

**Greater Brighton Metropolitan College
Board of Governors**

**PART 1: Minutes of a meeting held at the Broadwater, Worthing Campus
Monday 29 July 2019 at 4.30pm**

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

In attendance: Rhiannon Phinbow (HR Director) Jon Rollings (COO), Helena Thomas (Principal), Sue Harman, (PA to CEO – Minute taker),

Apologies: David Russell, Anwar Musa (Student Governor), Sarah Box (Governance Manager)

288. WELCOME, INTRODUCTIONS AND APOLOGIES

The Chair welcomed members to the meeting and noted apologies from David Russell and Anwar Musa (Student Governor). She thanked colleagues who joined a special meeting last Thursday to finalise the necessary Board resolutions for the strategic finance arrangements.

289. MINUTES

The minutes of the meeting held on 24 June 2019, were agreed as a true record and signed by the Chair.

Part 1 – Minutes of the meeting held 24 June 2019 – for public record

Part 2 – Minutes of the meeting held 24 June 2019 – confidential

Approved:

The Board formally approved the minutes of 24 June 2019 as a true and accurate record. The Chair of the Board signed the master copy.

290. 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

291. PELHAM REDEVELOPMENT AND STRATEGIC FINANCE UPDATE

Members noted that Worthing Borough Council had granted approval on 23 July 2019 for a loan which would provide bridge funding for the Project. Barclays and the Transaction Unit had both approved the project and the changes in allocation of security to allow the project to progress.

A Special Meeting of Board members had taken place on Thursday 25 July 2019 to approve the resolutions required to progress the redevelopment.

The COO reported a delay to the original proposed completion date of 26 July due to technicalities around the finalisation, completion and signing of the documents, but noted that completion was now expected to take place on Tuesday 30 July 2019.

The Chair sent congratulations to the Executive team for the incredible amount of work and creativity which went into these solutions and with the build programme being in such good shape to start as soon as they were finalised. She went on to thank Gary Anderson who first initiated the discussions around the restructuring of the College's balance sheet and for providing excellent support and challenge to the Executive team throughout this process.

In response to a question regarding the mitigation of effects on students during the redevelopment, the CEO confirmed that details of action taken will be added to the September CEO Report.

Action:

Detail action taken to mitigate effects of the Pelham redevelopment on students - September CEO Report. (CEO)

292. APPROVAL OF 2019/20 BUDGET AND FINANCIAL PLAN

The COO followed up on an initial presentation covering the 2019/20 budget and 2020 Financial Plan at the Board's June Awayday. A detailed discussion on the key aspects of the Budget and Financial Plan took place.

A confidential minute was taken at this point.

Resolved:

The Board formally approved the 2019/20 Budget and Financial plan.

293. APPROVAL OF 2019/20 ANNUAL OPERATING PLAN

The CEO presented the revised version of the AOP following feedback received at the June Awayday. This focused on the key priorities outside of the College's core business which will make the biggest difference.

Following feedback received from members, it was agreed that project owners and end dates would be reviewed.

Further feedback from members included:

- Suggested addition of staff recruitment into project 'Implement key aspects of people strategy focused on supporting cultural and behavioural change'
- Consider the addition of a strategic marketing project

Resolved:

The Board formally approved the Annual Operating Plan

Action:

Project end dates and ownership of projects to be reviewed. (CEO)

Review all Exec objectives through to December 2020 aligned to the new appraisal cycle in light of approving this plan. (Chair/CEO)

294. APPROVAL OF 2019/20 COLLEGE KPIs

The CEO advised that unlike previous years, the Executive team are seeking approval for the annual KPIs in July, rather than in September, to support understanding and ownership of the targets well ahead of the new academic cycle. Although no outturn position is available for review at this time of year, the team's preferred approach is to be able to aspire to targets regardless of outturn, advise staff of priorities before the start of the academic year and modify targets later if necessary.

Following a query, the CEO and Principal agreed to review how best to report on OfS milestones.

It was noted that there was an agreement for there to be a KPI related to observation of teaching, learning and assessment. The Principal acknowledged that although there is not a metric there would also be a range of other quality assurance measures that further assess the quality of TLA. She went on to confirm her view that the target for maths does reflect the College's Centre of Excellence status and that 13 out of 15 areas to achieve a good grade or above is a realistic target.

Given the focus on aspiring to national benchmarks rather than being driven by past outturn performance, it was suggested that it might be useful to include a column indicating national averages.

The HR Director confirmed that once further analysis had been done on the College's current position, a target would be added to the new KPI related to hard to fill vacancies.

The CEO explained that the target for Industry Placements is set by government. It was noted that this target has doubled for next year.

Resolved:

The Board formally approved the 2019/2020 College KPIs

Action:

Confirm how best to report on OfS milestones (CEO/Principal)

Consider inclusion of national benchmarks for KPIs and as part of Quality report.

(Exec team)

Appraisal for CEO to be updated to reflect any changes to KPIs. (Chair)

Appraisal for COO/Principal and HR Director to be updated to reflect any changes to KPIs. (CEO)

295. CEO REPORT

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

- A pack of key documents is in the process of being compiled for all teams in preparation for the start of the coming academic year.
- Data has been received from the FE Choices external survey and although it was hoped the College would have the National Student Survey (NSS) results for this meeting, these require further analysis. There are early concerns about the NSS as data indicates it is on a downward trajectory.
- Applications are now tracking in line with the previous year. There are fewer internal progressors due to the under recruitment of students a year ago.
- HE applications and acceptances for HE courses are on target.
- 19+ are approximately 100 behind

The CEO was asked how the College could increase its 16-18 cohort. He advised that although there is a slight downward trend in demographics in in Worthing, Brighton will increase significantly over the next few years. However, there would continue to be competition from the local schools and Colleges.

The Principal went on to advise that focusing on retention of students when they first start is key, as they are at a higher risk of withdrawals at this point.

Quality Update

The Principal presented the update on Quality matters in the CEO's report. She confirmed that the positions for attendance and retention are fixed. She went on to present an update on the provisional results of the FE Choices annual external survey which is funded by the DfE.

Key points to note include:

- Responses for 16-18 year olds declined compared to 17/18 however response rates for adults has increased by 63%.
- 81% of all respondents would recommend GB MET to friends or family, which is a 1% decrease compared to the previous year but remains higher than the 17/18 recommend rate for General and Further Education colleges at 78%
- 73% of 16-18 year olds are likely to recommend GB MET which is down from 75% in 17/18 while for adults there has been an improvement from 86% to 88% likely to recommend.
- An error in Table 1 of Appendix 2 was noted. The score stated for the 16-18 group was an upward change rather than downward.
- Overall, outcomes were good when compared with results for last year.

The Principal stated the structure around student voice is changing. Where focus groups were previously managed by individual departments, these are now being facilitated by an independent person within the support services team. This is to ensure there is a coordinated view of issues being raised at course level. The responsibility of the Student Committee Groups will be moved to the curriculum departments and facilitated by the Student Experience Coordinators. This will ensure the department managers are able to address immediate needs in a timely way.

In terms of the FE Choices outcomes, when asked how the College compares with competitors, the Principal advised that this had not yet been reviewed but would be followed up in the next Quality report.

In response to a query from members regarding the good attendance data for English and maths, the Principal confirmed that the Head for the Sports, PS and Early Years had been focused on ensuring students were attending English and maths from the very start of the academic year and this has had a positive impact. It was also noted however that other departments, such as construction and engineering in Brighton, had significantly more students needing to attend English and maths when compared to this department and that although they have a similar approach the volume of students makes it more challenging.

Members discussed if there may be a technical solution that could help with supporting attendance. It was noted that technology does exist however the costs involved are significant.

Apprenticeships

The COO provided a detailed breakdown of the data provided in the Apprenticeships Performance Summary.

Members provided feedback on the format of the Summary which was generally positive but also questioned if it was possible to include some key actions and measures and reduce the complexity of the document. The COO advised that the document shows the plan for resolving MLP for this year. The CEO agreed stating that it would be difficult to translate this information into a single sheet and the ESFA have confirmed that they are happy with this level of information.

Actions:

Compare FE Choices Student Survey results with other college results and provide in September Quality report. (Principal)

Funding/Contract Performance

The latest position was noted.

Finance

The COO explained the forecast changes made in the month and the classifications used.

HR

A confidential minute was taken at this point.

The HR Director clarified that the sickness absence increase stated is largely down to long term sickness. She confirmed that the data behind the KPI position is broken down to enable more detailed analysis.

Property

The CEO confirmed that a plan has been developed to ensure the Board are kept up to date with the progress of the Pelham redevelopment.

Risk Management

The CEO advised that the RoATP application processing times are lengthy and to his knowledge there is no other reason for the delay in hearing the outcome of the College application.

296. CIP REVIEW

The Principal provided the second update on the progress and actions taken through the College Improvement Plan.

Members were asked to note a summary of progress set out against the four themes of the CIP.

For Curriculum, most areas assessed as RI or inadequate have made improvements within attendance and retention and all are predicting outcomes that are above 17/18. For 18/19 the prediction process was not the same as 17/19. There were two iterations rather than one and there was improved scrutiny and challenge at senior management level.

In Teaching, Learning and Assessment, the College has not delivered effectively on the CPD programme for staff and the Teacher Development Framework (which is underpinned by the CPD programme) was also rolled out late. A remaining key focus for 19/20 will be to ensure the CPD programme aligns with staff needs and is available outside of CPD days. The

revised Observation of Teaching and Learning Policy and appraisal process will also further strengthen CPD participation

For Apprenticeships, there has been further in-year action to ensure the outcomes are at least above minimum performance levels. Progress against actions is reviewed at Executive and Board level on a monthly basis.

English and Maths will remain a key focus for 19/20. Functional skills outcomes by level and subject are above last year's outturns however; most areas are still below the national average. Attendance to both English and Maths GCSE exams increased by 2.2% and approximately 19.5% more students sat a GCSE when compared to 17/18 - 3677 compared with 2962. This increase can be attributed to, in part, to the cessation of the Free Standing Maths Qualification. This is likely to negatively impact on the College 9-4 pass rate as a 1/3 sitting would be at a grade 2. However, percentage progress between grades e.g. from a grade 2 to a grade 3, can be demonstrated.

The Principal advised that with no achievement data as yet, the position is cautious but confident that overall outcomes will be improved upon when compared to last year. She went on to explain that for next year, with the new inspection framework, there will be a section in the CIP related to quality of education, leadership and management. The new inspection framework also has a focus on staff workload, wellbeing and impactful CPD so these will also be incorporated.

Resolved:

The Board noted the summary of progress set out against the four themes of the CIP.

297. GB SKILLS BUDGET AND WIND DOWN – CONFIDENTIAL ITEM

**298. AUDIT COMMITTEE REPORT AND FINANCIAL STATEMENTS AND REGULARITY
AUDIT PLAN 2018/2019**

The Board were asked to note the draft minutes of the audit Committee meeting held on 1 July 2019 and approve the External Auditor's Financial Statements and Regulatory Audit Plan for 2018/19.

A confidential minute was taken at this point.

Resolved:

The Board formally approved the Audit Committee recommendation to approve the External Auditor's Financial Statements and Regulatory Audit Plan for 2018/19.

**299. INTERNAL AUDIT ON SUB-CONTRACTORS, PARTNERSHIPS AND
APPRENTICES – CONFIDENTIAL ITEM**

300. REMUNERATION COMMITTEE REPORT

This item was deferred to the September 2019 Board meeting.

301. JUNE AWAYDAY OUTPUTS AND NEXT STEPS

Members noted the summary of key outputs from the awayday held in June 2019 and approved the recommended next steps.

Resolved:

The Board formally approved the following recommended next steps and actions.

- **Board Effectiveness Survey to take place in August**
- **Individual annual reviews to take place by September**
- **360 Feedback survey to be run in June/July next year**
- **Meeting evaluations to continue based on the recommended questions**
- **Away days to be planned for half days with the remaining half day dedicated to getting closer to student experience.**

Action:

Board Effectiveness Survey to be sent to members on 30 July 2019 (SH)

Individual annual review meetings with members to be organised (Chair/SH)

302. APPROVAL OF 2019/20 SCHEDULE OF BUSINESS

Members were asked to approve the 2019/20 Schedule of Business and note that the document will remain live throughout the year to ensure Board agendas are appropriate and timely.

Resolved:

The Board formally approved the 2019/20 Schedule of Business.

303. AOB


The Chair gave her thanks to Anwar Musa as student governor, having served for two years on the Board. She expressed her hope that he gained a lot from the experience and wished him well with future endeavours.

The Chair also announced that this was the last meeting for Joy Mercer. She advised that Joy had been dogged in her pursuit of high quality teaching, learning and assessment, a vocal champion of the student experience and how learners progress into employment and was a key part of the working group which drove the merger. The Chair passed on her thanks to Joy on behalf of the Board.

MEETING EVALUATION

304. Board members provided feedback which was recorded separately.

The meeting closed at 6.50 pm.

Signature of Chair.......... Date **30/9/19**.....