# BOURNEMOUTH AND POOLE COLLEGE

**PART A - MINUTES OF THE BOARD MEETING HELD ON 4 JULY 2019**

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| **Members:** |  |  |
| James Hampton | Board Member and Chair |  |
| Lorna Carver | Board Member |  |
| Stewart Cotterill | Board Member |  |
| Bill Cotton | Board Member | Apologies |
| David Ford | Board Member |  |
| Caroline Foster | Board Member |  |
| John Taylor | Board Member |  |
| Dan Tout | Board Member |  |
| Sue Wellman | Board Member | Apologies |
| Diane Grannell | Board Member and Principal |  |
| Fran Bove | Staff Board Member |  |
| Kellie Northover | Student Board Member |  |
| Cameron Whittingham | Student Board Member |  |
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| **In Attendance:** |  |  |
| Marianne Barnard | Director of Governance & Clerk to the Corporation |  |
| Michael Johnson | Vice Principal Finance & Commercial Development |  |
| Jacqueline Page | Vice Principal Curriculum |  |
| Caroline Wayment | Executive Director of HR & Occupational Development | Apologies |
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| **Observer:** |  |  |
| Matthew Johnson | New Student Board Member 2019-20 |  |

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| **PART A** | | |
| **Strategic Session** | |  |
|  | **Education Inspection Framework**  The Principal and Vice-Principal Curriculum gave a presentation on experiences at Brockenhurst College, who had recently been through a pilot Ofsted under the new Education Inspection Framework. |  |
| **Board Meeting** | | |
| 099-1819 | **APOLOGIES FOR ABSENCE**  Apologies were received and accepted from Sue Wellman, Bill Cotton and Caroline Wayment.  It was reported that Angela Rowley had recently resigned as a Board Member and the Chair noted the Board’s thanks to Angela for her contributions over the last two and a half years. |  |
| 100-1819 | **DECLARATIONS OF INTEREST**  No declarations of interest were noted. |  |
| 101-1819 | **PRINCIPAL’S REPORT**  The Principal noted the following key points from the report:  **Quality:**  The college had secured a Bronze award in the recent round of TEF applications.  It was reported that Hadlow College in Kent had been the first FE College to be placed into Administration via the new Insolvency Process, which would be concerning to all Governors in the sector. More information would emerge about events at Hadlow, however reflections on the report of the FE Commissioner emphasised the importance of business ethics and integrity, open and honest communication between the Executive and the Board, transparent processes and ensuring appropriate financial expertise at Board level. While no college could be considered secure in the current environment, it was believed that the culture within Bournemouth and Poole College was very different to that which existed at Hadlow College and which clearly contributed to their spectacular crash.  **Operational Update:**  It was reported that in 2019/20, a new template for monitoring progress on operational plans would be introduced. Each member of the Executive would have their own set of objectives and from these the top twelve projects would be chosen and progress would be reported to the Board at each meeting. This would sit alongside the KPIs which would continue to be reported. The projects for 2019/20 had been shared with the Board in the new template.  One of the actions in the Coming Back Stronger Plan was to review the long term KPIs to ensure they were providing appropriate challenge and it was noted that this had been done by the Curriculum Leadership Team in June 2019. The Executive were proposing changes to the actual KPIs that were monitored and also to the long term targets themselves and this detail was shared with the Board. A review had taken place for the period up to 2020/21, however as part of the Strategic Plan refresh, a longer term review would be undertaken during 2019/20. The intention was that the new set of KPIs would be reported at Board level and also at curriculum area level as part of the SAR and QIP process, so the whole college was working to a common set of targets.  It was noted that the college had struggled to recruit and retain staff in Engineering during 2018/19. The situation had impacted on students and had resulted in a number of complaints from employers. A number of actions to address the issues had been taken, including 1) implementation of a “premium pay scale” in the area from September 2019 for all existing and new staff, aimed at reducing turnover and attracting well qualified staff, 2) stopping actively selling the College’s Engineering provision to employers, 3) internal recruitment of a new Learning Manager for the area (following the resignation of the current postholder). It was believed these actions would allow the College to address quickly some of the issues. Recruitment to the lecturing vacancies was ongoing and final decisions about the curriculum for 2019/20 would be made once there was clarity over the staffing base.  Applications for study programmes in 2019/20 were 39% up on the same time last year and offers accepted were up by 43%, although the conversion rate of offers accepted to offers made has fallen from 85% to 68%, due to applicants applying to multiple providers.  It was reported that some changes were proposed to the College Sickness Policy and discussions with the Unions were underway.  **National Policy Context:**  The long waited Augur Review was published at the end of May 2019. There were over 60 recommendations and as expected, it was supportive of the FE sector. A useful summary compiled by an external organisation Click was shared with the Board for their information. The findings were supported by Theresa May, but the concern was that she would not be the Prime Minister that decided whether or not they were to be implemented. It was reported to the Board that Principals in the sector had written a joint open letter to the Secretary of State and the Chancellor asking them to implement the findings via the Spending Review.  **RESOLVED:** The Board received and noted the report from the Principal. |  |
| 102-1819 | **COLLEGE IMPROVEMENT PLAN**  It was noted that the Coming Back Stronger Plan would be the focus for future quality monitoring. The Curriculum Advisory Group had reviewed the Coming Back Stronger Plan which had now been now finalised. Position Statements for each area would be completed monthly and monitored through CAG, to provide additional scrutiny for the Board.  The VP Curriculum noted the following key points from the Summary report:  Progress made in enabling students to make good progress on their programme, including the development of their English and mathematics skills – it was reported that this was currently flagged amber but it was hoped that results would be positive.  Ensure that more students complete relevant work experience which prepares them for their progression into work - it was reported that this was currently flagged red, however a range of actions were being undertaken to ensure higher numbers completed the required work experience.  Ensure that students and apprentices improve their understanding and can keep themselves safe from the risks posed by radicalisation and extremism - it was reported that an enormous amount of work had been done by staff to improve this and as a result this was currently flagged green.  The Board noted the latest College Improvements Plans for Higher Education, Apprenticeships and Residential Provision. The Board were informed that the college would receive a Residential Provision Ofsted Inspection, due from January 2020 onwards.  **RESOLVED:** The Board noted the latest College Improvement Plans. |  |
| 103-1819 | **KPI MONITORING - PERFORMANCE DASHBOARDS 2018-19**  For information: To receive and review the latest Performance Dashboards for:   1. Academic   Attendance: It was reported that attendance was on target at 89% overall which was 1% higher than at the same point last year and 1% above target.  Retention: The VP Curriculum noted that classroom retention for students across all ages was at 94.95% (2.4% above the same point in 2017/18). Apprenticeship retention was 81.16% timely and overall 81.60%. HE retention was 2% lower than last year at 95% overall.  Lesson Observations: There had been 43 lessons observed since the last report to the Board and a total of 193 observations had now taken place. Of these observations, 91% had been good and 9% required improvement.  Apprenticeships Timely Success: It was noted that the best case timely achievement was at 76.58% (ProAchieve), at least 1.8% of achievement was not currently reflected leading to best case of 78.33% (nearly 5% above this time last year). Best case overall achievement was 81.04% (1% up on this time last year).   1. People   Sickness Absence: Sickness levels dipped in April 2019 to the 2018/19 target, however they increased again in May 2019. Overall it would suggest the reporting of sickness on the self-service was beginning to embed and indicating a more realistic percentage. Better reporting on the reasons for sickness were now available. The top three reasons were 1. Colds/Flu, 2. Gastro, 3. Anxiety/Stress/Depression and ENT (Ear, Nose and Throat).  Staff Turnover: It was noted that staff turnover levels for April and May 2019 were lower than 2017/18 and more aligned to 2016/17. Staff turnover to date was at 11.17%.   1. Finance & Commercial Development   The budgeted deficit for the year was after the Sales and Marketing contingency of £250k. The mid-year forecast suggested a deficit of £500k (without the investment in Sales and Marketing), since the start of the 4th quarter it was reported that a deficit of £953k was being forecast.  Student Numbers 16-18 Classroom: Currently the college had 2972 full time students; 17 ahead of the target for the year.  FE Adults Income: It was reported that the college was behind on income, however it looked positive for the Adult Education Budget (AEB) due to the success of online courses.  Student Numbers: Apprentice Starts, 1331 starts were planned for 2018/19, however by December 2019 this had been reduced to 1045 (compared to 920 in the year before). Currently the college had 1032 starts and was now expecting to slightly exceed forecast.  Cash Flow: Whilst March was normally the low point in terms of monthly cashflow, on a daily basis the lowest point in 2018/19 was 12 April 2019, when this was at £166k. The April payment from the ESFA was received soon after and the current balance (on 2 May 2019) was £676k. The VP Finance & Commercial Development (VP F&CD) had written to NatWest providing detail on the reasons for the likely covenant breach this year and provided assurances the college would return to compliance thereafter. A response was awaited.  The VP F&CD also confirmed that the Management Accounts to May 2019 were included in the Board Papers and available via the GVO in the Management Accounts folder.   1. Resources   Accidents: It was confirmed that there were no issues to report.  **RESOLVED:** The Board noted the latest KPI Dashboards. |  |
| 104-1819 | **BUDGET 2019-20**  **For resolution:**   1. **To approve the 3-Year Financial Forecast**   The VP F&CD noted that colleges were required to prepare a long term financial forecast each year to show how the Strategic Plan would be funded and to ensure that financial health was maintained. Once this had been approved by the Board, the plan would be submitted to the ESFA by the 31 July deadline.  Along with the financial tables, colleges must also send a supporting commentary to include:  • A summary of the corporation’s strategic objectives.  • A description of how the financial plan and cash flow forecast were consistent with the corporation’s strategic objectives.  • Explanations of significant year-on-year movements in the statement of comprehensive income and balance sheet.  • Explanations of significant variances between the estimated outturn for the current year and the original budget.  • A summary of how risks to cash flow insolvency have been managed and mitigated.  • The contribution made by all areas of material activity, including corporation subsidiaries and joint ventures, where applicable.  • Sufficient and relevant evidence to support any request to moderate the financial health auto grade of ‘inadequate.’  The supporting commentary must include detailed assumptions underlying the financial plan and explain why the corporation had adopted these assumptions. A new requirement this year was the completion of a 24-month cash flow forecast covering the period since March 2019.  **RESOLVED:** The Board approved the 3-Year Financial Forecast   1. **To approve the Budget for the Financial year 2019-20**   At the Board meeting on 16 May 2019 members of the Board discussed in detail the 2018/19 financial forecast and the 2019/20 draft budget. At that meeting the Executive presented a forecast deficit for 2018/19 of £953k and a draft budget deficit for 2019/20 of £688k (including a £250k general contingency, an assumed 2% increase in salaries over and above the £150k incremental drift and an assumed Capital spend of £1.35m.) Given cash had become the primary factor when reporting finance in many colleges, members of the Board gave a steer that the Executive should produce a budget that ensured that the cash position at the lowest point (expected to be mid-April 2020) be at least £0.5m.  Since the May 2019 Board meeting, the college has continued with very strict control measures in order to improve the 2018/19 outturn and changes had been made to the 2019/20 budget such that the draft now disclosed a surplus of £36k after including a £357k general contingency, in addition, the projected cash flow lowest point would be above the £0.5m target.  The Chair of the Finance Advisory Group (FAG) provided feedback to the Board on the detail which had been scrutinised at the FAG meeting on 10 June 2019. It was confirmed that the group had reviewed the draft budget and had requested that the VP F&CD produce a best case, worse case and most likely case. Discussions on opportunities to take some cost out of the business support areas was noted and the VP F&CD confirmed that he would be spending the day with colleagues from Exeter College to learn from their experiences. It was confirmed that for Higher Education, International and Adult, the income plans had been scaled back and the VP F&CD was confident targets would be achieved. FAG members supported the pragmatic approach around recruitment and income plans.  It was noted that the risk for 2019/20 would be cash levels and the FAG had raised the issue of the Board considering the approval of an overdraft or loan facility, should it be needed. The Board approved that the VP F&CD would discuss and consider the best options, so something could be in place quickly if necessary.  The Board noted the urgency for the curriculum review to be completed, it was agreed that this would take place during the Autumn term 2019 and for the Board to receive and debate this at the away day in January 2020. The Executive confirmed that sign off in January 2020, would be early enough for decisions to be made on the curriculum for 2020/21 academic year.  The Chair thanked the VP F&CD and all those involved in producing the draft budget.  **RESOLVED:** The Board approved the Budget for the Financial year 2019/20 and approved that the VP F&CD could consider options for an overdraft or loan facility.   1. **To note the ESFA dashboard (March 2019)**   The Board received and noted the ESFA dashboard (March 2019).  **RESOLVED:** The Board received and noted the ESFA Dashboard (March 2019). |  |
| 105-1819 | **RISK MANAGEMENT**  The VP F&CD presented the latest Risk Register to the Board, it was confirmed that this had been discussed at the Audit Committee on 17 June 2019 and the following points noted:   1. A concern that risk 8 ‘Insufficient management capacity’, was still an issue and that members felt additional capacity was required. 2. That three new risks should be added to the register:  * Recruiting governors with appropriate skills and experience was becoming a risk since the introduction of the insolvency regime. * Increasing levels of mental health issues amongst students. * That the current structure of the Board with few formal committees (but advisory groups) may not be the structure needed going forward.   It was also confirmed that the Audit Committee had approved the updated Risk Management Policy.  **RESOLVED:** The Board received an update from the VP F&CD, on the latest Risk Register and noted the possible additions for consideration. |  |
| 106-1819 | **COMMERCIAL CAPACITY**  **Confidential Minute – Recorded in Part B** |  |
| 107-1819 | **MONITORING REPORTS – EXECUTIVE LIMITATION POLICIES**  **For resolution: To receive the annual monitoring reports and confirm the compliance statements:**   1. **EL5 Asset Protection (VP F&CD)**   Board Members reviewed the EL5 Asset Protection report and confirmed the compliance statements. It was noted that Board Member liability insurance levels were being reviewed and detail would be shared via the GVO to allow Board Member’s input.   1. **EL3 Financial Planning & Budgeting (VP F&CD)**   Board Members reviewed the EL3 Financial Planning & Budgeting report and confirmed the compliance statements.   1. **EL6 Emergency Principal Succession (Principal)**   Board Members reviewed the EL6 Emergency Principal Succession report and confirmed the compliance statements.   1. **EL7 Remuneration & Benefits (Principal)**   Board Members reviewed the EL7 Remuneration & Benefits report and confirmed the compliance statements.  **RESOLVED:** The Board reviewed and confirmed the compliance statements. | Clerk |
| 108-1819 | **BOARD POLICY REVIEW - STRATEGIC OBJECTIVES SO0-SO3**  It was proposed that a single update to add “Christchurch” to the wording to reflect the new council arrangements would be made. This update was considered and approved by the Board.  It was noted that the college strategic plan would soon be fully reviewed and that the strategic objectives would be looked at in more detail as part of this review.  **RESOLVED:** The Board reviewed and approved the amendment to Governance Policies SO0 – SO3. |  |
| 109-1819 | **2019/20 FEES POLICY**  Board members noted and approved the Fees Policy for 2019/20.  **RESOLVED:** Board Members reviewed and approved the 2019/20 Fees Policy. |  |
| 110-1819 | **STUDENT VOICE REPORT**  The Student Board Members presented a report on the summer term Student Voice meetings. Key strengths reported included:   * Students felt that their 1:1 support had been good * Students felt that they were challenged in their lessons * Students felt that some teachers were now explaining assignments in different ways, so students understood in more detail what they needed to do.   Areas for Improvement that were reported included:   * Some students highlighted that they felt the teaching standard had dropped since the redundancy announcement. * A proportion of students had stated that they were not sure about their future career progression.   The Chair on behalf of the Board thanked the Student Board Members who were attending their final meeting, their input and engagement during the year had been really valued by all Members of the Board and the College Executive. The Board wished them both well for the future.  **RESOLVED:** The Board received the Student Voice report. |  |
| 111-1819 | **BPCSU BUDGET 2019-20**  No comments had been received in advance. The Board approved the BPCSU Budget for 2019-20.  **RESOLVED:** The Board received and approved the BPCSU Budget for 2019-20. |  |
| 112-1819 | **TERMLY SAFEGUARDING & PREVENT REPORT (EL1.1)**  The termly Safeguarding & Prevent Report was noted and the Board confirmed the compliance statements.  **RESOLVED:** The Board received the termly Safeguarding & Prevent Report and confirmed the Compliance Statements. |  |
| 113-1819 | **CLERK’S REPORT**  Items requiring Board approval:  i) Part A Minutes of the Board meeting held on 16 May 2019  The Part A minutes of the Board meeting held on 16 May 2019 were approved as an accurate record.  ii) Latest Board Tracker  The latest Board tracker was reviewed and approved.  iii) Appointment of new Chair & Vice Chair from 1 August 2019  It was confirmed that the current Chair of the Board, James Hampton, was attending his final Board meeting, as previously agreed by the Board, the following appointments were confirmed and approved from 1 August 2019:   * David Ford, new Chair of the Corporation * Caroline Foster, new Vice-Chair of the Corporation   **RESOLVED:** The Board approved items listed above.  Items to be noted by the Board:  i) Minutes of the Audit Committee meeting held on 17 June 2019  The minutes of the Audit Committee meeting held on 17 June 2019 were noted by the Board.  ii) Notes of the Finance Advisory Group meeting held on 10 June 2019  The notes of the Finance Advisory Group held on 10 June 2019 were noted by the Board.  iii) Verbal report from the Curriculum Advisory Group (CAG) meeting held on 4 July 2019  It was reported that the Curriculum Advisory Group had reviewed the Coming Back Stronger Plan which had now been now finalised. Position Statements for each area would be completed monthly and monitored through CAG, to provide additional scrutiny for the Board. Members of CAG had also discussed the framework for Board Member learning walks in the future and it was agreed that these would be reviewed.  iv) Meetings Schedule for 2019/20  Members of the Board noted the latest version of the meeting schedule for 2019/20, the Director of Governance would ensure all outlook requests were circulated to Board Members.  **RESOLVED**: The Board noted the items listed above. |  |
| 114-1819 | **CHAIR’S ACTIONS**  The Chair confirmed the following Chair’s Actions:  The Board had approved the appointment of a new Board Member: Dan Tout, from 1 July 2019, for a three year term.  The Board had approved the Higher Education Access and Participation Plan, for submission to the OfS.  **RESOLVED:** The Board confirmed the Chair’s Actions completed. |  |
| 115-1819 | **ANY OTHER BUSINESS**  Board Members had reviewed and added suggestions for future strategic sessions via the GVO. An additional request for other College Principals to join us on our away day in January 2020 was made, as the attendance of Dr Paul Philipps at the last away day had been positive.  It was confirmed that the Principal had recently attended the AoC SW Principal and Chair Network event.  **RESOLVED:** The Board noted the items of AOB. |  |
| 116-1819 | **DATE OF NEXT MEETING**  The next Board meeting would take place on 3 October 2019, 15.00-19.30 in room 299 at Lansdowne. |  |
| 117-1819 | **EVALUATION**  It was agreed that the meeting had generated some good debate. |  |
| 118-1819 | **CONFIDENTIALITY**  Confidential Minute – Recorded in Part B |  |