

# Brooklands College

Minutes of the Full Governing Body Part 1 meeting held at 8.00am on 22 April 2015,  
in room MA1, Brooklands College

Present:	Jerry Tapp	Chair
	Terry Lazenby	Vice Chair
	Chris Barlow	
	Steve Brice	
	Russell Bowes	(Associate)
	Brian Harris	
	Maureen Kilminster	
	Susan McCondochie	
	Jackie Pearson	
	Eric Read	(Associate)
	Richard Rawes	
	Teresa Roberts	
Sandra Spicuzza		

In Attendance:	Gail Walker	Deputy Principal
	Louise Dudley	Vice Principal
	Ian Pocock	Clerk to the governing body

**Item 1                      Action in event of fire**

FGB/04/15/1                      Action in the event of fire was noted.

**Item 2                      Welcome and apologies**

FGB/04/15/2                      Apologies for absence were received from George Haines, Katie Normington, Mike Snell (associate), Clare Watling and Ricky Zalman.

**Item 3                      Resolution**

FGB/04/15/3                      The resolution that the Part 2 meeting would take place with the withdrawal of staff and students was passed.

**Item 4                      Declaration of interest**

FGB/04/15/4                      There were no declarations of interest.

**Item 5                      Minutes**

FGB/04/15/5              The minutes of the meeting held on 17 December 2015 were approved as a correct record.

**Item 5.1                  Matters Arising**

FGB/04/15/6              The full governing body (FGB) noted the paper on matters arising. Items relating to government procurement cards and review of financial regulations would be carried over. Otherwise actions were complete or covered by items on the agenda.

FGB/04/15/7              The FGB noted that an enterprise strategy would be considered by the resources committee at its next meeting. In response to a question from Terry Lazenby the deputy principal clarified that 'enterprise' in this context indicated all work the College undertook to prepare students for the work place.

**Item 6                      Financial Report**  
**Management Accounts February 2015**

**Item 7                      Resources Committee**

FGB/04/15/8              The vice principal introduced this item, highlighting key issues. There were quite large variations against budget within the report but profiling was in its infancy. She noted the current position of an adverse £24k against budget. The forecast was £11k surplus against a budgeted surplus of £30k. However, it was felt this forecast was prudent as it included £200k pension adjustment, £100k franchise contingency as well as £50k additional electrical works. The vice principal also highlighted the sections of the report dealing with franchising, capital activity and cash flow.

FGB/04/15/9              Chris Barlow noted that it was an achievement to report a satisfactory position given the issues that had arisen in finalising the accounts for 2013-14 which had had a significant negative impact. He asked how this gap had been filled. The vice principal noted that a different but robust set of assumptions had been used in putting the budget together. Discussion also noted that the restructuring at the end of 2014 had contributed a saving. Going forward there would be further pressures and it was likely that further cost reductions would need to be achieved. Allocations were being cut and the only growth area was apprenticeships which the College was growing as quickly as possible. The vice principal confirmed that only secure funding was included in the report to FGB. A further bid was being made and the resources committee would be kept informed of the progress of this and its

impact on the financial position. The margin accruing to the College on franchise activity was around 12%

FGB/04/15/10 Terry Lazenby asked if it would be possible to provide a further level of detail on franchise income. Following discussion it was agreed the future reporting developments would include one level down for income. **Action Vice Principal.**

FGB/04/15/11 Eric Read noted that the College had utilised its overdraft facility to a level of £200K and asked if there was a case for reserving some of the capital receipt from the sale of the Ashford site to build a reserve and provide a cushion to cash flow. The vice principal noted that Skills Funding Agency (SFA) had guidance that capital receipts should be used for capital expenditure.

FGB/04/15/12 Richard Rawes asked about the cash flow trend in table 7 which indicated that cash flow would potentially go negative but for the capital receipt from the Ashford site. The vice principal clarified that this included expenditure against income yet to be received from the Local Enterprise Partnership.

FGB/04/15/13 Terry Lazenby asked about the reason for the variance of £76k on full cost provision. The vice principal noted that this was being investigated.

FGB/04/15/14 The committee noted that headings for other income detailed in table 2d were all behind budget. Further information would be considered by the resources committee at its next meeting.

FGB/04/15/15 Steve Brice, chair of resources noted that there had been some challenges following the identification of issues when finalising the 2013-14. There remained some work to be done but he was confident of the direction being taken.

FGB/04/15/16 There were no other items for approval from the resources committee.

## **Item 8                      Audit Committee**

### **Item 8.1                      To receive and consider the update risk register**

FGB/04/15/17 The FGB received the updated risk register.

FGB/04/15/18 Terry Lazenby noted that the progress arrow for term 2 had not been included. The vice principal clarified that the report would ordinarily have been considered before the end of term 2, but the current FGB had been delayed. Terry Lazenby asked if, nevertheless, there were any areas that should cause the FGB concern. He noted that progress against some KPIs in the principal's report had turned from green to amber. The principal noted that electrical problems at the Weybridge campus had been added to the register. This aside no areas were

currently being assessed as a greater risk than previously reported. The vice principal confirmed that the term 2 progress assessment would be provided to the audit committee at its meeting on 20 May 2015.

**Item 8.2                      To approve the revised risk management policy**

FGB/04/15/19              The committee considered and approved two amendments to the risk register. These were to include the allocation of a risk owner, and to make clear the respective roles of committees and the full governing body in risk management. A line of the flowchart had been omitted from the version of papers available to FGB members. It was confirmed that the final line in the last box of the flow chart on page 1 of Appendix A should read 'The audit committee will monitor and advise the FGB on the effective application of the policy and process. The College's risk appetite will be determined by the FGB'.

FGB/04/15/20              In discussion of the guidance on risk scoring it was agreed that the terminology could helpfully be amended to use the term 'risk after mitigation' rather than 'residual risk' **Action Vice Principal.**

**Item 9                        Curriculum and Performance Committee**

**Item 9.1                    To approve the updated Self-Assessment Report (SAR)**

FGB/04/15/21              The deputy principal introduced this item. She noted that the SAR had been approved by FGB in December 2014. The version now before FGB was unchanged except new data on the way in which success was measured had been included. Brooklands was significantly above the national average for 16-18 but there was some work to do on English and mathematics and adult provision.

FGB/04/15/22              Steve Brice asked how the areas for College improvement detailed on page 9 were being monitored. It was confirmed that these were included in the overall college QIP monitored by committees, and also in departmental QIPs which were monitored by the senior leadership team (SLT).

**Item 10                    Planning, Remuneration and governance Committee**

**Item 10.1                Governance Quality Improvement Plan**

FGB/04/15/23              Terry Lazenby, chair of the planning, remuneration and governance committee introduced this item. He noted the objective to develop a new governance quality improvement plan (GQIP), whilst also maintaining a focus on some elements of the previous GQIP which still had relevance. The approach with the new GQIP had been to assess where College governance stood against a range of indicators, and

identify the action required to move to outstanding. The new GQIP had been developed through the governor training evening on 18 March 2015. The current discussion was a further opportunity for comment before the document was translated into a GQIP format consistent with the other QIPs.

FGB/04/15/24      The FGB noted the items highlighted in blue which indicated actions on which it was proposed progress could be made in the current year. The FGB considered the item highlighted for discussion regarding the development of an underpinning financial strategy. The vice principal noted that the elements of this were in place although not in a single document. To articulate the financial strategy more explicitly comment could be added to the strategic plan. The FGB discussed the best approach and agreed it would be helpful to use the strategy day in September 2015 to consider how financial plans supported the achievement of the strategy. For that discussion it would be helpful if all elements of the underpinning financial plans supporting the strategy could be drawn together **Action: Vice Principal.**

FGB/04/15/25      The discussion also noted that the sale of the Ashford site meant some elements of the financial strategy were still in evolution

FGB/04/15/26      Steve Brice highlighted the need for governor engagement in terms of achieving some of the objectives, including attendance at community, business and student events. It was agreed that development of an electronic calendar both to flag meetings and for governors to register their attendance would be helpful. It was noted that some LEP events were arranged at short notice. It was agreed that it would be helpful for the principal to include coverage of LEP events in the principal's report **Action: Clerk/Principal.**

FGB/04/15/27      Richard Rawes noted that governor appraisals needed to be progressed for the action to be rated green rather than amber.

FGB/04/15/28      The FGB approved the new GQIP including the carryover of relevant items from the previous plan.

**Item 10.2                      Human Resources Annual Report on Equality and Diversity.**

FGB/04/15/29      The committee received the annual report on equality and diversity. Terry Lazenby noted that this had been discussed in detail at the previous planning, remuneration and governance (PRG) committee. It had been helpful to consider in depth with Fiona Owens, interim head of human resources. This discussion had been in the context of the previous governance discussion in mind, and moving the College to outstanding in this area. It had been decided to split the annual human resources into three separate reports to the committee to be received on a termly basis, and this assisted consideration.

- FGB/04/15/30      The vice principal noted the discussion which had taken place at PRG and that the committee had found the approach helpful. A future development would be to make clearer proposed actions within the body of the report. Areas such as the identification that 25% of staff were aged between 56-65 would be the subject further analysis to gauge impact. Positive initiatives such as the recent diversity festival were noted in the report.
- FGB/04/15/31      The FGB agreed with a conclusion of the PRG committee that further information to compare the ethnic profile of staff with the student population would be helpful in the next version of the report. Although some information was included in the self-assessment report (SAR) this was no directly comparable. The available information would need to carefully analysed and presented to provide a valid comparison. The vice principal noted that the Agresso system for human resources and payroll had gone live the previous day and could assist with this  
**Action: Interim head of human resources.**
- FGB/04/15/32      It was agreed that the equality and diversity profile for governors would be updated **Action: Clerk.**
- FGB/04/15/33      Chris Barlow asked about monitoring of staff reasons for leaving, and whether there were any particular trends, for example stress. SLT members reported that this had not been identified as a problem. It was confirmed that the College had improved its approach to exit interviews. In addition the staff satisfaction survey was conducted each year with the same questions to enable valid comparisons.
- FGB/04/15/34      It was agreed that FGB members would receive an update on equality and diversity in this area through undertaking the on line training module **Action: Interim head of HR.**
- Item 10.3                      Appointments and reappointments to the governing body**
- FGB/04/15/35      The clerk to the governing body introduced this item which reported on progress on recruitment to the governing body, reappointments to the governing body and succession.
- FGB/04/15/36      On the recommendation of the PRG committee, it was agreed to appoint Mr Jerry Loy to the role of full governor to fill the vacancy for financially qualified governor.
- FGB/04/15/37      It was noted that further interviews would be carried out on 22 and 27 April 2015.
- FGB/04/15/38      The clerk noted that skills gaps that had been identified in the past skills audit had been filled with the appointment to full governor

positions in the last year of members with experience in risk management and in dealing with local authorities. The appointment of a financially qualified governor filled one further gap, and a candidate with a higher education background was shortly to be interviewed. Although a number of governors were locally based the College had not so far been successful in recruiting local community leaders. This aspect would be given further consideration by the PRG committee.

FGB/04/15/39

The FGB also considered and agreed the following reappointments to the full governing body:

Chris Barlow:	Reappointment for four years from 29 April 2015
Steve Brice:	Reappointment for one year from 15 July 2015
Katie Normington:	Reappointment for one year from 19 July 2015
Clare Watling:	Reappointment for four years from 31 July 2015

The FGB noted that, in view of Steve Brice's significant previous service on the FGB, the PRG had reviewed the renewal and confirmed that Mr Brice continued to provide independent and robust challenge to the executive.

FGB/04/15/40

The FGB also noted Appendix A to the report which demonstrated that current terms of office of governors were phased so as to provide consistency and a manageable process of succession.

## **Item 11**

### **Principal's report**

FGB/04/15/41

The FGB received the principal's report. The principal drew particular attention to the following areas:

a. Enrolments were reduced in line with a national demographic trend. Although a bid for further funding was being made to the Employment Funding Agency (EFA) funding allocations continued to be pressed. The College strategy to pursue growth in the protected areas of apprenticeships, traineeships and English and mathematics had placed Brooklands in a better position than some other colleges. It has been necessary to make some staffing reductions. The principal confirmed that these had been planned according to priorities agreed for the curriculum.

b. A financial action plan had been agreed to address issues identified by external audit as a result of finalising the accounts for 2013-14. Progress would be reported to the next meeting of the audit committee and there would also be internal audit review plan.

c. Within the property update it was noted that progress had been made on agreeing terms with Thomas Knyvett College for co -

location. These would now be finalised by solicitors to form the basis of the contract and lease.

d. Following a visit to China which had been made following a visit of a Chinese delegation to Brooklands in 2014, a number of potential areas for collaboration had been identified.

e. The student activities section noted success for College students in the national hair dressing competition.

f. Events highlighted for possible governor attendance included the sugar craft exhibition on 14 and 15 May and the student convention on 3 June 2015

The KPIs report in the Principal's paper was noted.

**Item 12                      Committee Chair's reports for information**

FGB/04/15/42              The FGB received the following reports

**Item 12.1                      Curriculum and Performance Review Committee**

FGB/04/15/43              The FGB noted in particular the rising demand for safeguarding services, and the careful management required to achieve government priorities for English and mathematics.

**Item 12.2                      Resources Committee**

FGB/04/15/44              The FGB noted that paragraph 4 should state 'adverse' variance of £19k, rather than 'favourable. In response to a question from Steve Brice the vice principal confirmed that there was sufficient resource available to support SSSC implementation.

**Item 12.4                      Planning, Remuneration and Governance Committee**

FGB/04/15/45              Terry Lazenby noted the importance being attached to the 'Prevent' agenda by the College, and that governors had also received training on 18 March 2015.

**Item 12.5                      Audit Committee**

FGB/04/15/46              Terry Lazenby, as a member of the audit committee, noted the continuing emphasis on clearing outstanding audit recommendations and monitoring the internal audit programme.

**Item 13                      Student Governor Items**

- FGB/04/15/47              The FGB received an update on Boom Box. In conjunction with the music department, Teresa Roberts noted a battle of the bands competition would be held as part of Boom Box with the finals of the competition at Weybridge on 3 July 2015 as part of the Freshers' Party. This would be organised by the music department.
- FGB/04/15/48              Sandra Spicuzza reported that there were complaints from students in respect of catering and maintenance items that were outstanding. The concerns in catering related to a lack of healthy eating options, and a reduced number of staff in busy times. The vice principal noted that if details were forwarded to her of the maintenance items she would address these. The catering contract was due for review in 2016 and that would be an opportunity to review the service and insert a requirement in the specification for healthy eating options.
- FGB/04/15/49              The FGB noted that there was also a concern about the sufficiency of outdoor shelters which in turn linked to a problem in managing smoking on the campus. The principal noted that this issue was going to be discussed at the student conference.

**Item 14                      Chair's business**

- FGB/04/15/50              The chair noted that he had no specific business, but commented on the value of curriculum day on 3 March 2015. This had been an opportunity for governors to visit various curriculum areas.

**Item 14.1                      Review of business for emerging risks**

- FGB/04/15/51              No new emerging risks were identified

**Item 15                      Any other business**

**Item 15.1                      Fees Policy**

- FGB/04/15/52              The FGB agreed a review of the fees policy. The first page of the report identified changes that had been made.

**Item 16                      Date of next meeting**

- FGB/04/15/53              The date of the next full governing body was confirmed as 15 July 2015.

Chair .....

Date .....