# THE BOURNEMOUTH AND POOLE COLLEGE

**PART A - MINUTES OF THE BOARD MEETING HELD ON 16 MAY 2019**

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| **Members:** |  |  |
| James Hampton | Board Member and Chair |  |
| Diane Grannell | Board Member and Principal |  |
| Caroline Foster | Board Member |  |
| Angela Rowley | Board Member | Apologies |
| David Ford | Board Member |  |
| John Taylor | Board Member | Apologies |
| Lorna Carver | Board Member |  |
| Sue Wellman | Board Member |  |
| Bill Cotton | Board Member |  |
| Stewart Cotterill | Board Member |  |
| Stephen Bates | Board Member |  |
| Fran Bove | Staff Board Member |  |
| Cameron Whittingham | Student Board Member | Apologies |
| Kellie Northover | Student Board Member |  |
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| **In Attendance:** |  |  |
| Marianne Barnard | Clerk to the Corporation |  |
| Michael Johnson | Vice Principal Finance & Commercial Development |  |
| Jacqueline Page | Vice Principal Curriculum |  |
| Caroline Wayment | Executive Director of Human Resources & Occupational Development |  |
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| **Observer:** |  |  |
| Nanzy Sebata |  |  |

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| **PART A** | | |
| **Strategic Sessions** | |  |
|  | **Final Ofsted Report and Post Inspection Action Plan**  The VP Curriculum confirmed that the final Ofsted Report had recently been published and had been made available to all Board Members.  It was reported that an early draft of the Coming Back Stronger (Post Inspection Action Plan) had been shared with the Curriculum Advisory Group (CAG) on 29 April 2019. The VP Curriculum confirmed that all curriculum teams would be adding actions to their own local Coming Back Stronger and that actions would be monitored at both cross college and local levels, to ensure that relevant areas in different departments were being targeted. One key element identified would be a revised lesson observation process, it was noted that this was being developed and would require negotiation with the Unions before implementation. The VP Curriculum confirmed that the Board and the CAG would regularly have sight of a highlighted version of the Coming Back Stronger Plan.  Board Members considered some of the key issues around a revised staff appraisal system, a change from ‘teaching’ to ‘making sure students learn’ and the positive role students could play in driving improvements across the college.  The Chair questioned how Board Members would receive assurance that the necessary milestones were being achieved? The VP Curriculum confirmed that the new lesson review framework would be the biggest source of evidence. Timescales for the Ofsted Monitoring Visit were noted and the importance of making significant progress ahead of this was reinforced by all Board Members. It was agreed that achievement levels were currently the single most important thing to get right.  The Chair confirmed that the College Executive now had a clear steer on measuring the milestones, it was agreed that at CAG meeting in the summer term would look at the detail and agree a format for reporting to the Board.  **RESOLVED:** To review and discuss the final Ofsted Report and the College Post Inspection Action Plan (Coming Back Stronger). |  |
|  | **Budget Planning 2019-20**  The Chair of the Board confirmed that the purpose of the strategic discussion was to agree the broad parameters on how the VP F&CD would present for approval, the 2019-20 budget at the July 2019 Board meeting.  The VP F&CD provided detail on the national context, details on FE funding and the latest apprenticeship funding complications. It was widely agreed that for most colleges, the 2019-20 budget round would be the hardest in years.  It was reported that Colleges now had most of the information they needed to set 2019-20 budgets, however they faced considerable uncertainty about 2020 and beyond. HM Treasury would not complete its next spending review until autumn 2019 and until it did, there will be no firm information on government funding levels or rates which accounted for the majority of college income.  The VP F&CD provided a summary of finances for the last three years, the forecast for 2018-19, the budget for 2019-20 and a forecast for 2020-21.  It was reported that a £500k deficit had previously been forecast for 2018-19, however this was now forecast to be higher. An initial draft 2019-20 budget was presented which showed a deficit of £687k after including a 2% pay increase and a £250k contingency. Board Members noted their concern about the proposal for a budget that did not balance and their continued aspiration to make a surplus.  The Board considered options to get through the 2019-20 academic year and it was agreed to set a budget that ensured a £0.5m level of cash at the March/April low-point. It was agreed by the Board that maintaining the solvency of the college was crucial. Board Members noted their request for changes to the curriculum offering to be considered urgently.  Cash flow concerns were discussed and it was agreed that a cost of living increase would not be included in the 2019-20 budget. It was noted that the capital budget would need to be monitored carefully.  It was agreed that collectively Board Members, college staff and students needed to be lobbying and expressing their anger about funding rates in the sector. There was also concern about the likely shortfall in funding for non-levy apprenticeship training next year, which will probably lead to the college having to turn away employers and prospective apprentices next year due to a lack of funding..  **RESOLVED:** The Board confirmed parameters for the preparation of the College’s draft budget for 2019-20 and financial forecast for 2020-21. |  |
| **Board Meeting** | | |
| 083-1819 | **APOLOGIES FOR ABSENCE**  Apologies were received and accepted from Angela Rowley, John Taylor and Cameron Whittingham. |  |
| 084-1819 | **DECLARATIONS OF INTEREST**  No declarations of interest were noted. |  |
| 085-1819 | **5 YEAR HIGHER EDUCATION ACCESS AND PARTICIPATION PLAN**  The college’s Higher Education Manager attended to present on the 5 year Higher Education Access and Participation Plan. The key principles and direction for Higher Education in the College were discussed and role of the Board in approving the plan ahead of submission to the Office for Students was noted, including the agreed timescales.  **RESOVLED**: The Board noted the principles presented and agreed the process to approve the College’s 5 year Higher Education Access and Participation Plan. |  |
| 086-1819 | **PRINCIPAL’S REPORT**  National Policy Context - It was reported that the Government had recently announced a review of Level 3 and below, qualifications. It was noted that this would be a really important piece of work, as effectively every qualification other than A-Levels, T-Levels and Apprenticeships would need to justify their future existence. The DfE have emphasised that it would have an open mind and that no pre-judgements had been made. The concerns across the sector were that the DfE would use this review to remove qualifications, to push providers to offer T-Levels.  The Government recently announced twelve successful applicants to establish the first Institutes of Technology; nine were colleges and three were universities. Four colleges that made it through to the second round, had not been successful.  Business Development Update - the College had submitted a new RoATP application on 29 April 2019 and was now awaiting the result. It was not clear when the outcome would be available, it was confirmed that there were already delays in the system and outcomes were not being issued by the ESFA in line with the planned timetables.  The Principal, VP Curriculum and the Director of Learning for Engineering & Construction had visited Aviation Skills Partnership in Norwich on 8 May 2019, to look at the partnership they have with employers and Norwich City College. It was noted as a possible opportunity to get involved in skills training. The Principal would keep the Board informed.  Safeguarding and Prevent - It was reported that sadly, a Higher Education student at the college had recently taken their own life. Support had been put in place for staff and students, both immediate and also to signpost longer term support. It was also noted that a student was potentially at risk of media attention over a high profile media story, staff were working to provide support and advice on keeping the student safe.  Emerging/significant risks - the Principal noted some additions to the list, including the current difficulties recruiting and retaining engineering staff.  **RESOLVED:** The Board received and noted the report from the Principal. |  |
| 086-1819 | **KPI MONITORING - PERFORMANCE DASHBOARDS 2018-19**  For information: To receive and review the latest Performance Dashboards for:   1. Academic   Attendance - All modes and age attendance was on target at 90% overall, which was 2% higher than at the same point last year and 2% higher than target.  Retention - Classroom retention for students of all ages was 95.31%, 2.103% above at the same point in 2017-18. Apprenticeship retention was 82.4% and the HE retention rate was 94%.   1. People   Sickness Absence - It was reported that staff sickness levels had increased over the last two months as tidying up the data had been a priority for the SLT.  Staff Turnover - It was noted that staff turnover levels between September 2018 and March 2019, were at 10.03%.   1. Finance & Commercial Development   It was noted that the key finance KPIs and current issues had been discussed in detail during the strategic session.  It was also confirmed that the Management Accounts to March 2019 were included in the Board Papers and available via the GVO in the Management Accounts folder.   1. Resources   Accidents - no issues were raised. It was noted that John Taylor was due to attend the College Health & Safety Committee in June 2019, as part of the learning walk programme.  **RESOLVED:** The Board noted the latest KPI Dashboards. |  |
| 087-1819 | **COLLEGE IMPROVEMENT PLAN**  The Board agreed that the Coming Back Stronger Plan would be the focus for future quality monitoring.  The Board noted the latest College Improvements Plans for Higher Education and Residential Provision.  **RESOLVED:** The Board noted the latest College Improvement Plans for Higher Education and Residential Provision. |  |
| 088-1819 | **RISK MANAGEMENT**  The Vice Principal Finance & Commercial Development presented the latest Risk Register to the Board. As previously reported, the Audit Committee had discussed the Risk Register in detail during the spring term Audit Committee meeting. At the Spring term Audit Committee meeting, members identified seven risks where they felt they could not derive adequate assurance that the College had appropriate levels of mitigation in place. The VP F&CD presented detail on the agreed further action required and recent progress.  Board Members considered whether the rise in mental health issues amongst students should be considered as an addition to the Risk Register. It was agreed that the College Executive would review this.  **RESOLVED:** The Board received an update from the VPF&CD, on the latest Risk Register and discussed the possible addition for consideration by the College Executive. | Exec |
| 089-1819 | **STUDENT VOICE REPORT**  The Student Board Member present confirmed that a number of Student Voice meetings had very recently taken place and that a written report from these would be presented to the July Board meeting.  It was reported that four new elected Student Union Executive members had recently been appointed.  It was agreed that following reports that the Student Union could work more effectively, the VP Curriculum would work with the relevant staff. It was requested that a learning walk in the Students Union would be beneficial and that the Clerk would organise this for the autumn term 2019.  **RESOLVED:** The Board received the latest Student Voice report. |  |
| 090-1819 | **SU BUDGET UPDATE**  The Board noted the SU Budget update. No issues were raised.  **RESOLVED:** The Board received the mid-year update on BPCSU’s financial performance. |  |
| 091-1819 | **INTERIM EQUALITY & DIVERSITY REPORT (EL1.2)**  The Board reviewed and noted the interim Equality & Diversity report. The Board noted the concern that a third of the College workforce was over 55 years old, the risks around the ageing workforce were discussed.  Board Members noted that the report presented a snap shot, however it was requested that some trend data would also be useful in future reports.  **RESOLVED:** The Board received the interim Equality & Diversity Report and confirmed the Compliance Statements. |  |
| 092-1819 | **SUBSIDIARY COMPANIES**  The VP F&CD presented the report on the college proposing to establish a second subsidiary company to employ professional services staff. These staff would be employed on similar terms and conditions to existing staff employed through the College, but they would contribute towards a NEST-type pension scheme whereby the College’s contribution was much less than the LGPS scheme and the College had control over increases to contributions. The College was also proposing to use some of the saving accruing from the difference between a NEST scheme and the LGPS in full, to increase salaries in order to attract more candidates of a higher quality.  It was reported that the College had engaged the services of a legal firm to provide corporate and HR advice. As part of this work the legal firm were drafting a ‘report which confirmed for the Board what the risks were in relation to setting up a separate subsidiary and transferring in staff to minimise the impact of the pension’s deficit.’ This paper would be loaded to the GVO for Board Members to review.  **RESOLVED:** The Board considered and approved the proposal to establish a second subsidiary company. |  |
| 093-1819 | **CLERK’S REPORT**  Items requiring Board approval:   1. Minutes of the Board meeting held on 21 March 2019   The minutes of the Board meeting held on 21 March 2019 were approved by the Board.   1. Latest Board Tracker   The latest Board tracker was noted by the Board.   1. Schedule of Board and Committee Meetings for 2019-20   The Board considered the draft Schedule of meetings for 2019-20, some minor amendments were discussed, it was agreed that the Clerk would update the schedule before uploading to the GVO.   1. To consider recommendations from the Search Committee held on 16 May 2019.   The Chair of the Search Committee reported on a recommended to the Board: the appointment of a new Board Member, Dan Tout. It was agreed the Clerk would circulate his CV to Board Members, for their consideration.  **RESOLVED:** The Board approved the items detailed above.  Items to be noted by the Board:   1. Minutes of the Audit Committee meeting held on 18 March 2019   The minutes of the Audit Committee meeting held on 18 March 2019 were noted by the Board.   1. Notes of the Finance Advisory Group meeting held on 5 March 2019   The notes of the Finance Advisory Group meeting held on 5 March 2019 were noted by the Board.   1. Terms of Reference for the new Curriculum Advisory Group   The Terms of Reference for the new Curriculum Advisory Group were noted by the Board.   1. Notes of the Curriculum Advisory Group meetings held on 26 March 2019 and 29 April 2019   The notes of the Curriculum Advisory Group meetings held on 26 March 2019 and 29 April 2019 were noted by the Board.  **RESOLVED**: The Board noted the above items. |  |
| 094-1819 | **CHAIR’S ACTIONS**  It was reported that the Chair had recently reviewed a letter from the FE Commissioner addressed to chairs and principals of Further Education and sixth form college corporations, dated 7 May 2019. The letter provided detail on best practice for colleges and also shared the ten “C” characteristics of a well-run college, by Dr David Collins CBE. It was agreed that both would be useful frameworks for the 2018-19 board self-assessment.  **RESOLVED:** The Board noted the update provided by the Chair. |  |
| 095-1819 | **ANY OTHER BUSINESS**  Suggested items for future strategic sessions were requested, it was agreed that the Clerk would upload the list of proposed future session to the GVO in the Discussion Zone area, it was requested that all Board Members review this and add suggestions for future sessions.  **RESOLVED:** The Board noted | Clerk & Board Members |
| 096-1819 | **DATE OF NEXT MEETING**  The next Board meeting would take place on 4 July 2019, 16.00-19.30 in room 299 at Lansdowne. |  |
| 097-1819 | **EVALUATION**  It was agreed that the strategic session items in particular had provided a positive forum for debate and consideration. |  |
| 098-1819 | **CONFIDENTIALITY**  Confidential item noted in Part B. |  |