

**Greater Brighton Metropolitan College  
Board of Governors**

**PART 1: Minutes of a meeting held at the Central Brighton Campus  
Monday 24 June 2019 at 4.30pm**

**Present:** Julie Nerney (Chair), Nick Juba (CEO), Gary Anderson, Jim Hynes (Staff Governor), Scott Marshall, Natalie Brett, Claire Hopkins, Anwar Musa (Student Governor), Joy Mercer, David Russell,

**In attendance:** Rhiannon Phinbow (HR Director) Jon Rollings (COO), Helena Thomas (Principal), Sarah Box (Governance Manager), Martyn Howe (Assistant Principal: Teaching, Learning & Quality) for item 7 only

**Apologies:** None

**264. WELCOME, INTRODUCTIONS AND APOLOGIES**

The Chair welcomed members to the meeting and thanked them for their time, energy and contributions at the away day last week. The Chair and Governance Manager had reflected on the feedback and would bring a summary of the way forward for discussion to the July Board. It was explained that, given the feedback, it is more than likely that instead of a board effectiveness questionnaire and 1:1s, there will be some structured questions in the 1:1 followed by a discussion about what that feedback means in shaping board development plan at the October away day.

She noted that two of the College's landmark events for the year had taken place the previous week, which included a private view of the work of creative industries students in Brighton and the MET Achievers event. The Chair expressed her grateful thanks to Claire Hopkins for not only attending the latter but offering support to one of the winners. There were so many great stories of achievement and it was a true reminder of the purpose of the College and the impact of the decisions made by the Board.

**265. MINUTES**

The minutes of the meeting held on 28 May 2019, were agreed as a true record and signed by the Chair.

Part 1 – Minutes of the meeting held 28 May 2019 – for public record  
Part 2 – Minutes of the meeting held 28 May 2019 – confidential

**Approved:**

***The Board formally approved the minutes of the 28 May 2019 as a true and accurate record. The Chair of the Board signed the master copy.***

**266. MATTERS ARISING FROM THE MINUTES**

The Board received and noted a schedule outlining the progress of actions from the minutes of the last meeting which were all complete or due for report at a later date.

## STRATEGIC ITEMS

### 267. PELHAM REDEVELOPMENT AND STRATEGIC FINANCE UPDATE – CONFIDENTIAL ITEM

### 268. DRAFT BEHAVIOURS FRAMEWORK AND APPRAISAL UPDATE

The HRD highlighted the improvements to the appraisal scheme and the new timeline, which had been developed as a result of feedback from focus groups, Heads and Managers.

Members queried if the online appraisal system (Skillgate) would result in a reduction of workload for managers and suggested the 100% completion target would be difficult due to sickness, fractional staff etc. The HRD advised that the main objectives for improving the appraisal scheme had been to make the process more effective and to achieve better engagement with staff, ensuring high quality conversations about objectives. Training would be provided to ensure that managers understood the importance and process for setting proper and measurable objectives.

The Staff Governor welcomed the online approach to appraisals, and commented on the benefits it would bring for managers throughout the organisation.

Closely linked to the cultural challenges of appraisal completion in the College, the HRD also updated the Board on the work the HR team have undertaken to develop a behaviours framework. Focus groups made up of staff across campuses had helped to shape initial ideas on the look, feel and use of the framework. The HRD advised that the groups were provided with six different example frameworks, and the feedback received was to create a single set of behaviours which could be applied to any member of staff, with a strong preference for focusing on positive behaviours.

The Board gave their feedback and thoughts to enable the HRD to further develop the framework. Recommendations included:

- Limiting the number of behaviours under each value, to avoid the list feeling overwhelming and patronising
- Ensuring the framework integrates with the values and strategic objectives
- Links to the professional standards for teaching and creating a coherent narrative for teaching staff
- Ensuring there is extensive communication and engagement. This would need to illustrate why this matters and the variety of ways in which the framework could be used
- Ensuring comprehensive training is provided to managers and staff
- Establishing the impact, benefits and consequences of applying the behaviours
- Linking to teacher survey and all staff surveys.

***Resolved:***

***The Board noted the new timeline for appraisal completion and welcomed the direction of travel with the behaviours framework.***

### 269. ESTATES STRATEGY

The COO presented the Estates Strategy to the Board, explaining that a key element is the Pelham redevelopment project. Two other major areas covered by the strategy are:

- the amendments made to accommodation for summer 2019, to facilitate the increased group sizes and move to Centres of Excellence, and
- the opportunities for disposal of land at Broadwater campuses.

In response to queries, the COO confirmed that there were currently no options for rationalising estate in terms of reducing/removing a single site and instead the strategy focused on working to ensure the campus buildings are maintained and appropriate for use. Members were advised that utilisation was relatively low but would improve by delivery of the strategy.

The Board discussed the maintenance priorities and the COO explained that the current overspend of the Estates budget highlighted the challenge to maintain statutory compliance with the limited finances available.

The possibilities of maximising commercial income was also considered. A previous attempt within the music department at West Durrington had been unsuccessful, but members suggested that there could be an opportunity to broaden the College's strategic relationships with employers. This in turn might increase recruitment, and create work experience opportunities.

The CEO agreed that further thought needed to be given to how buildings are used to support the curriculum. He explained that he would be working with the Principal to revise the curriculum strategy, this work would then inform the approach to delivery of the Estates Strategy.

***Resolved:***

***The Board formally approved the Estates Strategy***

**270. STUDENT CASE STUDY**

*Martyn Howe joined the meeting at 6.10pm*

The Assistant Principal provided an introduction to work experience and Industrial Placements, outlining the challenges faced by the College and students in this area. A short video of GB MET students discussing their recent work experience placements was shown. The CEO advised that work is required to ensure that work experience opportunities are sold to prospective students/parents as an integral element of the course. Work experience coordinators have also been integrated in curriculum areas to help drive curriculum ownership of the placements.

The Board welcomed the item and the insight to the student experience.

*Martyn Howe left the meeting at 6.20pm*

**ASSURANCE ITEMS**

**CHIEF EXECUTIVE REPORT – June 2019**

**271. Executive Summary**

The CEO presented his report and highlighted the key points as follows:

- Concurring with the Chair's earlier comments, the CEO added that he had felt inspired by the work of students at the recent shows and events he had attended
- Further to the report on the unsuccessful T level bid at the May Board, it has since been discovered that there is no appeal process available. It was felt that there would be limited benefit in submitting a complaint, so it was agreed that the CEO would feedback to the AoC on the unachievable delivery criteria and that lessons learned would be noted by the Exec team in relation to the recent application process.
- Feedback was requested from the Board on the new Apprenticeships Performance Summary located at Appendix 1
- The second stage of the predicted achievement process was currently underway to ensure that staff are focusing on supporting students who remain at risk to complete and achieve.
- An external recruitment process had recently been completed to recruit a new Assistant Principal, Technology. Interviews had been held and the internal applicant, Lorne Richardson (currently Acting AP), was considered to be the strongest candidate and had subsequently accepted the position.

**Action:**

***To provide feedback to the AoC on the unachievable delivery criteria for T levels (CEO)***

**272. Quality update**

The Principal presented the update on quality matters in the CEO's report covering the following key points:

- It was reported that the review of the Observation of Teaching, Learning and Assessment policy was well underway, with a working party now in place with a view to involving the unions at a later date. The main improvements proposed at this stage are to introduce mini-inspection groups, the auditing of marked work and longer observations with improved feedback to teachers. The new policy will be closely linked to CPD and the new appraisal process and will have a clear process related to the capability policy. The Principal confirmed that a risk-based approach had been applied to the selection process for those departments that participated in external quality reviews.
- The COO provided a detailed breakdown of the data provided in the Apprenticeships Performance Summary. Members welcomed the document and approved the structure, but asked for clear links to the action plan to provide assurance to the Board.

**Action:**

***Highlight the links between the Apprenticeships action plan and the performance summary appendix. (COO/Principal)***

**273. Applications**

The CEO updated with the latest application figures, which were showing that 16-18 were approximately 200 above the same point last year.

**274. Finance and Funding and Contract Performance – CONFIDENTIAL ITEM**

**275. HR update – CONFIDENTIAL ITEM**

The HRD reported the consultation outcome update, as presented to the Executive meeting earlier in the day. A confidential minute was taken at this point.

The CEO extended his thanks for the detailed work involved in the consultation to the Principal, Deputy COO, Shaun Mallin, and HRD. It was reported that the Heads of Departments and Curriculum Managers had also worked well as a team throughout the process.

***Natalie Brett and Gary Anderson left the meeting at 6.52pm***

**276. Property**

Covered under the Pelham redevelopment and strategic finance update

**277. Risk Management update**

The Board received the update on Risk Management as detailed in the CEO's report. All risks had been discussed under relevant items.

**278. HE ACCESS AGREEMENT**

The Principal provided an overview of the supporting paper, explaining that the plan provides an analysis of underrepresented groups and the targets set to show progress over time to close the gaps. It is a requirement for registration with the Office for Students.

The BAME national benchmark of 24% was discussed, it was considered unachievable due to the local population statistic of 19%.

Members noted the five year nature of the new agreement and discussed and approved the rationale and detail of the proposed HE fees for the period of the agreement

***Resolved:***

***The Board formally approved the HE Access and Participation Plan.***

**CONSENT ITEMS**

**279. FE ADMISSIONS POLICY**

The Board formally approved the FE Admissions Policy

**280. HE ADMISSIONS POLICY**

The Board formally approved the HE Admissions Policy

**281. SUPPLY CHAIN FEES POLICY**

The Board formally approved the Supply Chain Fees Policy

**282. ANY OTHER BUSINESS**

283. The CEO confirmed that the Staff Conference would be taking place on 9 July at the West Durrington Campus, in a different format to previous years. Governors were invited to attend for the lunch and staff awards to follow.

**Action:**

***That all key student/staff events for 2019/20 would be circulated as early as possible (Governance Manager)***

284. A confidential minute was taken at this point.

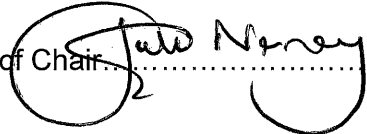
**285. DATE OF NEXT MEETING**

286. The date of the next meeting was confirmed as Monday 29 July 2019 at Broadwater Campus.

**MEETING EVALUATION**

287. Board members provided feedback which was recorded separately.

**The meeting closed at 7.10pm.**

Signature of Chair.......... Date.....29/7/19.....