

**Greater Brighton Metropolitan College  
Board of Governors**

**PART 1: Minutes of a meeting held at Northbrook MET, Broadwater Campus  
Monday 30 September 2019 at 4.30pm**

**Present:** Julie Nerney (Chair), Nick Juba (CEO), Gary Anderson, Natalie Brett,  
Jim Hynes (Staff Governor), Claire Hopkins, David Russell

**In attendance:** Helena Thomas (Principal), Jon Rollings (COO), Rhiannon Phinbow  
(HRD), Sarah Box (Governance Manager)

**Apologies:** Scott Marshall

**WELCOME, INTRODUCTIONS AND APOLOGIES**

1. The Chair welcomed members to the first meeting of the academic year and thanked them for their candour and insight in their appraisal discussions. The outcomes of these discussions would inform debate at the Board away day the following week. She also reminded colleagues of the annual HE graduation ceremony on 11 October, and encouraged them to attend one of the flagship events of the year for students.
2. Members were reminded of the evaluation questions, which would be considered at the end of the meeting.
  - How did we add value to the work of the organisation and the Executive team?
  - How well did we make use of the expertise across the team?
  - Did we get the balance of challenge and support right?
  - Did we consider the impact of our decisions on students and the teaching and learning within the College?
  - Was the meeting well planned and executed?
3. Apologies were noted from Scott Marshall.

**MINUTES OF THE MEETING OF 29 July 2019**

4. The minutes of the meeting held on 29 July 2019, were agreed as a true record and signed by the Chair.

Part 1 – Minutes of the meeting held 29 July 2019 – for public record

Part 2 – Minutes of the meeting held 29 July 2019 – confidential

**Approved:**

***The Board formally approved the minutes of the 29 July 2019 as a true and accurate record. The Chair of the Board signed the master copy.***

**MATTERS ARISING FROM THE MINUTES**

5. 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 Chair noted an update to the schedule, stating that the action relating to minute 293 and the review of Exec objectives as a result of the approval of the 2019/20 AOP was now complete.
6. A confidential minute was taken at this point.

### **STUDENT GOVERNOR RECRUITMENT UPDATE**

7. The Governance Manager updated the Board on the progress of the student governor recruitment process. Four applications had been received by the midday deadline, with an extension offered to one applicant due to unforeseen circumstances. Interviews were due to take place on Friday 4 October. A further update would be provided at the October Board meeting.

### **5 YEAR SUCCESS MEASURES: UPDATES AND PROGRESS**

8. The CEO presented the updated 5 year success measures and asked the Board to note progress illustrated by the 2018/19 outcome data. The colour coding highlighted the measures amended as a result of the discussions at the away day in June.

**Action:**

***Finalise outstanding 2018/19 data, to include section 5.2.***

**Resolved:**

***The Board noted progress of the 5 year success measures***

***The Board approved the changes to measures subject to the addition of outstanding data***

### **ANNUAL OPERATION PLAN 2018/19: ANNUAL REVIEW**

9. The CEO presented the annual review of the 2018/19 AOP. He explained that some of the undelivered projects will roll forward in a more strategic articulation within the 2019/20 AOP, for example the apprenticeships review.
10. Members noted progress of the AOP and confirmed that there were no further projects/initiatives to be carried over to 2019/20.

**Resolved:**

***The Board note progress of the 2018/19 AOP annual review.***

### **STAFF SURVEY OUTCOMES**

11. The HRD acknowledged that the staff survey results summarised in the accompanying paper were of real concern to the Executive Team. She noted that the York College benchmark data had been received in September, however only 39 out of 257 colleges in England had participated in the survey, so the usefulness of the comparator data was limited.
12. The CEO expressed his disappointment at the results, and suggested that the issues highlighted by the survey were both sector wide and college specific. It was recognised that the substantial cultural changes faced by the organisation following the merger, along with the subsequent restructures had taken its toll on staff and many of the emerging themes were not unexpected.
13. The Board were advised that the Executive were keen to ensure a considered approach to the feedback. Therefore, a programme of work to engage with staff to work through the

issues and determine a way forward was deemed to be the best approach. The CEO confirmed that the results had been shared at a departmental level for focus group review and that it would be a major agenda item at the forthcoming Staff Forum meeting. Independently facilitated discussions would be held at each campus, to give staff the opportunity to discuss possible solutions.

14. The Board gave their feedback on the survey results to assist the Executive in their approach:
- The Board were keen to see the detailed survey data and requested that it be circulated to them for information.
  - Members recommended that the management response is properly considered and cautioned against reacting to the issues highlighted by aggregated data. An analysis of the granular data would ensure that the genuine issues are exposed.
  - The staff governor reflected on the culmination of challenges and change experienced by colleagues. He noted the emotional loss for staff losing long serving colleagues as a result of the restructures. Along with the misconception that the Pelham redevelopment was funded by these cuts, rather than the external funding and income received from building disposal, which would cover the entire cost of the build.
  - The data around leadership and management was discussed and the staff governor suggested this could be partly influenced by the cross-campus nature of many of the management roles. This had an effect on the perceived availability of managers to problem solve and provide support to staff.
  - Members were keen to offer support and advice based on the experiences in their own organisations. They confirmed their commitment to engaging with students and staff over the forthcoming year, and ensuring that Board priorities are focused appropriately to help resolution of the issues highlighted by the survey.
  - It was noted that in order to ensure the medium to long term sustainability of the organisation the Board had made some difficult decisions which would have impacted morale.

**Action:**

***Circulate the staff survey data to Board members (HRD/GM)***

**CEO REPORT**

**Executive Summary**

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

- The work undertaken by Admissions, IT and MIS had provided a much improved staff and student experience at enrolment and induction. There was still some work required to overcome issues with part-time courses, and the level of support required for telephone enquiries.
- A challenging position on 16-18 FE enrolments, with a likely under recruitment of students against the funding allocation. Initial research suggested that potential students have chosen an 'A' level route at either BHASVIC or Varndean. The Principals at both colleges had agreed to allow GB MET to survey their students in order to better understand their decision making process. A renewed focus on relationships with schools would also be required to try and influence school leavers earlier.
- HE recruitment is also behind target. 30 of the current shortfall relates to continuing learners, with first year recruitment most significantly below target in Theatre.
- GCSE English and maths results were above national benchmarks in all areas for grades 9 to 1 and 9 to 4.

The Board were delighted to note both the significant upturns in achievement and the GCSE English and maths results.

**Action:**

***Provide trend analysis of 16-18 and HE data from 2018/19, along with conversion data for discussion at the October away day. (CEO/COO)***

***Analyse the number of EU students and any associated downward trends. (CEO)***

**Quality**

16. The current position for FE achievement outcomes had been discussed as part of the pre-Board Ofsted briefing, so the Principal presented an update on the other Quality matters detailed in the CEO's report. Members did however, congratulate the Principal for the significant improvements in outcomes when compared to the previous year and in particular the improvements for 16-18 year olds, level 2 learners and the continued strong performance of adults.

**HE achievement**

17. The current position was reported as being in line with last year's outturn, with only a small number of results outstanding. CI and Construction and Engineering had both seen an overall improvement. Worthing PGCE and Cert Ed previously sat outside of the HE infrastructure, but had now been fully integrated and this was expected to have a positive effect going forward.

**NSS student satisfaction survey**

18. Although survey participation rates have improved, the overall student satisfaction has fallen significantly to 69.54%. The Principal advised that the department now has two new Curriculum Managers in place, to further support the Director of HE. The format of team meetings has been redesigned to help staff deliver the requirements of the new validation partner.

19. In response to a query regarding the college's TEF rating, the Principal acknowledged that there had been some recent changes to the methodology and weightings which was of some concern but as yet it was still unclear what the weightings would be. This is as a result of the outcome from pilots not yet being fully published. She confirmed that the new management team were already working with staff to understand the importance of the framework, and it should be incorporated in appraisals where relevant.

**Apprenticeships – Confidential Item**

**Funding/Contract Performance**

24. The COO advised that the funding report was based on assumptions relating to the number of apprentices that would achieve, and, based on the latest assessment there was a risk that the shortfall v target could increase when the final position was reported in R14.

**Finance – Confidential Item**

**HR**

29. The HRD noted that the high number of leavers shown in the data table included 58 redundancies as a result of the restructure.

30. The Board were also updated on the review of the Enterprise area, which had focused on centralising functions and improving control mechanisms. Extensive efforts had been made to reduce the impact on staff.

### **Property**

31. A confidential minute was taken at this point.
32. The Chair requested assurance that quality of the student experience would not be diminished during the build. In response, the COO explained that there had been some noise disruption due to demolition of the existing building escape staircase, which was likely to continue for a further three weeks. Any impact issues were being raised in weekly logistics meetings with the contractor and dealt with accordingly.
33. The CEO explained that the handover period would require careful planning to ensure any issues were managed and mitigated. He also assured members that robust safeguarding arrangements were in place with the site contractor.

### **Risk Management**

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

### **SAFEGUARDING POLICY 2019**

35. The CEO explained that the changes to the policy were minor, but he highlighted the critical nature of the document hence it had been submitted to the Board as an assurance item. The Annual Safeguarding Report would be presented at next month's meeting.

#### ***Resolved:***

***The Board approved the Safeguarding Policy 2019***

### **AEB AND APPRENTICESHIP DELIVERY PARTNERS**

***David Russell declared an interest as an Associate Trustee of the Brighton Friends Centre but was not required to leave the meeting.***

36. The COO presented the accompanying paper setting out the nature and value of all proposed sub-contracting and delivery partners for the year ahead.
37. In response to a query, the COO drew attention to the strategic intent section of the paper setting out the specific reasons and logic for why the College had chosen to work with the proposed partners and how they were able to deliver against the College curriculum plan.
38. In response to a query on ensuring the quality and safeguarding of students and apprentices learning with partners, the Principal advised that clear quality and safeguarding requirements were incorporated into the contracts, and performance was monitored at monthly review meetings and that an online Safeguarding and Prevent tutorial had been developed for students to use remotely.
39. The CEO provided assurance that any changes made to the list of providers (extension of contracts or new providers) would be received at the Board as a consent item.

### **REMUNERATION COMMITTEE REPORT FROM 15 JULY 2019 MEETING**

40. External Board members noted the report and minutes of the 15 July 2019 RemCo meeting.

**CLEANING CONTRACT TENDER APPROVAL**

41. The Board approved the cleaning contract tender approval.

**CONFIRMATION OF MEMBERSHIP AND COMMITTEE MEMBERSHIP FOR 2019/20**

42. The Board and Committee membership for 2019/20 was noted.

**DATE OF NEXT MEETING**

43. The date of the next meeting was confirmed as Monday 28 October 2019 at the Brighton Central Campus.

**ANY OTHER BUSINESS**

44. The Governance Manager gave a brief overview of arrangements for the away day on 7 October 2019. Details of the agenda and student shadowing sessions would be confirmed via email the following day.

**MEETING EVALUATION**

45. Board members provided feedback which was recorded separately.

**The meeting closed at 7.15pm.**

Signature of Chair.....*John Norrey*..... Date.....*28/10/19*.....