

**Greater Brighton Metropolitan College
Board of Governors**

**PART 1: Minutes of a meeting held at the Brighton Central Campus
Monday 27 January 2020 at 4.30pm**

Present: Julie Nerney (Chair), Nick Juba (CEO), Gary Anderson, Claire Hopkins, David Russell, Natalie Brett, Scott Marshall, Maida Mofida Nasab (Student Governor)

In attendance: Helena Thomas (Principal), Jon Rollings (COO), Sarah Box (Governance Manager), Shaun Mallin (Deputy COO) - observing

Apologies: Jim Hynes (Staff Governor), Rhiannon Phinbow (HRD)

WELCOME, INTRODUCTIONS AND APOLOGIES

192. The Chair welcomed members to the meeting and noted apologies from Jim Hynes.

193. Priority areas on the agenda were confirmed as:

- i. Student recruitment: initial market analysis of 16-18
- ii. People Strategy update
- iii. Student Voice

194. The Board were reminded of the evaluation questions to be considered at the end of the meeting.

MINUTES OF THE MEETING OF 17 DECEMBER 2019

195. The minutes of the meeting held on 17 December 2019, were agreed as a true record and signed by the Chair.

Part 1 – Minutes of the meeting held 17 December 2019 – for public record

Part 2 – Minutes of the meeting held 17 December 2019 – confidential

Approved:

The Board formally approved the minutes of the 17 December 2019 as a true and accurate record. The Chair of the Board signed the master copy.

MATTERS ARISING FROM THE MINUTES

196. The Committee 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. The Principal confirmed that the EQR visit to review best practice and test processes for enrolling students had not revealed any unknown issues but had been a useful exercise for the teams involved.

**STUDENT RECRUITMENT: INITIAL MARKET ANALYSIS OF 16-18 – CONFIDENTIAL
ITEM**

FEC REPORT – CONFIDENTIAL ITEM

PEOPLE STRATEGY UPDATE AND STAFF SURVEY ACTION PLAN

207. In the HRD's absence, the CEO presented the People Strategy update paper explaining that its intention was to give the Board a sense of the progress of work to date. In addition, the plan of work outlining actions to address the concerns raised in the staff survey/focus groups had also been circulated for feedback.
208. The Chair added that one of the CEO's objectives for the year ahead would create the opportunity for him to step back and take a holistic view of the cultural change activity and build on the deliverables already completed as part of the People Strategy.
209. The CEO gave an overview of the staff engagement which had taken place in order to develop the staff survey action plan. Reports produced by external facilitators at campus wide focus groups had informed the plan, along with issues raised by groups at departmental level. It was intended that the plan would be reviewed at the Employee Forum meetings, prior to an all staff launch ahead of February half term. The action plan would be tracked at Exec meetings, staff forums and QPRs thereafter, and published on the intranet and in team briefs for discussion at team meetings.
210. It was noted that the impact of the actions would be tested via termly mini surveys, but the Executive were advised to ensure that the language used should query if any change has taken place, rather than assuming a positive change had occurred.
211. Members also advised that the language in the action plan should be clear and replicate the language used by staff in the surveys/focus groups. This would ensure clarity and provide assurance that the correct issues are being addressed.
212. The CEO thanked the Board for the helpful steer and agreed to consider the best way to keep the Board updated and engaged with progress.

Action:

Consider how best to update the Board on the People Strategy/Staff Survey progress (CEO/HRD/GM)

CEO REPORT

Executive Summary

213. The CEO presented his report and highlighted the key points as follows:
 - The Principal was formally congratulated by the CEO and Board on the very successful outcome of the unannounced Ofsted visit the previous week. Thanks and congratulations were extended to the Principal's team, ALS, teachers and all staff involved, who had worked tirelessly to ensure the inspection was a success. The monitoring visit had focused on high needs students and resulted in a 'Significant progress' judgement.
 - The Board were updated with the latest application figures. Next month's CEO report would provide further detail and some initial data on the Progression Promise would also be shared. Members asked how the touch points between application and enrolment were defined. Further information was requested to describe how management actions will be modified this year in order to increase conversion rates.
 - A confidential minute was taken at this point.

- In response to feedback from Board meetings and the pre-Board finance sessions, the finance and funding section of the report had been redesigned in order to provide more clarity on the key financial issues.
- 69% of appraisals had been completed, compared to 22% at the comparative point in 2019. In response to a query, the CEO confirmed that a significant number of staff had completed pre-appraisals or were waiting for manager sign off in the system. The new system enabled greater engagement in the appraisal process, and was encouraging high quality objective setting and developmental discussions. A further update would be provided in the February CEO report, and members asked for the data to confirm the percentage of staff actually engaged in the system and the reasons for any outstanding.

Action:

Provide detail of the percentage of staff engaged in the appraisal system, and the reasons for any outstanding. (HRD)

Provide detail on how management actions will change in order to increase conversion rates. (CEO/COO/Principal)

Quality

214. The Principal presented the Quality report, highlighting the key areas of focus:

- HE attendance remained under target, and there were still some protocol issues relating to the removal of the 'P' mark in registers as reported at the December Board meeting. Members contemplated whether the issues might be connected with operating HE within an FE environment and if Universities might have a different approach.
- It was reported that the strategic approach to front-loading the CPD programme appeared to have had a positive impact, with a higher proportion of staff involved in teacher learning communities. The take up for peer observations had been lower than expected. As a result, the session times had been reduced to 20 mins in order to make them easier to schedule and arrange teaching cover. Members queried if it would be possible to maintain the quality of the sessions with the reduction in time. The Principal confirmed that the peer observations would still initiate important dialogue between teachers and allow for reflective practice.
- The Board were advised that in the next academic year CPD days would be delivered on a variety of days through the week, rather than just Fridays, in order for them to be as accessible as possible to staff. Members requested further data in the February Quality report to illustrate the number of individuals engaging in the CPD process to date.
- Members were informed mini-inspections had been introduced to share areas of good practice and support teams in preparing for an Ofsted deep dive. The inspections would help staff articulate readiness and preparedness, further reflective practice and illustrate sequencing and intent.
- The Board noted the continued focus on 16-18 attendance and queried the Board and Exec's understanding of the root cause. The Principal explained that there were differentials by site which were well documented. She confirmed that a variety of strategies and interventions were in place to identify issues early on, and provide the necessary support for students who were having difficulty attending. The CEO recognised that there are some providers who consistently have good attendance and it would be helpful to understand how this is achieved. Digital learning platforms and funding were also discussed, although the prohibitive costs of these were noted.
- Further to the discussion at the previous Board meeting on the requirement for a more strategic level Apprenticeships update, the Chair commended the Principal on the new format which clearly demonstrated actions, impact and the trajectory towards the desired outcome. She noted that it provided the Board with the necessary

assurance and asked that each completed action was shaded for Board review prior to being removed.

Action:

Provide data in the February Quality report to illustrate the number of individuals who had engaged in the CPD process to date. (Principal)

Funding and Finance – CONFIDENTIAL ITEM

HR

218. A confidential minute was taken at this point.

219. Members requested further detail on the numbers of staff who were non-compliant in the mandatory training modules and the reasons for this.

Action:

Provide further detail on the numbers/reasons for non-compliance of the mandatory training modules. (HRD)

Property

220. The COO confirmed that the Pelham redevelopment project was on track and progressing well. The three areas of management focus were now decanting and occupation, direct procurement and FF&E, which would require combined and detailed programming to ensure successful delivery. It was noted that the gap funding risk in the report should now be amended to state cashflow.

221. Natalie Brett offered her assistance with the decanting and occupation operation, and advised that students enrolling in September would need to understand the details of the initial move and further in-year changes. The touch points between application and enrolment could be used as an opportunity to provide regular updates.

Risk Management

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

223. A confidential minute was taken at this point.

224. The COO noted that a pandemic response plan was included in the College's Business Continuity Plan and that an initial working group had been set up to monitor the evolving situation.

STUDENT VOICE

225. The Principal presented the paper which had been produced by the Head of Student Services and Head of Quality. She drew the Board's attention to the various approaches for ensuring student involvement and engagement across the College. The Student Council had agreed their agreed common priorities for the year and focus groups provided feedback at course level. The Student Committee created an opportunity for the Principal to work with students and provide support in addressing issues.

226. The Student Governor reported her experience of the recent Student Committee meeting and suggested that students should be encouraged to approach reps at any

time to raise any issues or to identify a priority area. She noted that feedback such as this would extend the reach of the Student Committee and Council meetings.

227. A confidential minute was taken at this point.

The Executive, Student Governor and Deputy COO left the meeting.

REMUNERATION COMMITTEE REPORT - CONFIDENTIAL ITEM

The Executive, student governor and Deputy COO re-joined the meeting.

DATE OF NEXT MEETING

232. The date of the next meeting was confirmed as Monday 24 February 2020 at the Brighton Central Campus.

ANY OTHER BUSINESS

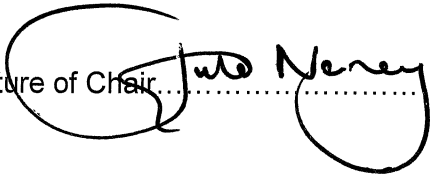
233. The Chair reminded members that a meal at The Gallery restaurant at the Central Brighton Campus would follow the March away day.

MEETING EVALUATION

234. Board members provided feedback which was provided separately.

The meeting closed at 7.50pm

Signature of Chair.....



Date.....

24/2/20.....