

**Greater Brighton Metropolitan College  
Board of Governors**

**PART 1: Minutes of a meeting held at the West Durrington Campus  
Monday 25 November 2019 at 4.30pm**

**Present:** Julie Nerney (Chair), Nick Juba (CEO), Jim Hynes (Staff Governor),  
Claire Hopkins, David Russell, Maida Mofida Nasab (Student  
Governor)

**In attendance:** Helena Thomas (Principal), Jon Rollings (COO), Rhiannon Phinbow  
(HRD), Sarah Box (Governance Manager), Martyn Howe (Assistant  
Principal) – for Item 6 only

**Apologies:** Scott Marshall, Gary Anderson, Natalie Brett

**WELCOME, INTRODUCTIONS AND APOLOGIES**

109. The Chair welcomed members to the meeting, in particular the new Student Governor who was attending her first meeting. Apologies were noted from Scott Marshall, Gary Anderson and Natalie Brett.

110. Priority areas for the Board to focus their time were noted as:

- i) College SAR and CIP
- ii) FE Commissioner preparation
- iii) Apprenticeships

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

**MINUTES OF THE MEETING OF 28 OCTOBER 2019**

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

Part 1 – Minutes of the meeting held 28 October 2019 – for public record

Part 2 – Minutes of the meeting held 28 October 2019 – confidential

**Approved:**

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

**MATTERS ARISING FROM THE MINUTES**

113. The Committee received and noted a schedule outlining the progress of actions from the minutes of the last meeting.

114. A confidential minute was taken at this point.

115. With reference to the action relating to minute 14, the CEO confirmed that EU student numbers would be circulated to members. There had been a reduction in numbers compared to the previous two years, but it was noted that the figures did not distinguish between students on different types of programme.

**COLLEGE SELF ASSESSMENT REPORT (SAR AND CIP) APPROVAL**

116. The Chair noted the significant milestone for the Board in acknowledging the College's position in respect of the quality of teaching and learning, actions agreed over the forthcoming year and how the Executive would be held to account. The significant improvements to the outcome data discussed at last month's meeting had demonstrated how the CIP had driven improvements throughout the year.
117. Presenting the Self-Assessment Report (SAR), the Principal advised that the College had self-assessed itself with an overall effectiveness grade of Requires Improvement for 2018/19.
118. The Principal noted some of the key areas which had contributed to the grading, explaining that the Teacher Development Framework had been designed in 2018/19, but not fully implemented in year. CPD uptake had been insufficient and often with a non-targeted approach. Other significant factors had been the challenges of apprenticeship delivery and subsequent low outcomes, along with the further work required to improve Level 1 achievement outcomes within functional skills in particular.
119. In discussion, the following points were noted:
- That the Ofsted inspection and subsequent RI grading had changed some of the assessment and shape of the 2018/19 SAR. This was particularly apparent with the Quality of Education grading, which had previously been considered as 'Good' due to the improvements in outcomes.
  - The Principal commented that the Education Inspection Framework (EIF) had also been used to grade curriculum areas and it had affected the judgments at this level too. Overall it was felt that the inspection had provided additional insight and the grading panel had been far more informed as a result.
  - Board members reflected on the fundamental shift of the new EIF, noting that the sector has come to depend on outcomes as an indicator of teaching and learning when there are many other contributing factors to a student's success.
  - When considering the effectiveness of T & L, the Board discussed how they should evaluate the performance of T & L and improvements made, assess how good the information and insights of the T & L are and link these to the required measure (currently the EIF).
120. The Principal emphasised the four main priorities arising from the SAR, which will drive quality improvement activities in 2019/20 and are set out in the College Improvement Plan (CIP). These are Leadership and Management, Quality of Education, Behaviour and Attitudes and Personal Development and Apprenticeships. The fifth element being high needs, which was expected to complete by the end of the autumn term.
121. The Board noted the effort the Principal and TLA team had invested to make the plan more succinct and focused than last year, and commended the further improvements to this year's version. The measurable impacts of the proposed activities were welcomed.
- The new Development and Assessment of Teaching and Learning policy would be fully implemented during 2019/20, with effective links to appraisals and the CPD fully embedded. An overview would be provided to the Board at the December meeting.
  - Consideration would be given to promote the Board's interaction with staff, possibly in a similar format to the student voice items. A video evidencing the work of coaching staff, and those who have been coached might be an initial starting point.
  - In response to a query, the Principal noted the lessons learned from last year's CIP, particularly that some actions and targets had been too ambitious to fully deliver in their entirety
  - The actions for CPD were discussed and Board members asked whether there was any correlation between staff morale and the uptake of CPD. The CEO advised that staff continued to be proud of their professional practice, and it was felt that this had not declined despite the dip in morale. Linking T & L to appraisal and targeting CPD in the year ahead would help to continue to support the

development of professional practice, along with opportunities for teaching staff to take part in a community of learning. The Principal noted that by the end of January 2020, four CPD days will have been delivered, ensuring that teaching staff are able to focus on their development at the beginning of the academic year.

- The Staff Governor noted the barriers for sessional/part time staff accessing CPD and recent strategies to make CPD accessible for all teaching staff were discussed.
- Members requested assurance that the improvements made as a result of last year's CIP were being developed further and/or maintained. The Principal advised that the strategies in place to address underperforming areas continue to be monitored and support is provided as required.
- The Board recognised that the Principal and TLA team had a strong sense of ownership of the CIP and were assured by its robustness and level of ambition.

**Action:**

***Consider ways of incorporating staff interaction within the Board's schedule of business (GM/CEO)***

**Resolved:**

***The SAR and CIP were formally approved.***

**FEC DIAGNOSTIC ASSESSMENT PREPARATION – CONFIDENTIAL ITEM**

**STUDENT VOICE/FOCUS**

***Martyn Howe joined the meeting.***

125. The Assistant Principal introduced the video which focused on the careers and aspirations of students.
126. The Board welcomed the insight and noted how the student's aspirations were impacted by their learning, with their experience being transformational rather than transactional. The footage helped to illustrate some of the College's key strengths - inclusivity, confidence building and skills attainment.
127. The Student Governor provided an insight in to her own personal reasons for studying at the college, explaining that she had decided against 'A' levels and had chosen a music course at West Durrington as a more practical alternative.

***Martyn Howe left the meeting***

**CEO REPORT**

**Executive Summary**

128. The CEO presented his report and highlighted the key points as follows:
  - An updated management organisational chart would be circulated to illustrate the changes detailed in the report.
  - The first curriculum development workshop of the year had taken place to consider the College's offer and ensure it is designed so that the curriculum is fit-for-purpose, current and viable. This will be considered further at the December SLT meeting.
  - The new intranet 'MET Net' had been launched and would help address some of the feedback received on internal communications within the College.
  - The CEO reported the improvements to efficiencies as a result of the curriculum planning in the summer term. FE group sizes had now increased to 17.4, 25% higher than in the previous year. The outcome was considered a success from a financial and organisational perspective, although he noted that the larger group sizes are not without issues for staff.

- A confidential minute was taken at this point.
- Members were advised that the College's Ofsted report had been published and a press release would be issued in the week to follow to ensure that a balanced account of the inspection was provided. Members were reminded to forward any press enquiries to the CEO if received.
- The Chair noted the significant reduction in the number of withdrawals prior to the funding census date which would have a positive effect on both the student experience and funding. The Principal explained that the increased retention was due to increased staff awareness of recruitment numbers, along with the support provided to learners to find alternative study options within the College should their current course be unsuitable.

**Action:**

***Circulate the updated management organisation chart to Board members (GM)***

**Quality**

129. The Principal presented the Quality reporting, highlighting the key areas of focus:
- Ofsted spotlight on high needs – the rapid action CPD plan had been well received with teaching staff. Work was in place to ensure that some sessional staff had easy access to the materials. Department managers also undertook further drop-ins for all high needs students in the curriculum areas with follow-up actions if required.
  - Attendance was noted as not yet on target, but is above the same time last year. There is further work to undertake on data cleansing and understanding the issues surrounding level one attendance.
  - The Principal advised that the first of EQRs had taken place following a review of areas of concern by the TLA. The mechanisms for feedback and lessons learned were via the Heads of Departments who would implement the agreed action plans.
  - The Principal confirmed that the First Impressions survey data would be submitted to the December Board meeting. There had been a participation rate of 71% and there did not appear to be any major areas of concern highlighted in the survey results. It was also noted the First Impressions did not run last year due to the issues at the start of the year.

**Action:**

***Include last year's data in the First Impressions results for comparison (Principal)***

**Funding/Contract Performance**

130. The COO advised that there was a backlog of new apprentices to fully enrol on the system. In response to a query about whether the delays would affect the student experience and timeliness, the COO confirmed that this would not be the case as steps had been taken to provide systems access, but there would be an impact of delayed funding until the position was resolved. The delays were due to a requirement to process the new starts in a correct and compliant manner. Work to improve the processes, which would address the timeliness of processing, was part of the Apprenticeship Reform project.

**Finance – Confidential Item**

**HR**

138. A confidential minute was taken at this point.
139. The Chair reminded members to complete their safeguarding training to ensure the Board were compliant in this area.

## **Property**

140. The CEO confirmed that following an update at the Exec meeting earlier that day there were no issues to flag.

## **Risk Management**

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

## **APPRENTICESHIPS**

142. The Chair reminded the Board that this item had been requested to report on progress with the improvement plan for the Apprenticeship provision given the significant underperformance, scrutiny from the ESFA and the impact on the College's Ofsted rating.
143. A confidential minute was taken at this point.
144. The COO confirmed that the re-forecast position includes the assumption that the sales plan will generate the required new starters.
145. The Chair requested that new impacts were highlighted in the report to show progress of each activity.

### **Action:**

***Incorporate and highlight new impacts in the table to show progress (Principal)***

### **Resolved:**

***The Board noted and approved the Apprenticeships report and action plan.***

## **ANNUAL HEALTH AND SAFETY REPORT AND POLICY**

146. The COO presented the report and highlighted the good progress made in having a single Health and Safety system for the merged college. Work was required to ensure there is rigorous compliance in the use of the system and to ensure that all documentation is consistently updated.
147. The Chair asked that, when due for updating, all policies are amended to use gender neutral pronouns.

### **Action:**

***Ensure policies are updated using gender neutral pronouns (GM)***

### **Resolved:**

***The Board received the annual Health and Safety Report***

***The approved the Health and Safety Policy, subject to the update of gender neutral pronouns.***

## **AUDIT COMMITTEE REPORT**

148. The Board noted the Audit Committee report and accompanying draft minutes from the meeting on 22 October 2019. No queries were raised.

### **Resolved:**

***The Board received the Audit Committee report and draft minutes from the meeting on 22 October 2019.***

## **WORTHING BOROUGH COUNCIL FACILITY DOCUMENTATION**

149. The COO advised that the documents relating to the £5m loan facility from Worthing Borough Council had been circulated for approval in their latest, substantially agreed format, and asked that the Board delegate approval of the final documents to a sub-group consisting of the Chair, Vice-Chair & SID, CEO and COO.
150. The Board were assured that the Facility Agreement was in line with the Heads of Terms that had previously been received. The Legal Charge was in a standard form and in line with previous versions. The Intercreditor Deed and Second Accession and Amendment and Restatement agreement had been updated to include WBC as a counterparty.
151. A detailed set of minutes specifically covering this item was agreed.

**Action:**

***Sub-group to advise the Board of any changes to the documentation. (COO)***

**Resolved:**

***The Board approved the documentation subject to final approval by the sub-group.***

### **ANNUAL FOI AND DATA PROTECTION REPORT**

152. The Board noted the annual FOI and Data Protection Report.

### **ANNUAL REVIEW OF COMPLAINT AND APPEALS AND COMPLAINTS POLICY**

153. The Board noted the annual review of complaints and appeals.
154. The Board approved the Complaints Policy, subject to an update of gender neutral pronouns.

### **SUCCESS MEASURES UPDATE**

155. The Board noted the final updates to the 2018/19 5-year success measures.

### **DATE OF NEXT MEETING**

156. The date of the next meeting was confirmed as Tuesday 17 December 2019 at the Brighton Central Campus.

### **ANY OTHER BUSINESS**

157. The Chair advised the Board that presentations from three recruitment providers and a panel consisting of CEO, HRD and Governance Manager appointed Peridot Partners to run the Non-Executive Recruitment. She explained that she had been present at the meeting but not able to vote due to the conflict of interest presented by her AoC role.
158. A briefing on the vacancies would take place with Peridot in early December with an immediate requirement to find 3 individuals – to cover the vacancy, Scott Marshall's successor and a co-opted Audit Committee member, one of whom will take over the role of Audit Committee Chair. At this point future succession planning requirements for the Board would be considered.

### **MEETING EVALUATION**

159. Board members provided feedback which was recorded separately.

**The meeting closed at 7.16pm.**

Signature of Chair: Paul Noney Date: 17/12/19