

**Greater Brighton Metropolitan College  
Board of Governors**

**Minutes of a meeting held at the Central Brighton campus  
Monday 29 October 2018 commencing at 4.30pm**

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

**In attendance:** Sharon Collett (Principal) Rhiannon Phinbow (HR Director), Jon Rollings (COO), Lynn Payne (Interim Governance Adviser)

**Apologies:** Joy Mercer, Anwar Musa (Student Governor)  
Jenny Brooker (Governance Adviser),

48. A confidential minute was taken at this point. See confidential minute 48.

**WELCOME, INTRODUCTIONS AND APOLOGIES**

49. The Chair welcomed everyone to the meeting and apologies were noted. Governors had been advised that the Principal, Sharon Collett was leaving the college and the Chair formerly acknowledged Sharon's contribution during her tenure at both City College and GBMet.

The Chair advised that she had represented GBMet in the recent march and rally at parliament as part of the #LoveOurColleges campaign run by the Association of Colleges. The CEO had supported Caroline Lucas with her speech and she had spoken highly of GBMet at the event.

**MINUTES**

50. The minutes of the meeting held on 24 September 2018, having been previously circulated to Governors, were agreed as a true record and signed by the Chair.  
**All Governors were in agreement.**

**MATTERS ARISING FROM THE MINUTES**

51. Previous minute 430 referred to the COO facilitating a Budget Assumption session for all interested Governors and colleagues, Governors asked for this to be progressed urgently. The CEO confirmed he would ensure a date was set up as soon as possible.  
**Action: CEO**

52. All other matters arising were noted as complete or would be covered by this agenda.

**BOARD APPOINTMENT OF CHAIR, VICE-CHAIR AND VICE CHAIR SENIOR  
INDEPENDENT DIRECTOR (SID)**

53. The Clerk confirmed there had been one nominee for each of the three offices. They were as follows:

Julie Nerney nominated as Chair of the Board  
Claire Hopkins nominated as Vice-Chair of the Board  
Gary Anderson nominated as Vice-Chair of the Board and (SID)

**Governors were unanimous in their support for the new Chair and Vice-Chairs and the appointments were agreed.**

**The term of tenure of office, for all three appointments was agreed as lasting until the end of each nominee's existing tenure, as a Governor. Accordingly it was agreed that:**

Julie Nerney be appointed Chair to 31.03.20  
Claire Hopkins be appointed Vice-Chair to 31.03.21  
Gary Anderson be appointed Vice-Chair SID to 31.03.21

#### **BOARD APPOINTMENT OF STAFF GOVERNOR**

54. The Clerk updated Governors on the ongoing process to appoint the new staff governor and confirmed that two applications had been received. It was noted the selection panel would meet in early November to consider the applicants and the recommendation regarding the new staff governor would be brought to the November Board meeting.

#### **COLLEGE KPIS 2018/19**

55. This report was presented by the CEO. Governors were being asked to consider and approve the college wide performance indicators (KPIs) for 2018/19. The CEO indicated the impact of failure to approve, monitor and act on the College KPIs would prevent the College from directing activity and resources to a shared set of priorities and goals.
56. The CEO informed Governors that the College KPIs set out the high level measures of college performance for the year ahead. He advised them that the KPIs were built up from a review of previous performance, the College's five year success measures and a realistic assessment of what was achievable in the year ahead.
- The CEO confirmed that the KPIs collectively represented a stretching set of targets that the College was unlikely to meet in its entirety but that were not individually unrealistic or impossible. It was noted that the KPIs would form the basis of reporting to the Senior Leadership team, ESFA and other stakeholders.
57. Governors challenged the information and sought assurance from the Executive team in how confident they were in respect of being able to deliver these outcomes. The Principal informed Governors that originally there was an 80% target for English and maths attendance but when this was considered in relation to other study programmes, it was felt this signalled the wrong message with regards to the importance of attendance hence the 87% proposed for both areas. The Principal advised Governors there were now new protocols for working with parents/carers when students opt out of English and maths but attend vocational qualifications and that staff now have more control on attendance and approach.
58. In relation to the KPIs related to HR, Governors asked why so many areas were listed as '*not applicable*'. The HR Director explained the reason why having a KPI for some areas of HR work would not be reasonable, or were not areas where it would be appropriate to set a target.

59. There was a lengthy discussion on the outstanding appraisals. The HR Director indicated that the reason was not *process*, but a cultural change that was required. She informed Governors HR were now looking at an on-line platform for appraisals to be completed. Governors felt that where the appraisal had been done but the paperwork not completed and filed, there should be consequential outcomes. The CEO advised Governors that many issues around the appraisal system were linked to the time of year that the appraisals were being completed. He confirmed action was being taken to address all the issues.
60. In relation to the KPIs as a whole, it was felt that there may be too many for Board monitoring as some of the indicators were operational. Specific examples of operational KPIs were discussed. A list separating the operational KPIs from those the Board needed to monitor was requested. Governors were reminded that they needed to see the KPIs to discharge their operational assurance responsibilities.

**Governors approved the KPIs and asked the Executive team to consider how they will be reported through the monthly CEO report.**

## **HE VALIDATION**

### **Conflict of Interest**

Natalie Brett (NB) expressed a conflict of interest in this item of business as she works for University of the Arts, London (UAL). Governors considered her conflict of interest.

**It was agreed NB could remain in the meeting but should not take part in the discussion or outcomes.**

The Chair advised Governors that her partner had a related interested. This was disclosed and it was agreed that this was not a conflict of interest for the Chair in this matter.

61. A confidential minute was taken at this point. See confidential minute 61.

## **STRATEGIC FINANCE**

62. A confidential minute was taken at this point. See confidential minute 62 – 65.

## **CEO REPORT**

### **Executive Summary**

66. The CEO reported that the 2017/18 financial statements were currently progressing through the external audit process. He highlighted the fact that in three of the four apprenticeship contracts, targeted values had not been achieved, which would result in a combined shortfall of £378k.

A confidential minute was taken at this point. See confidential minute 66.

67. The CEO noted that the Funding Audit had had a significant contributory impact on the quality and financial outturn for apprenticeships, with expected achievements and enrolments moving past the expected 'cut-off' date for inclusion within 2017/18 data.
68. It was noted the College was close to meeting its target recruitment number for HE students.

69. The Principal would provide an update for the Quality section, but the overview on overall outcomes for 2017/18 was that there was a dip in performance of around 2% on last year for college based provision. Whilst 19+ outcomes had continued to improve and demonstrated a strong performance, 16-18 outcomes were showing a 3 year decline. Apprenticeship performance was significantly below the performance of the previous year.
70. A confidential minute was taken at this point. See confidential minute 70.
71. The CEO reported on the dedicated internal progression scheme providing a range of benefits and incentives for Level 3 students progressing onto HE programmes with the College. It was noted the College had appointed a new Director of HE who would lead this work.
72. The CEO was pleased to announce that the College had been successful in its application to become a Centre of Excellence for Maths and would receive circa £300k of additional funding to develop good practice in maths teaching and learning.
73. A confidential minute was taken at this point. See confidential minute 73.

### **Quality**

74. The Principal reported that overall achievement for all qualifications and all ages was currently expected to be 84.14% and that this was circa the 16/17 benchmarks. It was noted that the figure increased to 87.5% without English and maths qualifications. 16-18 achievement was noted as 76.93% and also below the predictions of 80.9% and the benchmark of 81.5%
75. 19+ achievement was noted as 92% and above prediction and benchmarks in this category.
76. The Principal advised Governors that detailed plans were being developed to take action in areas of weak performance and the SAR and QPR processes were being developed to identify and to target activity and resource, particularly in relation to the performance of young learners.
77. The Principal reported on the disappointing overall achievement for apprentices. Overall achievement was noted as 63.13% against a previous prediction of 71.69%. Timely achievement was noted as 49.35% against a previous prediction of 63.23%. She indicated the best case timely achievement may rise to 52% in December if 48 potential additional apprentices counted in the return. The Principal went through the factors that had contributed to the weak performance and these were discussed.
78. A confidential minute was taken at this point. See confidential minute 78.
79. With regard to the poor apprenticeship performance the Chair noted that there had been four consecutive months of no improvement highlighted in the reports which had been flagged by the Board and the out turn might have been different had there been faster action to address those early indicators.. She felt it was an opportunity missed and important for the Executive to learn from this in the future.

## **Funding and Contract Performance**

80. On apprenticeships the carry in contract value for the year was noted as £941k, the apprenticeships non-levy contract was noted as £478k, and the apprenticeships levy funding was currently £580k.
81. The adult education budget was noted as £5.297k, internal data showed 3,224 full time 16-18 FE learners and 555 full time HE learners were enrolled at the College.

## **Finance**

82. The COO advised Governors that the year to date EBITDA was £657k (before merger costs) and £20k adverse to budget. He then detailed the reasons for the variance. With regard to the 2017/18 draft financial statements, he confirmed these were currently undergoing review by the external auditors. He confirmed that, as had been reported earlier in the meeting, the shortfall in apprenticeship income would need to be factored into the accounts.

A confidential minute was taken at this point. Please see confidential minute 82.

83. A confidential minute was taken at this point. See confidential minute 83 – 85.

## **HR**

86. The HR Director gave a brief report on staff numbers, recruitment, staff turnover and absence statistics. The appraisal system had already been considered earlier in the meeting.

## **Property**

87. Property matters had been discussed earlier in the meeting and extensively in the session before the Board meeting.

## **Risk Management**

88. Governors noted the latest key risk schedule. It was noted there were now eight red category risks increased from seven in the last report. The risk score for learner outcomes had now been increased from 16 to 20 based on the latest information.

## **APPROVAL OF CHANGES TO STANDING ORDERS**

89. The Clerk went through the proposed changes to the Standing Orders and their associated annexes.

**Members unanimously approved the amended Standing Orders and annexes. It was further agreed that the Standing Orders be amended at Section 11 to provide for the Board to review the Standing Orders annually instead of every two years.**

**Action: Clerk**

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

90. The Complaints and Appeals Policy and Annual Review of Complaints and Appeals was considered and **approved**.

**MODERN SLAVERY STATEMENT**

91. The Modern Slavery Statement was considered and **approved**.

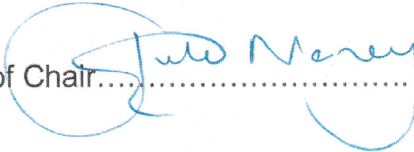
**DATE OF NEXT MEETING**

92. No other business was raised. The date of the next meeting was confirmed as Monday 26 November 2018 at 4.30pm at the West Durrington campus.

**This part of the meeting closed at 7.25 pm.**

93. A confidential minute was taken at this point. See confidential minute 93 - 96.

**The meeting closed at 7.40pm.**

Signature of Chair.......... Date.....26/11/18.....