been announced that full graded Ofsted inspections would resume in the summer term 2021 but that from January 2021 Ofsted "would resume monitoring visits to providers that would be monitored in normal times, in particular those graded requires improvement and inadequate". This would suggest that the colleges long-awaited monitoring visit could take place during the spring term 2021.</p> <p>Business Development Update - As Board Members were aware, the college had been working with an external company called Aviation 360, to set up new provision in aviation engineering and pilot training at Levels 2 and 3 and also at HE level (HE provision would be in partnership). Following a recent positive meeting with a number of key employers at the airport, the college was on track to secure new apprenticeship business in this area for September 2021 and was currently looking at the viability of also offering L2 and 3 alongside the apprenticeship through a study programme route. The aim was that in time, this would become a significant area of delivery, drawing on regional demand, and contributed to evidencing the need for an Engineering Skills Centre of Excellence.</p> <p>The Chair noted that a decision on a pay award for staff would not be made until apprenticeship recruitment levels were clearer, it was agreed that the college did not want to make a pay award one year to find the college was insolvent the next, it was agreed that further discussion should take place</p> |  |

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|          | <p>initially at the next Finance Advisory Group in January 2021.</p> <p>Board Members were informed that on the final day of the autumn term – on Friday 19 December 2020, that all teaching would be online.</p> <p><b>RESOLVED:</b> The Board received and noted the report from the Principal.</p>  |  |
| 036-2021 | <p><b>COLLEGE IMPROVEMENT PLANS</b></p> <p>The VP Curriculum noted the following items of concern from the College Improvement Plan Summary Report:</p> <p>Education programmes for young people: Achievement gaps, it was noted that detailed analysis of gaps had been identified at curriculum level and would be monitored through attendance and retention monitoring.</p> <p>Higher Education: Levels of engagement in academic development improved amongst students who consistently achieved 2.2/pass grades or below. It was noted that the Grade Boost intervention software was not ready for use yet.</p> <p><b>RESOLVED:</b> The Board noted the latest College Improvement Plan Summary Report.</p> <p>Melanie Wilkins left the meeting at 09.35</p>  |  |
| 037-2021 | <p><b>KPI MONITORING – PERFORMANCE DASHBOARDS 2020/21</b></p> <p>The Board reviewed the following performance dashboards:</p> <p>i) Latest Performance Dashboards for:</p> <p>a) Academic</p> <p>It was noted that student attendance levels had dipped and this was mainly due to a number of students self-isolating, however staff were confident students were engaging well via remote learning. It was noted that there were different codes for staff to record attendance whether students were in college or joining remotely. Retention levels were currently above target, however updated data would soon be available. Apprenticeship timely success levels were currently tracking on target.</p> <p>b) People</p> <p>The Chief Operating Officer presented the latest staff sickness data, it was noted that with some groups of staff working from home there had been lower reported sickness levels, however the COO was confident that data was being recorded accurately. Staff turnover levels was noted as being down.</p> <p>c) Finance &amp; Commercial Development</p> <p>It was reported that income was down, the COO had recently received the November 2020 Management Accounts which would be shared with the Board via the GVO, to provide the very latest position.</p> <p>Staff costs and non-staff costs were both currently flagged green; however, it was noted that some additional costs (c £100k) had been incurred due to the COVID pandemic.</p> <p>It was noted that 16-18 enrolments had not met target which had been a disappointment. A significant campaign was ongoing around recruitment in January/February 2021. The Board discussed the reasons for poor recruitment and it was noted that Centre Assessed Grades (CAG) used for the majority of exams in Summer 2020 had undoubtedly resulted in inflated grades, which had meant some young people were able to remain at schools, it was noted that this had impacted specifically on the level 1 provision at the college.</p> <p>d) Cyber Threat Controls</p> |  |

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|          | <p>Following a previous request from the Board, the COO presented a new report on cyber threat levels. Accreditation was currently flagged red as hurdles had been adjusted and the college was currently still working towards accreditation.</p> <p>It was noted that the internal auditors TIAA had completed an IT audit in July 2020 and the results had been very positive. It was also reported that dummy phishing emails had been circulated to improve awareness amongst staff and to provide targeted training where necessary.</p> <p>ii) Management Accounts - Latest Management Accounts (October 2020)</p> <p>The Board received the now slightly historic Management Accounts from October 2020, it was noted that these had been shared at the FAG and Audit Committee meetings held in November 2020. It was noted that a dashboard had been added to the front page of the Management Accounts to support Board Members that did not have a financial background.</p> <p>iii) Reforecast Budget</p> <p>The budget for 2020/21 originally showed a deficit of £1,499k. Following detailed work going through all the budget lines with curriculum areas and departments, this had been updated to show a deficit of £1,441k. The COO was proposing that by targeting further savings on staff costs of £200k and non-staff cost of £150k, this would reduce the deficit to £1091k. Further savings would continue to be sought, however it was noted that apprenticeship recruitment was currently an unknown.</p> <p>iv) ESFA Cashflow</p> <p>It was noted that the ESFA COVID-19 November financial return had been submitted, it did not require Board approval, however it had been shared with the Finance Advisory Group prior to submission. It had also been provided to the Board for information.</p> <p><b>RESOLVED:</b> The Board noted the above items.</p> |  |
| 038-2021 | <p><b>RISK MANAGEMENT</b></p> <p>i) Latest Risk Register</p> <p>The Chief Operating Officer noted that following the visit in September 2020 by the FE Commissioner, the following recommendation relating to risk had been considered and actioned:</p> <p><i>By the end of January 2021, governors and senior managers must review the corporate risk management process, including the organisations appetite for risk, to ensure arrangements for internal control are understood and consistently applied across the entire span of organisational activity.</i></p> <p>The COO confirmed the actions taken. It was noted that a full review of the risk register was completed annually via the Audit Committee and for the past two cycles the Chair of the Curriculum Advisory Group had attended for this particular review. The COO had been in regular contact with the FEC contact who had confirmed this action had now been completed.</p> <p>ii) Updated Risk Management Policy</p> <p>The updated Risk Management Policy had been approved by the Audit Committee. This added further detail to the risk appetite statement, to clarify the organisations appetite to risk against specific risk domains.</p> <p><b>RESOLVED:</b> The Board noted the latest Risk Register and the updated Risk Management Policy.</p> <p>10.00 - Lorna Carver, Sue Wellman and John Dale left the meeting.</p>  |  |
| 039-2021 | <p><b>STUDENT VOICE REPORT</b></p> <p>i) Student Voice Meetings Report – Autumn Term 2020</p>  |  |

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|          | <p>The VP Curriculum noted that good numbers of students had been engaged with providing feedback and detail on the enrolment experience was noted, 78% of students had fed back that the enrolment process was positive, however it was acknowledged that for some groups of students enrolling remotely did present challenges and these difficulties were being reviewed.</p> <p>The Student Board Members provided feedback on their experiences of blended learning. It was noted that many students missed the social interaction of college and so had been pleased to be back on campus. Students generally felt safe at college in relation to COVID, however some felt safer at home and for some, who were able to continue studying online, this was their preferred approach. It was acknowledged this was the same for staff and Board Members confirmed it was the same across other work places.</p> <p>ii) Verbal feedback from the Student Board Members on training sessions attended in the autumn term</p> <p>The Student Board Members fed back on two training sessions they had completed this term, Martyna had attended a webinar for Student Governors on the FE Roadmap for Sustainability and Robbie had completed an Unloc online training module for Student Governors. The Board thanked the students for committing their time to these sessions and improving their understanding of the role.</p> <p><b>RESOLVED:</b> The Board received the reports from the Student Board Members.</p> |     |
| 040-2021 | <p><b>ANNUAL HEALTH AND SAFETY REPORT (EL1.3)</b></p> <p>The Annual Health &amp; Safety Report was presented to and approved by the Board. It was requested that the previous years data be added to future reports, it was agreed that the COO would request this addition.</p> <p><b>RESOLVED:</b> The Board received and approved the annual Health and Safety Report.</p>   | COO |
| 041-2021 | <p><b>ANNUAL EQUALITY AND DIVERSITY REPORT</b></p> <p>The annual Equality &amp; Diversity report was presented to and approved by the Board. The Chair of the Corporation noted that 20% of Dorset's population disclosed a disability, in comparison to 7% of college staff.</p> <p>It was also noted that Prevent and British Values were now embedded effectively for students, supported through the Personal Development Tutor role.</p> <p><b>RESOLVED:</b> The Board received and approved the annual Equality and Diversity Report.</p>   |     |
| 042-2021 | <p><b>SAFEGUARDING TERMLY REPORT</b></p> <p>The Board received the Interim Safeguarding &amp; Prevent Report.</p> <p><b>RESOLVED:</b> The Board noted the Interim Safeguarding &amp; Prevent Report.</p>  |     |
| 043-2021 | <p><b>BPCSU ANNUAL ACCOUNTS 2019/20</b></p> <p>The BPCSU Annual Accounts for 2019/20 were reviewed and approved by the Board.</p> <p><b>RESOLVED:</b> The BPCSU Annual Accounts for 2019/20 were reviewed and approved by the Board.</p>  |     |
| 044-2021 | <p><b>SUBSIDIARY COMPANIES</b></p> <p>It was noted that Directors' meetings for the two college subsidiary companies (Southern Educational Facilities Management Ltd and Southern Educational Professional Services Ltd) had taken place on 24 November 2020.</p>   |     |



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|          | <p>An AGM for both companies would be held directly following the 15 December 2020 Board meeting and it was agreed that Dan Tout would attend as the Board Representative.</p> <p><b>RESOLVED:</b> It was agreed that Dan Tout would attend the subsidiary company AGMs as the Board Representative.</p>  |  |
| 045-2021 | <p><b>CLERK'S REPORT</b></p> <p>i) To approve Part A Minutes of the Board meeting held on 3 November 2020</p> <p>The Board approved the Part A minutes of the Board meeting held on 3 November 2020.</p> <p>ii) To consider any matters arising from the minutes and approve the updated Board Tracker</p> <p>It was noted that whilst previously discussed that learning walks for Board Members could resume in a slightly different format, the national lockdown during November 2020 had meant these had been put on hold again.</p> <p>It was noted that the Climate Letter sign up was being progressed and the Chief Operating Officer would keep the Board informed.</p> <p>iii) To consider and approve the Board SAR 2019/20</p> <p>It was noted that the Director of Governance, Chair of the Corporation and the Principal had compiled the latest Board SAR. The Board reviewed and approved the SAR.</p> <p>iv) To note the Part A Audit Committee minutes from the meeting held on 24 November 2020</p> <p>The Board noted the Part A Audit Committee minutes from the meeting held on 24 November 2020.</p> <p>v) To note the Finance Advisory Group notes from the meeting held on 24 November 2020</p> <p>The Board noted the Finance Advisory Group notes from the meeting held on 24 November 2020.</p> <p>vi) To note the Strategy Advisory Group notes from the meeting held on 8 October 2020</p> <p>The Board noted the Strategy Advisory Group notes from the meeting held on 8 October 2020.</p> <p><b>RESOLVED:</b> The Board approved and noted items as recorded.</p> |  |
| 046-2021 | <p><b>CHAIR'S ACTIONS</b></p> <p>There were no items to note.</p>   |  |
| 047-2021 | <p><b>ANY OTHER BUSINESS</b></p> <p>The Staff Board Member reported that he had recently attended an AoC training webinar for Staff Governors, topics had included: the importance of metrics on student destinations and the growing importance of Board Diversity.</p> <p>The Staff Board Member also noted that the college community had been very grateful to receive the recent communication to all staff from the Chair of the Corporation, it was confirmed that it was very much appreciated after a challenging year.</p> <p><b>RESOLVED:</b> The above items of AOB were noted.</p>   |  |
| 048-2021 | <p><b>DATE OF NEXT MEETING</b></p> <p>Board Away Day, Thursday 21 January 2021, 14.00-21.30 – venue TBC</p>   |  |

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|          | Board Meeting, Thursday 11 February 2021, 16.00-19.00 – venue TBC                     |  |
| 049-2021 | <b>EVALUATION</b><br>The online evaluation would be circulated following the meeting. |  |
| 050-2021 | <b>CONFIDENTIALITY</b><br>Confidential items were noted in Part B                     |  |