

BOURNEMOUTH AND POOLE COLLEGE**BOARD OF THE CORPORATION****PART A - MINUTES OF THE BOARD MEETING HELD ON 30 JUNE 2022**

Members:		
David Ford	Board Member and Chair of the Board	
Caroline Foster	Board Member and Vice Chair of the Board	
Caron Khan	Board Member	
Dan Tout	Board Member	Left the meeting at 18.15
Ian Jones	Board Member	Apologies
John Dale	Board Member	
Karen Loftus	Board Member	Apologies
Sadie Wetherell	Board Member	Apologies
Sue Wellman	Board Member	
Dr Michael Fanner	Board Member	
Saba Mohammed	Board Member	
Mike Kennedy	Board Member	
Phil Sayles	Board Member and College Principal & CEO	
Brittany Chaplin	Staff Board Member	
Chloe Cook	Student Board Member (Further Education)	Apologies
Liam Parry	Student Board Member (Higher Education)	
In Attendance:		
Michael Johnson	Chief Operating Officer	
Jacqueline Page	Vice Principal Curriculum	
Marianne Barnard	Director of Governance & Clerk to the Corporation	
Ann-Marie Heerey	Director of Estates	

PART A		
BOARD MEETING		
055-2122	<p>Site tour at Lansdowne & DFE Project Update</p> <p>Board Members received a site tour at the Lansdowne, to view areas planned for development under the proposed DfE scheme.</p>	
056-2122	<p>Estates Project Group – Report to the Board</p> <p>The committee received a report from the Estates Project Group. The COO noted that the group had been set up to keep the Board up to date with the DFE project. It was noted that there had been delays with gaining DFE approval, the project was due to go for Ministerial approval prior to Easter 2022, however it had only very recently been presented for approval and to date there was no detail on any outcome.</p> <p>Progress on discussions with the Meyrick Estate had been positive. It was noted that the Redlands building had now been entirely vacated by WESS staff, the Meyrick Estate were looking to develop this site and negotiations would need to take place on options, as the lease with the college was until 2033.</p> <p>It was also noted that the Meyrick Estate had indicated potential interest in purchasing the buildings and land towards the back of the Lansdowne site. The Chair of the Corporation noted that the Board had a duty to ensure the best price for the assets was achieved. It was noted that despite the</p>	

	<p>education covenant on the land, there could still be interest in the site from language schools, Higher Education providers and other educational establishments.</p> <p>It was noted that the COO and Director of Estates were currently developing an Educational Resources Strategy (incorporating an Estates Master Plan), looking ahead at the next ten years. It was noted that if land/car park space at the Lansdowne site was sold, this could limit opportunities for growth in the future and that caution must be taken to ensure options for the future were protected.</p> <p>The College was using the services of a property lawyer to support the development of the project. The college would need to identify its objective, which would need to be driven by curriculum and educational needs. It was confirmed that future demand for blended learning would have an impact on what space was needed, it was also noted that more social space was important to students.</p> <p>The minutes of the Estates Project Group meeting held on 16 May 2022 were received and noted by the Board.</p> <p>RESOLVED: The Board received the report from the Estates Project Group.</p>	
057-2122	<p>Sustainability and Energy-Saving Plan (SS9)</p> <p>The Director of Estates and the Principal presented a report on utility costs.</p> <p>The College has seen a 100% overspend on utility costs (Gas & Electricity) due to the price tariff increases in October 2021 and April 2022. Further price increases were due in October 2022.</p> <p>The previous 5-year annual spend had been static at around £500k, however this fiscal year to 31 July 2022 the spend was forecast at over £1m.</p> <p>The College was currently committed to contracts with Total Energies for Electricity and Gas until 2025 and 2026, respectively. Total Energies appoint a Business Account Manager; however businesses were expected to have an 'energy' specialist, or procure a specialist to manage/advise on this area.</p> <p>Some quick wins have been actioned and some manual adjustments had been made to reduce consumption. Awareness had also been raised in SLT in March and May 2022 and with CMT in April 2022. It was noted that the Director of Estates had been working to recruit a 1-year graduate placement, to progress sustainability initiatives at the college.</p> <p>It was noted that to progress to Net Zero Carbon by 2050, projects to achieve this often replaced fossil fuel use with electric solutions and that these 'greener' solutions actually cost more to run than the gas equivalent.</p> <p>It was confirmed tapping into the AoC resources would be useful and this was being actioned.</p> <p>RESOLVED: The Board received the report on utilities.</p>	
058-2122	<p>Apologies for Absence</p> <p>Apologies for absence were received from Board Members Ian Jones, Sadie Wetherell, Karen Loftus and Chloe Cook.</p>	
059-2122	<p>Declarations of Interest</p> <p>No declarations of interest were noted.</p>	
060-2122	<p>Principal's Report</p> <p>It was noted that over the past six months, a number of factors had come together to enable a fresh look at the next steps for the college. Getting</p>	

	<p>through Ofsted and Covid-19 were foundational. The College Strategy had been refreshed and a budget with radically different features to drive investment and increase staff pay was being presented.</p> <p>There had been a renewed focus on how the college could build on its existing working relationships and reputation with partner organisations, stakeholders and client employers. Widespread curriculum innovation in new courses had been brought to the forefront.</p> <p>The withdrawal from the WESS shared services company had brought staff back into the college alongside important systems developments. There had been some work undertaken to open up leadership and staff culture and communication for transparent review via a survey that staff have embraced.</p> <p>It was reported that the ONS was reviewing whether colleges should re-enter the public sector. A change could have some significant impacts on aspects such as freedom to borrow commercially, controls over capital spending, asset sales and when the accounting year ends. The AoC was preparing a response if the ONS changes colleges' status, to lobby that flexibilities remain. The decision would likely be made in the early autumn 2022.</p> <p>The Trade Unions (TUs) operating in the FE sector had launched a major campaign for a substantive pay award for staff, with positioning demanding a 10% award which, in reality we believe, the TUs knew would render all colleges insolvent in a relatively short time. Board Members asked about risks associated with staff potentially striking. It was discussed and considered low risk, however it was agreed it would be added to the College Risk Register and kept under review.</p> <p>It was reported that the Dorset Chamber had submitted an Expression of Interest to run the Learning and Skill Improvement Partnership (LSIP) for the county. The aim of the LSIP is to set out a framework for the skills needs of the area. The College's engagement with and influence into this was important.</p> <p>It was reported that Chris Tucker, Lecturer in Creative Industries, had been awarded with a certificate of excellence at the Pearson National Teaching Awards. This recognised Chris' contributions to The College as an excellent teacher and the impact this had on college students.</p> <p>A Plan to Deliver Outstanding Education was noted and it was considered whether the Strategic Planning Day in October 2022 be themed around the six themes: Skills, Quality, Governance, Leadership, Financial Health and Educational Resources.</p> <p>RESOLVED: The Board received the report from the Principal.</p>	
061-2122	<p>Partnership and Stakeholder Reputation Strategy</p> <p>The Principal presented the new Partnership and Stakeholder Reputation Strategy. It was confirmed that the draft strategy had been shared with a number of Board Members previously and that some useful feedback had been received.</p> <p>Work had been ongoing to see how the college was viewed by external stakeholders. The importance of moving beyond the transactional, to being a hugely-valued player locally was noted. It was agreed by Board Members that the new building at the Lansdowne site when completed, would open up opportunities.</p> <p>Board Members noted the Stakeholder engagement contacts and acknowledged the importance of identifying an aim for all links.</p> <p>RESOLVED: The Board received and noted the draft Partnership and Stakeholder Strategy.</p>	

062-2122	<p>Strategic Plan Reporting/KPI's</p> <p>The Principal presented the latest Strategic Update including KPI's:</p> <ol style="list-style-type: none"> 1. Drive economic impact and skills <p>The following additional actions were noted:</p> <ul style="list-style-type: none"> • Update Curriculum Innovation and Planning Cycle: timelines, process, rigour • Enhance external engagement further to reflect LSIP implementation and support changes to Ofsted <p>The following KPI's were discussed:</p> <ul style="list-style-type: none"> • Retention: currently at 94% • Student Satisfaction: at 94% • Adult Education Budget (AEB): This was flagged red and it was confirmed this would be focus for 2022/23. <ol style="list-style-type: none"> 2. Develop responsible, ambitious and active citizens <p>The following KPI was discussed:</p> <ul style="list-style-type: none"> • At 7 June 2022, attendance for 16-18 students was at 87.44% versus the 95% target, however, it was agreed that the 95% target was unnecessarily high and this would be adjusted slightly. <p>It was noted that there would be consideration given to - adding 'learn how to learn' as a skill.</p> <ol style="list-style-type: none"> 3. Champion technical and lifelong learning through an outstanding reputation <p>The following KPI's were noted:</p> <ul style="list-style-type: none"> • New 16-18 applications were level with 2021/22 (16 applications up) year on year (based on May 2022 data) • Currently 66% of students eligible to progress had accepted offers (previous year data not available) • Apprenticeship applications were slightly down year-on-year (by 15 applications) <ol style="list-style-type: none"> 4. Sustained progress towards offering outstanding education <p>It was noted that quality parameters were all showing positive positions.</p> <ol style="list-style-type: none"> 5. Outstanding People and Culture <p>The following new action was noted:</p> <ul style="list-style-type: none"> • Integrating additional responses to the April 2022 Staff Survey <p>The following KPI was noted:</p> <ul style="list-style-type: none"> • Staff turnover - there had been 103 leavers from 1 September 2022 to 31 May 2022 (15.89%). The calculation would be based on a rolling 12-month period starting from August 2022 <ol style="list-style-type: none"> 6. Maintaining strong Financial Health to support outstanding education <p>The following KPI's were noted:</p> <ul style="list-style-type: none"> • Forecast surplus versus budget: the deficit was higher than budget by £104k 	
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	<ul style="list-style-type: none"> • EBITDA as a percent of income was at 3.34% <p>7. Lean, agile and responsive systems</p> <p>The Following KPI was noted:</p> <ul style="list-style-type: none"> • Both major projects were on schedule, transfer of WESS staff and the new Student Record System <p>8. A digital organisation</p> <p>It was noted that this was showing a very positive position.</p> <p>9. We will become a more sustainable organisation, putting green technology and practices at the heart of our curriculum and our operations.</p> <p>This item had been discussed.</p> <p>10. We will develop an outstanding college estate, and equip it, to deliver skills needed now and for the future.</p> <p>The following new action was noted:</p> <ul style="list-style-type: none"> • Develop a medium-term 'Education Resources Strategy' for both campuses, covering desired builds, renovations, moves, equipment additions, scoping of funding sources, bidding capacity, lobbying plans <p>RESOLVED: The Board received the Strategic Update, including detail on KPI's.</p>	
063-2122	<p>Audit & Risk Committee – Report to the Board</p> <p>The Chair of the Audit & Risk Committee and the COO presented the following:</p> <p>i) A report from the Audit & Risk Committee - Dan Tout/Michael Johnson</p> <p>The Chair of the Audit & Risk Committee provided a summary of activity from the June 2022 Audit & Risk meeting, which had covered: Activity with TIAA and planning for 2022/23 and Alliot's plan for external audit, including notes on materiality. It was noted that the Risk Register had been reviewed and the committee had discussed the DFE Building Project and the separate Risk Register which covered this. The Cyber security report had also been presented to and discussed by the committee.</p> <p>It was asked whether there has been any lessons learned from Covid? It was confirmed that this had been completed for teaching/curriculum but it was agreed this could also be looked at more operationally and that the COO would progress this.</p> <p>ii) Part A Minutes of the Audit & Risk Committee meeting held on 14 June 2022</p> <p>The Board received and noted the Part A minutes of the Audit & Risk Committee held on 14 June 2022.</p> <p>RESOLVED: The Board received the report and the minutes of the Audit & Risk Committee meeting held on 14 June 2022, were noted by the Board.</p>	COO
064-2122	<p>Risk Management</p> <p>The latest College Risk Register was noted.</p>	

	RESOLVED: The Board noted the College Risk Register.	
065-2122	<p>Commercial, Finance & Resources Committee – Report to the Board</p> <p>The Chair of the Corporation and the COO presented the following:</p> <p>i) A report from the Commercial, Finance & Resources Committee</p> <p>The Chair of the Corporation presented detail on the meeting of the CF&RC meeting held on 7 June 2022. This included the review of Management Accounts and discussion on the options around a pay award.</p> <p>The Principal confirmed that latest proposal on the pay award: a 2.5% pay award for all staff from 1 August 2022, it was added that if the budget was on track during the autumn term, a 0.5% one off bonus would be paid in January 2023. If the college did not achieve recruitment targets and the budget was not on track, then the 0.5% would not be paid. This presented a strong message to staff, that everyone had a role to play in terms of recruiting students and growing other income streams. It was confirmed that the Principal & CEO had consulted with all college Managers on the proposal, which had been supported.</p> <p>If approved, this would be shared with all staff at the Staff Development Day on 1 July 2022. It was agreed by the Board that there was a desire to do as much as possible to support staff and it was noted that this would be the most generous pay award offered for some time. The staff pay award set out above, was approved by the Board.</p> <p>ii) Minutes of the Commercial, Finance & Resources Committee meetings held on 7 April 2022 and 7 June 2022</p> <p>The minutes from the Commercial, Finance & Resources Committee meetings held on 7 April 2022 and 7 June 2022, were noted by the Board.</p> <p>RESOLVED: The Board noted the report and minutes from the CF&RC and approved the pay award for staff as set out above.</p>	
066-2122	<p>Management Accounts</p> <p>The latest Management Accounts (May 2022) were noted.</p> <p>RESOLVED: The Committee noted the Management Accounts (May 2022).</p>	
067-2122	<p>Budget</p> <p>The COO presented the 2021/22 forecast, the 2022/23 budget and forecast for 2023/24.</p> <p>2021/22 Forecast: The operating position of the College in 2021/22 had been disappointing. A deficit of £608k had been budgeted but it was hoped to improve this significantly. In November 2022 things were showing signs of improvement but there had been three key issues which had resulted in a latest forecast deficit of £712k: Utility costs that were forecast to be £400k more than budget, staff savings that normally benefit from (traditionally c. 4% of budget) had not materialised through the year partly due to lower than expected turnover and partly due to the need to increase salaries for hard-to-recruit posts and having to subcontract more of the Adult Education Budget than expected, which came with an 80% cost.</p> <p>The forecast position was after having recognised the £100k payment received from insurers related to the Covid impact on business. The 2020/21 financial statements included an unadjusted item and two provisions and when these were written back into the 2021/22 accounts, the reported financial position would be a £120k deficit.</p>	

	<p>2022/23 budget: The 2022/23 budget for the college had been developed with the following principles in mind:</p> <ul style="list-style-type: none"> • Realistic, rather than optimistic, income assumptions • Set the college on a trajectory which, over the next couple of years, reduced down staff cost as a percentage of income to 65% • Allowed a pay award to be made to staff that recognised the impact that inflation was having • Allowed the college to generate more cash (as measured by EBITDA as a % of income) so that more cash was available to invest in equipment and the estate <p>At the Commercial, Finance & Resources Committee meeting on 7 April 2022, a first draft budget showing a deficit of £1,129k was presented and a number of actions that might be taken to improve that position to a surplus of £311k were discussed. The second draft budget showed the impact of these actions which did result in that level of surplus.</p> <p>The budget included provision for a 3% pay award (in addition to incremental drift), the impact of the recent round of redundancies and assumed a staff saving of £520k. This saving would be aimed to be achieved through not replacing some vacant posts as they arose. Should the college exceed income targets (on those lines where income was paid in-year such as Apprenticeships, Higher Education and International), the target staff saving may reduce.</p> <p>2023/24 Forecast: The CFFR also required a forecast for 2023/24. The budget assumed 16-18 classroom-based income would increase by £474k (based on achieving recruitment targets in 2022/23), apprenticeship income would grow £500k and HE income would grow by £167k. An increase on nonpay costs of £600k was recorded due to inflationary pressures including utilities.</p> <p>Board approved the budget.</p> <p>RESOLVED: The Board received the 2021/22 forecast and approved the 2022/23 budget and forecast for 2023/24.</p>	
068-2122	<p>Fees Policy</p> <p>The Board noted and approved the College Fees Policy for 2022/23.</p> <p>RESOLVED: The Board noted and approved the College Fees Policy for 2022/23.</p>	
069-2122	<p>Curriculum, Quality & Standards Committee – Report to the Board</p> <p>i) A report from the Curriculum, Quality & Standards Committee - Caroline Foster/Jackie Page</p> <p>The Chair of the Committee provided a report on the detail covered in the Curriculum meeting held on 20 June 2022. The committee had received presentations on Levelling Up and LSIPs and on Developing a Financially Sustainable Curriculum. The updated Curriculum Strategy (which reflected the increased focus on being more responsive to local needs) and the updated HE Strategy were both presented to the Committee. In addition, a deep dive looking at the latest quality improvement plan summary and the TLAR's were completed.</p> <p>ii) Minutes of the Curriculum, Quality & Standards Committee meeting held on 20 June 2022</p> <p>The minutes of the Curriculum, Quality & Standards Committee meeting held on 20 June 2022, were noted by the Board.</p>	

	RESOLVED: The report from the Curriculum, Quality & Standards Committee was received and noted by the Board.	
070-2122	<p>Strategies</p> <p>The Board received and approved the following:</p> <ul style="list-style-type: none"> i) An updated Curriculum Strategy (Strategic Strand 1 (SS1) ii) Curriculum Innovation Plan (SS1) iii) Renewed HE Strategy (SS1) <p>RESOLVED: The above strategies were approved by the Board.</p>	
071-2122	<p>Quality Improvement Plan</p> <p>The Board received from the VP Curriculum, the latest college Quality Improvement Plan.</p> <p>RESOLVED: The Board noted the Quality Improvement Plan.</p>	
072-2122	<p>Student Voice Report</p> <ul style="list-style-type: none"> i) Feedback on the Our Voice, Our College – Student Conference held in March 2022 & the subsequent Student Survey <p>The Staff Board Member provided detail on the survey completed following the Our Voice, Our College event. Feedback included comments around students feeling well supported by the college.</p> <ul style="list-style-type: none"> ii) Our Voice Our College Report to Board – May 2022 <p>The Our Voice Our College Report to Board – May 2022, was noted by the Board.</p> <p>RESOLVED: The Board received the Student Voice Reports.</p>	
073-2122	<p>Feedback on Learning Walks</p> <ul style="list-style-type: none"> i) ESOL (Caroline Foster & Saba Mohammed) <p>Board Members provided detail on the learning walk completed in the ESOL area. The learning walk had been an opportunity to see some of the amazing work that was taking place, which really was about changing lives.</p> <ul style="list-style-type: none"> ii) Psychology, Criminology & Law (Caroline Foster & Sadie Wetherell) <p>Board Members provided detail on the learning walk completed in the Psychology, Criminology and Law area. It was reported that there was a very impressive team who took significant pride in the course.</p> <ul style="list-style-type: none"> iii) Digital Team & Media (John Dale) <p>Detail on the learning walk completed with the Digital team was noted. This had covered the Digital Learning Centre and the Digital Support Team. It was noted that staff were very committed to doing an excellent job. The need for more social space for students was noted. The learning walk had also provided an opportunity to meet with the Media curriculum team.</p> <p>RESOLVED: The Board received the reports on learning walks completed.</p>	
074-2122	<p>Human Resources Committee – Report to the Board</p> <p>The following were received from the Chair of the HR Committee</p> <ul style="list-style-type: none"> i) A report from the Human Resources Committee – Sue Wellman/Michael Johnson 	

	<p>The Chair of the committee provided an update on the items covered at the meeting including: College Improvement Groups (CIG's), these consisted of fifteen colleagues in each of two groups, and meetings so far had provided an opportunity to gain some qualitative feedback. Staff Board Member Brittany Chaplin noted she was a member. In addition, the committee had an early discussion on the staff pay award options and the adapted Recognition Agreement was reviewed.</p> <p>Employee support was raised by Board Members, it was confirmed that staff were offered a 24 hour Occupational Health support service delivered by Health Assured. It was noted that this service was valued by staff.</p> <p>ii) Minutes of the Human Resources Committee meeting held on 19 May 2022</p> <p>The minutes of the Human Resources Committee meeting held on 19 May 2022, were received and noted by the Board.</p> <p>RESOLVED: The Board received and noted the reports from the HR Committee.</p>	
075-2122	<p>Staff Survey</p> <p>The Principal presented the outcomes and key themes from the staff survey completed in April 2022 and initial actions were outlined.</p> <p>The 'York Survey' had been used and it was noted that around forty colleges nationally used the survey and therefore results could be benchmarked. There had been two important aspects when launching the survey: convincing colleagues their responses would be anonymous and that the college would address any issues identified. Work had been done with SLT and CMT to support this and the good response rates and high volume of qualitative comments indicated this has been successful.</p> <p>The key themes and analysis were noted, this focused on management style, communication and customers. As with any survey, opinions were likely to reflect views that had been formed over a period of time. The survey was an essential first step to moving the college further forward positively and had laid bare some significant and longstanding issues. The Principal believed that things could be improved significantly.</p> <p>The Staff Board Member asked how Board Members felt about the results, as part of the leadership team? It was agreed this was something to consider. The importance of having Board Members on site regularly and seeing the work that goes on at college, was noted.</p> <p>RESOLVED: The Board received from the Principal, the outcomes and key themes of the recent staff survey along with the outline for initial actions.</p>	
076-2122	<p>Clerk's Report</p> <p>i) To approve the minutes of the last Board meeting held on 17 March 2022</p> <p>The Part A minutes of the Board meeting held on 17 March 2022, were approved by the Board.</p> <p>ii) To consider any matters arising from the minutes and approve the updated Board Tracker</p> <p>The latest Board Tracker was noted.</p> <p>iii) To receive the Search & Governance Committee Report and minutes from the meeting held on 19 May 2022 – Sue Wellman/Marianne Barnard</p> <p>The Chair of the Search & Governance Committee presented the report from the meeting held in May 2022. The meeting covered: Board and committee</p>	

	<p>membership and succession planning, the new requirement to record detail on the impact of training undertaken by Board Members and College Governance - including review of the Board Improvement Plan and External Board Review Action Plan.</p> <p>The following recommendations were discussed and approved by the Board:</p> <ul style="list-style-type: none"> • Appoint Sue Wellman as Vice Chair of the Board from 1 August 2022 for a two-year term. • Approve a second term of office as Board Members for the following: <ul style="list-style-type: none"> - Dan Tout (from 1 July 2022 to 30 June 2025) - John Dale (from 1 October 2022 to 30 September 2025) - Ian Jones (from 1 November 2022 to 31 October 2025) • Confirm Helen Mason (Currently Co-opted Committee Member – Curriculum) – to take on the Vice Chair of Curriculum, Quality & Standards Committee during 2022/23 and to be appointed as a Board Member, when the next vacancy arose. • Re-appoint HE Student Board Member – Liam Perry, for a second term (1 September 2022 - 31 July 2023) • Appoint FE Student Board Member – Amelia Surrey (1 September 2022 - 31 July 2023) <p>iv) To approve the Calendar of Board and Committee Meetings for 2022/23 academic year</p> <p>The schedule of meetings for 2022/23 academic year was noted and approved by the Board.</p> <p>v) Board approvals: Subcontract Business Case</p> <p>The COO presented the proposed Subcontract Business Case with Fareham College, which was discussed and approved. The subcontract arrangement with Learning Curve Group (approved by the Board in May 2022) was recorded.</p> <p>RESOLVED: The Board approved items as recorded above.</p>	
077-2122	<p>Any Other Business</p> <p>The Board Safeguarding lead noted he had been working with the College Safeguarding team and provided detail on safeguarding referral rates which had been increasing, it was noted that levels in 2017/18 were at 110, increasing to 200 in 2018/19, to 282 in 2019/20 and to 292 in 2020/21. To date in 2021/22 the numbers were at 311. Currently, the top three referral areas related to Mental Health (25%) Domestic Abuse (10%) and Drugs and Alcohol (10%).</p>	
078-2122	<p>Evaluation</p> <p>It was confirmed that the online meeting evaluation form would be circulated following the meeting, for completion by Board Members.</p>	
079-2122	<p>Date of Next Meeting</p> <p>The next meeting would be held on 13 October 2022 09.00-13.30. The location was to be confirmed.</p>	
080-2122	<p>Confidential Items</p> <p>Confidential items were noted in Part B minutes.</p>	