

**BOURNEMOUTH AND POOLE COLLEGE  
BOARD OF THE CORPORATION**

**PART A - MINUTES OF THE BOARD MEETING HELD ON 11 DECEMBER 2025**

<b>Members:</b>		
David Ford	Board Member and Chair of the Board	
Sue Wellman	Board Member and Vice Chair of the Board	
Caron Khan	Board Member	Apologies
Ian Jones	Board Member	
John Dale	Board Member	
Saba Rubaei	Board Member	
Mike Kennedy	Board Member	
Sharon Jones	Board Member	
Rachel Trickey	Board Member	Apologies
Professor Elizabeth Mytton	Board Member	
Dr Neelam Parmar	Board Member	
Kim Welsh	Board Member	Apologies
Philip Sayles	Board Member and College Principal & CEO	
Denzil Sheppard	Staff Board Member	
Steve Burns	Staff Board Member	
Sofia Poulson	Student Board Member (Further Education)	
Hadyn Tyrell	Student Board Member (Further Education)	
Cassidy Maidement	Student Board Member (Higher Education)	
<b>In Attendance:</b>		
Sarah Hutchings	Chief Operating Officer	
Debbie Smith	Assistant Principal People and Students	
Antony Carr	Executive Director of HE & Skills	
Marianne Barnard	Director of Governance	
<b>Observing:</b>		
Alice Copp	Director of Quality	

<b>PART A</b>		
<b>BOARD MEETING</b>		
001-2526	<b>APOLOGIES FOR ABSENCE</b> Apologies were received from Board Members: Caron Khan, Rachel Trickey and Kim Welsh. The Student Board Members were welcomed to their first meeting.	
002-2526	<b>DECLARATIONS OF INTEREST</b> There were no declarations of interest noted.	

003-2526	<p><b>PRINCIPAL'S REPORT</b></p> <p>The Principal's Report was presented and the following key items were noted:</p> <p>The Principal reported two very sad losses to the College community during the autumn term:</p> <ul style="list-style-type: none"> <li>• A first-year construction student had been killed in a road accident on Friday 28 November 2025</li> <li>• A member of staff had passed away at the age of 42. It was noted that although it did not provide any emotional comfort, the recently introduced <i>Death in Service</i> insurance for SEPS staff, had resulted in a payment of £75,000 being made to the colleague's family</li> </ul> <p>The Principal outlined plans for an All Staff Conference taking place at the Lighthouse Theatre on Friday 23 January 2026. The event would include:</p> <ul style="list-style-type: none"> <li>• A presentation of the updated Strategy</li> <li>• A keynote from Dr Paul Redmond on generational differences</li> <li>• A panel discussion, "What do our communities need from the College?" with five local stakeholders</li> <li>• Lifetime Achievement Awards for selected staff</li> <li>• Performances by the colleges Performing Arts students</li> </ul> <p>It was confirmed that all Board Members had been invited to attend the conference.</p> <p>A DfE funding audit had taken place during the autumn term 2025, with a clawback of just £5,485 due to a single error. Given this was from a sample covering approximately £30 million of funded activity, the Board agreed this was an exceptional outcome.</p> <p>The Board was informed that Pat Denham would return to the College from January to June 2026, to provide some interim cover for the current VP Curriculum vacancy.</p> <p>The following estates updates were noted: It was confirmed that the handover of the Compass Building at the Bournemouth Campus was expected to take place on 6 May 2026. It was noted that all works on the Poole roof repair were now completed. The legal case against the original contractor remained ongoing.</p> <p>Some key performance metrics for 2025/26 were noted:</p> <ul style="list-style-type: none"> <li>• for 16–18 Learners, there were 3,110 learners at the R04 funding census point, an increase of 200 on 2024/25, the college had waiting lists for many courses, strong early retention, increase in market share and potential in-year funding increase. T levels on target overall</li> <li>• for Adult Skills, the college was £90k ahead of last year at this stage, despite contract levels being reduced this year due to cuts</li> <li>• Apprenticeships were 45 starts down on plan (initial estimate of £100k pa revenue loss). Changes to large levy payer's costs could be a risk, while SMEs gain a slight advantage.</li> <li>• for High Needs, demand continued to rise</li> <li>• Higher Education enrolments were close to target</li> </ul>	
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	<ul style="list-style-type: none"> <li>• The success of Skills Bootcamps was noted, which provided 60-hour training opportunities for unemployed adults or those seeking progression</li> <li>• The College had secured funding from Homewards and BCP Council to scope a potential 14–16 programme for learners not suited to school but able to progress in FE</li> </ul> <p>The Principal confirmed that the College continued to meet local needs, strengthen employer engagement and deliver good student outcomes.</p> <p><b>RESOLVED:</b> The Board received and noted the Principal’s Report.</p>	
004/2526	<p><b>HIGH LEVEL KPIS</b></p> <p>The Board received the High-Level KPI Report, this presented annual performance indicators for 2024/25, including eight-year trend data.</p> <p>The Chair thanked the Executive team for the work undertaken to develop this KPI set. It was noted that the KPI list would continue to evolve and would be refined over the coming year. Board Members were encouraged to review trends through the lens of their respective committees.</p> <p>The Board discussed the importance of a strategic approach to target setting, including consideration of where the College aimed to sit relative to national averages. The Board agreed that the KPIs would be used primarily to drive improvement, not simply for measurement.</p> <p>It was confirmed that most KPIs had annual reporting cycles and would be brought to the full Board, while more frequent indicators such as attendance and management accounts would be monitored more regularly by relevant committees.</p> <p>The Chair of the Corporation proposed the development of a live KPI dashboard for Board Members, providing improved visibility. Board Members expressed support for this approach.</p> <p><b>Financial Performance</b></p> <p>Financial metrics remained in a strong position. The Board discussed increased investment levels and the healthy EBITDA.</p> <p><b>Estates, Space Use and Timetabling</b></p> <p>The Board noted ongoing work on space utilisation. The Principal reported some uneven campus utilisation patterns. Work was underway to better regulate timetabling, reduce congestion and optimise service areas.</p> <p><b>Communication</b></p> <p>A new portal had recently been introduced enabling parents and carers to view comments, progress and marks. The system relied on staff inputting information consistently.</p> <p><b>Digital Capability and Staff Development</b></p> <p>Board Members discussed the digital learning experience, reflecting on the red rating on the strategy grid. It was noted that professional development would be strengthened and digital expectations for teaching staff would be incorporated into PDR processes. Managers would be supported to ensure consistent standards were embedded.</p>	

	<p><b>Proposed New Strategic Goals</b></p> <p>The Board reviewed early draft proposals for new strategic goals. These would be shaped into measurable strategic objectives.</p> <p>It was confirmed that digital transformation would be explicitly included. The Board discussed how modular learning and modern curriculum models would require staff mindset changes, including embracing digital tools such as chatbots and AI-enabled management support systems.</p> <p>The Board requested involvement in discussions around staff utilisation, noting the close linkage to management accounts.</p> <p><b>Curriculum Strategy Process</b></p> <p>The Board received an update on the forthcoming 2025/26 curriculum strategy process, which would shape provision for 2026/27 and beyond. Significant change was anticipated following government consultations and policy reforms. The Curriculum Committee had already reviewed these elements in detail.</p> <p><b>RESOLVED:</b> The Board received and noted the High-Level KPIs and Strategy Progress Report.</p>	
005/2526	<p><b>AUDIT &amp; RISK COMMITTEE – REPORT TO THE BOARD</b></p> <p>i) Report from the Audit &amp; Risk Committee</p> <p>The COO provided a summary of activity from the meeting held on 25 November 2025, which had focused on the financial statements audit. Alliot, the external auditors had attended the meeting and they confirmed a clean audit with no adjustments.</p> <p>Validera, the internal auditors had also attended the meeting and the committee had discussed the internal audit plan for 2025/26. Priorities for internal audit had been agreed as follows:</p> <ul style="list-style-type: none"> <li>• Financial Controls</li> <li>• HR Health Check</li> <li>• Curriculum Planning</li> <li>• Cyber Security</li> </ul> <p>The committee had reviewed the updated Register of Interests for Board Members, the SLT and other senior staff.</p> <p><b>RESOLVED:</b> The Board received and noted the Audit &amp; Risk Committee Report.</p>	
006-2526	<p><b>AUDIT &amp; RISK COMMITTEE ANNUAL REPORT – 2024/25</b></p> <p>The Annual Report from the Audit &amp; Risk Committee 2024/25 was presented to the Board by the Chair of the Committee. This report summarised the activity of the Committee during the academic year 2024/25, including detail on the membership, confirmation of meetings held and detail on the business covered.</p> <p>The report recommended: <i>That the Corporation accepted the Audit &amp; Risk Committee’s opinion that the Board of Corporation’s responsibilities, as set out in the Statement of Corporate Governance and Internal Control contained in the draft Financial Statements for 2024/25, had been</i></p>	

	<p><i>satisfactorily discharged.</i></p> <p>This was accepted and it was noted that this report would be filed alongside the College accounts.</p> <p><b>RESOLVED:</b> The Board reviewed and approved the Audit &amp; Risk Committee Annual Report 2024/25.</p>	
007-2526	<p><b>FINANCE &amp; RESOURCES COMMITTEE – REPORT TO THE BOARD</b></p> <p>i) Report from the Finance &amp; Resources Committee</p> <p>The Chair of the Committee confirmed that one meeting had taken place during the autumn term on 25 November 2025. The meeting had covered the following areas:</p> <ul style="list-style-type: none"> <li>• Financial health was noted as Good</li> <li>• An Estates update confirmed business as usual, pending a full estates strategy review</li> <li>• Risk Register review – noted one of the main risks was around apprenticeship demand</li> <li>• Renewal discussion on insurance - cyber insurance had been increased and would be reviewed further</li> <li>• Increase in SEND students/funding</li> </ul> <p>The joint meeting with Audit &amp; Risk committee was also noted.</p> <p>ii) Minutes of the Finance &amp; Resources Committee meeting held on 25 November 2025</p> <p>The minutes from the meeting held on 25 November 2025 were received and noted by the Board.</p> <p><b>RESOLVED:</b> The Board received and noted the report from the Finance &amp; Resources Committee.</p>	
008-2526	<p><b>ANNUAL REPORT &amp; FINANCIAL STATEMENTS 2024/25</b></p> <p>i) Annual Report and Financial Statements for The Bournemouth and Poole College 2024/25</p> <p>The COO presented the college’s Annual Report and Financial Statements and it was confirmed that at the joint meeting of the Finance &amp; Resources Committee and the Audit &amp; Risk Committee held on 25 November 2025, the Annual Report and Financial Statements 2024/25 had been reviewed and discussed. The committees recommended approval by the Corporation.</p> <p>The Board approved the Annual Report and Financial Statements 2024/25. The Chair of the Corporation and the Principal &amp; CEO confirmed that they had fully reviewed the document and following approval by the Board, these would be signed.</p> <p>The Board discussed whether this document was used externally. It was noted this was currently a very technical document which followed a standard format. It was agreed that a separate document with key financials could be more useful for an external audience.</p>	

	<p>ii) Report to the Audit Committee from the external auditors Alliotts</p> <p>The report to the Audit &amp; Risk Committee from the external auditors Alliotts was received and noted.</p> <p>iii) Letters of Representation</p> <p>The Letters of Representation were received and it was agreed that these would be signed by the Chair of the Corporation.</p> <p><b>RESOLVED:</b> The Board approved the Annual Report and Financial Statements 2024/25.</p>	
009-2526	<p><b>FINANCIAL STATEMENTS – SUBSIDIARY COMPANIES</b></p> <p>The Board received the following Financial Statements for the Subsidiary Companies:</p> <p>i) Annual Report and Financial Statements for Southern Educational Facilities Management Ltd 2024/25.</p> <p>ii) Annual Report and Financial Statements for Southern Educational Professional Services Ltd 2024/25.</p> <p><b>RESOLVED:</b> The Board noted and approved the Subsidiary Company Annual Reports and Financial Statements.</p>	
010-2526	<p><b>MANAGEMENT ACCOUNTS</b></p> <p>The COO presented the October 2025 Management Accounts.</p> <p>A positive financial position was presented. Student numbers were up and there was some possibility of some additional in year funding. Contribution by curriculum areas were reviewed, there were some areas of concern and these were being reviewed in more detail by the senior team.</p> <p><b>RESOLVED:</b> The Board received the October 2025 College Management Accounts and noted the latest position on student numbers.</p>	
011-2526	<p><b>MARKETS AND DEVELOPMENT COMMITTEE – REPORT TO THE BOARD</b></p> <p>i) Report from the Markets &amp; Development Committee</p> <p>Committee Member, John Dale, noted that the committee had a focus on looking for innovation and opportunity to increase income. He reported on the following items from the meeting:</p> <ul style="list-style-type: none"> <li>• The Committee had reviewed student numbers across different levels</li> <li>• There was discussion around recognising different student journeys, joining a level 3 programme was often a choice whereas starting a level 1 course may not be, with these students sometimes having limited options</li> <li>• Partnerships with employers and work experience for students were discussed</li> <li>• Devolution and the creation of new strategic authorities was expected to increase demand for business support</li> </ul>	

	<p>The Board discussed the benefit of utilising alumni. It was confirmed that the college was planning to formally launch its new alumni programme and it was noted that this would have the support of Dorset Chamber.</p> <p>ii) Minutes of the Markets &amp; Development Committee meeting held on 29 September 2025</p> <p>The minutes from the meeting held on 29 September 2025 were received and noted by the Board.</p> <p><b>RESOLVED:</b> The Board received the report from the Markets and Development Committee.</p>	
012-2526	<p><b>HUMAN RESOURCES COMMITTEE – REPORT TO THE BOARD</b></p> <p>i) A report from the Human Resources Committee</p> <p>It was confirmed that the last meeting of the Human Resources Committee had been held on 4 November 2025. It was noted that the People items would now move to the Finance &amp; Resources Committee and Health &amp; Safety items would move to Audit &amp; Risk Committee.</p> <p>As part of the handover of the people items to the F&amp;R Committee, Board Members Mike Kennedy and Sue Wellman had undertaken a learning visit with the People Team. They reported back on the visit and reported some key points including the new 'iTrent MyHR' system, which provided quick access to a range of data.</p> <p>The Board discussed the staff survey response rate which was at 52%. It was noted that the response rate had dropped off slightly in recent years.</p> <p>The onboarding programme was noted, and it was confirmed that this was currently being digitised.</p> <p>Board Members discussed whether CPD could be a more agile and engaging, so staff could incrementally build skills through the year? It was agreed that this would be considered further.</p> <p>The Chair of the Board asked about the ageing workforce and how this was being tracked? It was confirmed that there were more staff considering how to phase their retirement. There were some areas that were challenging to recruit to and the college needed to be agile in order to retain some of these staff for longer.</p> <p>ii) Minutes of the Human Resources Committee meeting held on 4 November 2025</p> <p>The minutes from the HR Committee meeting held on 4 November 2025 were noted and received by the Board.</p> <p><b>RESOLVED:</b> The HR Committee report and minutes were received by the Board.</p>	
013-2526	<p><b>STUDENT BOARD MEMBERS REPORT</b></p> <p>i) Report from the Student Board Members</p>	

	<p>The Student Board Members presented to the Board on the AoC Student &amp; Staff Summit they attended in Birmingham in November 2025 as part of the AoC National Conference. The students reported that they had been able to meet other Student Governors from around the country. They were able to attend a range of sessions, all focused on young people and issues that were relevant to them. The Q&amp;A session with David Hughes, Chief Executive of the AoC - was reported as a highlight.</p> <p>The Board thanked the Staff Board Members for accompanying the students to Birmingham.</p> <p>Two of the Student Board Members also provided detail on their volunteering trip to Kenya, which took place in summer 2025. They reported that this trip had been life changing.</p> <p><b>RESOLVED:</b> The Board received the report from the Student Board Members.</p>	
014-2526	<p><b>CURRICULUM, QUALITY &amp; STANDARDS COMMITTEE – REPORT TO THE BOARD</b></p> <p>i) Report from the Curriculum, Quality &amp; Standards Committee</p> <p>The Chair of the Curriculum Committee confirmed that the meeting had taken place on 11 November 2025 and the following key items had been covered:</p> <ul style="list-style-type: none"> <li>• The committee had discussed curriculum planning in response to government reforms, including proposed V Levels, English and maths qualification changes, and the need for digital skills integration</li> <li>• KPI updates highlighted improved English and maths achievement, early retention gains, and progress for high needs students, though Level 1 achievement declined and it was confirmed that this was an area for focused improvement</li> <li>• Quality updates confirmed strong attendance and targeted support for weaker curriculum areas. It was noted that complaints were slightly up</li> <li>• The Quality Improvement Plan showed actions mapped to the Education Inspection Framework (EIF) and BPC strategic priorities. At the 2024/25 year-end: 46.3% of actions were completed with evidence of sustained impact (Green), 50% of actions showed improvement, were partially achieved and remained in progress (Amber) and 3.7% of actions were not achieved or deferred (Red)</li> </ul> <p>i) Minutes of the Curriculum, Quality &amp; Standards Committee meeting held on 11 November 2025</p> <p>The minutes of the CQ&amp;SC meeting held on 11 November 2025 were received and noted.</p> <p><b>RESOVLED:</b> The Board received the Curriculum, Quality &amp; Standards Committee Report.</p>	

015-2526	<p><b>COLLEGE SELF-ASSESSMENT REPORT 2024/25</b></p> <p>The College Self-Assessment Report 2024/5 provided an objective evaluation of quality and performance across all provision types at the College, using the five-point judgement scale from the new Ofsted 2025/26 framework. The report outlined the colleges strengths, areas requiring further focus and the improvement actions already underway.</p> <p>The Self-Assessment Report provided the Board with assurance that performance was being evaluated meticulously and that areas requiring focus were explicitly identified.</p> <p>It was noted that Board Members Sue Wellman, Professor Elizabeth Mytton and John Dale had all attended the Cross-College SAR Moderation in November 2025. They reported that they had seen a robust review process and positive discussion. It was reported that the SAR panel had given time to the important aspects, the depth of conversation triggered by external reviewers from South Hampshire and the Activate college groups had been very helpful, and they had been exceptionally good at providing challenge.</p> <p><b>RESOLVED:</b> The College SAR was approved for submission and publication to Ofsted in January 2026.</p>	
016-2526	<p><b>SAFEGUARDING ANNUAL REPORT 2024/25 AND SAFEGUARDING AND CHILD PROTECTION POLICY 2025/26</b></p> <p>The Safeguarding Annual Report 2024/25 was presented to the Board. The report provided detail on the arrangements for safeguarding at the College and provided an overview of safeguarding activity for the academic year 2024/2025. The report was approved by the Board.</p> <p>The Safeguarding and Child Protection Policy 2025/2026, following recommendation from the Curriculum, Quality and Standards Committee, was approved by the Board.</p> <p><b>RESOLVED:</b> The Safeguarding Annual Report 2024/25 and the Safeguarding and Child Protection Policy 2025/26, were both received and approved.</p>	
017-2526	<p><b>GOVERNANCE ITEMS</b></p> <p>The following items were presented to the Board:</p> <ul style="list-style-type: none"> <li>i) The Part A minutes of the Board Meeting held on 26 June 2025 were approved by the Board.</li> <li>ii) The minutes of the Search &amp; Governance Committee held on 1 December 2025 were presented to the Board. The Board approved the proposal from the committee, that Sue Wellman should continue as a Board Member until 31 December 2026, to allow a period of handover with the new Chair of the Curriculum Committee, once appointed.</li> <li>iii) Code of Good Governance Review and compliance check/Board Self-Assessment Review - the draft compliance check was presented and it was noted that further development would continue</li> <li>iv) The following Board Approvals (approved vis the GVO) were recorded: <ul style="list-style-type: none"> <li>• Poole Roof Legal Case Updates and Options</li> </ul> </li> </ul>	

	<ul style="list-style-type: none"> <li>• Updated I&amp;A's, Standing Orders and Committee Terms of Reference</li> <li>• Termination of the Partnership with the University of Wolverhampton</li> </ul> <p><b>RESOLVED:</b> The governance items were noted and approved as recorded above.</p>	
018-2526	<p><b>ANY OTHER BUSINESS</b></p> <p>No items of any other business were noted.</p>	
019-2526	<p><b>EVALUATION</b></p> <p>It was confirmed that the online meeting evaluation form would be circulated following the meeting, for completion by Board Members.</p>	
020-2526	<p><b>DATE OF NEXT MEETING</b></p> <p>The next meeting would be held on Thursday 26 March 2026, 16.00-19.00 at the Poole Campus.</p>	
021-2526	<p><b>CONFIDENTIAL ITEMS</b></p> <p>Confidential items were noted in Part B of the minutes.</p>	