

Brooklands College

Minutes of the Full Governing Body Part 1 meeting held at 9.00am on 16 December 2015,
Room MA1, Brooklands College

Present: Jerry Tapp Chair
Terry Lazenby Vice Chair
Chris Barlow
Steve Brice (from item 7)
Alex Cozens
Brian Harris
Maureen Kilminster
Jerry Loy
Susan McCondochie (from item 11)
Jackie Pearson,
Richard Rawes (from item 11)
Teresa Roberts
Sheryl Simon (associate)
Richard Shaw (associate)
Sandra Spicuzza
Clare Watling

In Attendance: Gail Walker Deputy Principal
Diana Pogson Interim Vice Principal
Ian Pocock Clerk to the Governing Body
Shereen Samerasinghe Vice Principal (taking up post in May 2016)

Charli Gazzard RSM Tenon (for item 7)

Andrew Chauvin Fusion Ltd (for item 14)
Luke Ridgewell Fusion Ltd (for item 14)

Item 1 Action in event of fire

FGB/12/15/1 Action in the event of fire was noted.

Item 2 Welcome and apologies

FGB/12/15/2 Apologies for absence were received from Katie Normington, Ricky Zalman, and Frank Hanna (associate). Apologies were also received from Steve Brice, Richard Rawes and Susan McCondochie, all of whom had been delayed in traffic, but would arrive later in the meeting.

Item 3 Resolution

FGB/012/15/3 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/09/15/4 There were no declarations of interest.

Item 5 Minutes

FGB/09/15/5 The minutes of the meeting held on 25 September 2015 were approved as a correct record.

Item 5.1 Matters Arising

- FGB/09/15/6 The full governing body received the report on matters arising, noting the matters to be carried over: the review of financial regulations, rearrangement of the planning, remuneration and governance committee for the summer term, and completion of on-line equality and diversity training. Login details for governors to be able to complete the on-line training were reissued.
- FGB/09/15/7 The clerk also noted that included with the folder for each governor containing login details for on line training was the termly pro forma for each governor to record activity, and a list of events for the spring term. Governors were asked to complete the pro forma and return to the clerk **Action: Governing Body members.**

Item 6 Audit Committee Annual Report

- FGB/09/15/8 Clare Watling, chair of the audit committee, introduced this item. She noted that this report was received by the governing body to provide appropriate assurance in advance of approval of the financial statements for 2014-15.
- FGB/09/15/9 The report with attachments summarised the audit committee's work during the year. The committee had reviewed its terms of reference in accordance with the Joint Accounting Code of Practice (JACOP) and confirmed that these continued to be appropriate. The committee had also undertaken a self-assessment exercise in accordance with JACOP.
- FGB/09/15/10 The report confirmed the progress being made in clearing outstanding audit recommendations, and that a significant number were now being closed quickly after receipt of reports.
- FGB/09/15/11 Clare Watling noted the internal audit annual report and the opinion that the College's governance, risk management and internal control arrangements were generally adequate. The plan for 2015-16 was also included with the committee's report. One objective for 2015-16 would be to adhere more closely to the KPIs set for the internal audit process.
- FGB/09/15/12 Terry Lazenby, as a member of the audit committee, drew attention to the work undertaken by Susan McCondochie to review the arrangements in place for the financial management of sub-contracting following the problems that had been experienced in finalising the previous year's accounts. This work had been reported to the joint audit and resources committee meeting on 25 November 2015.

Item 7 Chair's report: Joint Audit and Resources Committee

Steve Brice arrived for this item

Item 7.1 To approve the financial statements 2014-15.

- FGB/09/15/13 The full governing body noted that the financial statements had been considered and approved by the joint audit and resources committee 25 November 2015. There had been only one significant change related to grant income received for Ashford. There was a potential need to repay grant funding of £220K to the Skills Funding Agency. This had been amended from a provisional to a contingent liability. It was unlikely that the sum would have to be repaid as the income from the Ashford sale was being reinvested in educational provision.
- FGB/09/15/14 One amendment was noted to the governance section of the financial statements, the addition of Terry Lazenby's name as a member of the capital strategy committee.

FGB/09/15/15 The governing body approved the financial statements.

Item 7.2 To receive the external auditors report

FGB/09/15/16 Charli Gazzard of RSM Tenon, external auditors, introduced this item. She drew attention to section 2 of the report which outlined key areas of risk which had guided the approach to the external audit.

FGB/09/15/17 No risks had been identified in respect of income recognition. She noted one adjustment in respect of schools meals income in section 4, but the interim vice principal clarified that following discussion at the joint audit and resources committee, it had been agreed to reclassify this from an amount due to the funding agencies to a payment in advance received, but still shown as liability to the College.

FGB/09/15/18 The governing body noted that pension scheme liabilities had been reviewed with no significant issues identified. External audit work had confirmed the College as a going concern, and the receipts from the Ashford sale provided a healthy financial position. No issues of concern had been identified in respect of management override of controls.

FGB/09/15/19 Capital projects had been reviewed with no significant issues identified.

FGB/09/15/20 Charli Gazzard drew attention section 3 in respect of additional issues. This detailed the £221k grant funding which had now been amended from a provision of a contingent liability of £220k to a comment in the financial statement, without a provision.

FGB/09/15/21 Section 4 contained a schedule of unadjusted/adjusted misstatements. This did not include any items material to the external audit opinion.

FGB/09/15/22 No issues had been identified in respect of section 5, potential impropriety issues, and section 6, deficiencies in internal control. In respect of section 7 no significant difficulties were experienced during the audit and the finance team of the College had done a good job.

FGB/09/15/23 In response to a question from Jerry Loy, the interim vice principal confirmed that the retirement of the principal had been included as a post balance sheet risk.

Item 7.3 Letter of Representation

FGB/09/15/24 The governing body approved the letter of representation for signature by the chair

Item 7.4 Regulatory Assurance Letter

FGB/09/15/25 The governing body approved the regularity assurance letter for signature by the chair.

Item 7.5 Regularity Audit Questionnaire

FGB/09/15/26 The governing body received the questionnaire.

Item 7.6 Brooklands Enterprises

FGB/09/15/27 The governing body approved the accounts for Brooklands Enterprises.

Item 8 Other items from the audit committee

Item 8.1 Risk Register

This item was considered in advance of item 7

FGB/09/15/28 The governing body received the updated risk register. The interim vice principal explained that the register had been reviewed in detail. A risk relating to the recruitment of a new principal had been added. It was noted that following the successful recruitment this risk was mitigated.

FGB/09/15/29 Terry Lazenby noted risk 9 which focussed on governance arrangements. Further work had been done on this at the governors' strategy day and would be discussed later in the meeting.

FGB/09/15/30 Richard Shaw questioned whether the risk presented to the College by the area review process should be red rather than amber. The chair and the principal reflected that they felt that the College was in a reasonably strong position. This would be discussed later in the meeting.

Item 8.2 To receive the internal audit plan

FGB/09/15/31 Clare Watling, chair of the audit committee, introduced this item. The plan had been produced with reference to risks identified in the risk register and had been approved by the audit committee. In respect of financial issues arising from the finalisation of the accounts for 2013-14, six days had been allocated for a review of the five point action plan. In addition, the previous vice principal had provided a report and external audit had also undertaken a one day review.

FGB/09/15/32 The chair asked if the audit committee were content with the resource available for internal audit and the way it was applied. The chair of audit committee confirmed that there had been discussion at the committee about the number of days allocated for internal audit. It was felt that these were appropriate for the current year. Going forward there could be a review of the most efficient way to use resources and the number of days needed. Assurance mapping could play a part in this.

FGB/09/15/33 The audit chair confirmed for external audit that no instances of fraud had been identified during the course of the year.

Item 9 Items from the Resources Committee

Item 9.1 To approve the Quality Improvement Plan (QIP) 2015-16 Aim 2

FGB/09/15/34 Steve Brice, chair of resources, introduced this item. He reported that the director of business and marketing had presented this to the committee, drawing out the focus on employer engagement and innovation. The chair of resources noted that he was also chairing a working group on sponsorship to identify new income streams to support innovation.

FGB/09/15/35 Terry Lazenby asked for further information about a feasibility study for a Surrey wide apprentice assessment company referred to under aim 2. The deputy principal explained that there would be a need for a separation of the assessment function in future. It was possible that the College owned company, Brooklands Enterprises could provide a vehicle for this, providing a service for Brooklands College or other organisations as well. It was confirmed that the feasibility study would be completed in July 2016 rather than 2015 as stated in the report.

Item 9.2 To approve the Quality Improvement Plan 2015-16 Aim 3 Part A

FGB/09/15/36 The chair of resources introduced this item. He noted that the QIP reflected a continuation of the focus on premises and the refurbishment of parts of Weybridge campus. The QIP also highlighted implementation of the finance five point action plan.

FGB/09/15/37 The chair also noted that Patrick Hodgson, Head of IT and MIS, would be attending the next committee meeting to give a presentation.

FGB/09/15/38 The deputy principal provided an update on the potential collaboration with colleges in China. On 3 January 2016 she and two members of staff would be visiting Beijing Polytechnic on a visit funded by the British Council. They would be mapping parts of the design and technology curriculum with a view to a collaboration. There was still a significant amount of work to do but this could be a valuable initiative for the College.

FGB/09/15/39 The deputy principal also noted the potential for a collaboration between the College, Oxford Brookes and a college in Cape Town, focussing on motor sport.

Item 9.3 The annual report on health and safety

FGB/09/15/40 The interim vice principal introduced this item. She noted that there had been no RIDDOR incidents to report, but there were number of smaller incidents as might be expected.

FGB/09/15/41 Terry Lazenby asked if the senior leadership team (SLT) were content with processes in engineering. The interim vice principal noted that procedures were reviewed. A new health and safety officer had just been appointed and they could carry out a review. The deputy principal reported that Ofsted were content on their last visit. She confirmed that governing body members would find accident books in place, for example, if they visited the construction department.

FGB/09/15/42 Terry Lazenby asked if there were a report on 'lessons learned'. The principal confirmed that this was considered by the College health and safety committee which she chaired.

FGB/09/15/43 The chair asked if the health and safety consultant who had been in place pending recruitment to the permanent role had come to any overall view on health and safety in the College. The interim vice principal reported that the consultant had been generally complimentary. Some recommendations on fire precautions had been made.

FGB/09/15/44 In response to concerns from Teresa Roberts, the principal confirmed that she would write to the gym on the Ashford site to remind them again of the request not to drive on to the campus and for children not to be left unaccompanied **Action: Principal.**

FGB/09/15/45 In response to a question from Steve Brice the SLT confirmed that all contractors on site had health and safety procedures and were supervised by Fusion Ltd, the College's contractors.

FGB/09/15/46 Jerry Loy reminded the SLT of Frank Hanna's offer to share training on recent changes to health and safety law. The principal would follow this up **Action: Principal.**

Item 9.4 Financial Strategy

FGB/09/15/47 The interim vice principal introduced a draft paper on financial strategy, which had been produced following initial discussion at the strategy day on 25 September 2015. The paper was for information at this stage, and would be discussed in detail at the resources committee in February 2016. In the meantime feedback on the outline and structure of the document would be welcomed.

FGB/09/15/48 The governing body had a detailed discussion about the draft financial strategy and the financial context for the College, including area reviews. Chris Barlow stressed his concern that the financial strategy should include some sensitivity analysis to demonstrate how the College would be affected by different assumptions. He noted the challenging financial climate for further education as a whole and suggested the need to consider changing methods of educational delivery. The positive outcomes achieved by the College over the last three years and the innovations and improvements already made by the College were also noted by members

FGB/09/15/49 Terry Lazenby confirmed that in his view the strategy and objectives laid out for the College were clear. How they were achieved could be the subject for debate. Jackie Pearson suggested that the curriculum and performance and resources committees could have some joint discussions about this. She and the chair of resources would discuss this informally first **Action: Chair of Resources and CPR**. Terry Lazenby drew a parallel with the transition from hydrocarbons to renewable energy. The transition would take place, but at what speed and what elements from both systems would have a place in the future would be subject to an evolution.

FGB/09/15/50 The governing body agreed to provide feedback on the draft financial strategy paper in order for it to be developed for the resources committee on 24 February 2016 **Action: Governing Body Members**.

Item 10 Items from the Curriculum and Performance Review Committee

Item 10.1 To approve the Quality Improvement Plan 2015-16 Aim 1

FGB/09/15/51 Jackie Pearson, chair of the curriculum and performance committee (CPR), introduced this item, noting that the QIP was clear in its priorities. The committee had also reviewed a separate QIP for English and mathematics, areas which were included on the risk register.

FGB/09/15/52 Governing body also noted the 'Buzz the Boss' initiative within which the principal would invite and answer questions from students. Alex Cozens suggested Twitter and Instagram as the two most common forms of social media used by students.

Item 10.2 To approve the whole College Self-Assessment (SAR)

FGB/09/15/53 Jackie Pearson introduced this item. The SAR had been the subject of external validation on 24 November 2015. Attendance by governors for that had not been high but for future reference it was a very useful meeting for governors to attend in terms of knowledge of the College. Terry Lazenby noted that it had been helpful to hear the views of external validators.

FGB/09/15/54 The deputy principal explained that following external validation there had been some revisions prior to consideration by the CPR committee on 2 December 2015. Subsequent to that one small further change had been made to separate English and mathematics into its own section.

FGB/09/15/55 The governing body noted the overall rating of 'good' and approved the SAR.

Item 10.3 To approve the Higher Education Improvement Plan

FGB/09/15/56 Jackie Pearson reported that the CPR committee had thought this to be a thorough document. The plan was approved by the governing body.

Steve Brice left the meeting at this point

Item 11 Items from the Planning, Remuneration and Governance Committee

Item 11.1 To note the outcome of the strategy day

Richard Rawes and Susan McCondochie arrived for this item

FGB/09/15/57 The governing body received a report on the outcome of the strategy day.

FGB/09/15/58 Terry Lazenby, chair of the planning remuneration and governance (PRG) committee, noted that the section on governance risks on page 6 of the report had been

challenged at the PRG. Following discussion it was agreed that governing body members would score this independently **Action: Clerk.**

Item 11.2 Report on Governing Body Development

FGB/09/15/59 The committee noted this report. One round of appraisals had been completed and training needs identified would be built into individual and collective training for governing body members. The approach to committee self-assessment would be reviewed for future years. The governing body also noted the sections on the skills audit and equality and diversity monitoring.

Item 11.3 To approve the Quality Improvement Plan 2015-16 Aim 3 Part B

FGB/09/15/60 The governing body noted that this QIP, focussing on human resources, continued the focus of the previous year's QIP. Clare Watling confirmed that the target for literacy and numeracy for College staff had been amended to 95% of staff achieving level 2 or enrolled on a level 2 course, rather than 90%.

Item 11.4 Governance Quality Improvement Plan

FGB/09/15/61 The governing body noted progress on the governance QIP.

Item 12 Principal's Report and KPIs

FGB/09/15/62 The principal introduced this item, noting the main areas of her report. The target for enrolments had not yet been met but with further intakes during the year, the overall EFA income target should be met. The report also covered self-assessment and success rates. Success rates for 16-18 had experienced a slight decrease due to English and mathematics results, whilst adult success rates had increased slightly. Overall the success rate was 85.8% compared to 85.7% in 2013-14, a small improvement. The report also included an update on the finance department action plan, the comprehensive spending review, a property update and the area review process.

FGB/09/15/63 In respect of the area review, there was a tight timeline and there was potentially the need for an extra governing body meeting in June to discuss recommendations. The principal reported that the principals of the four general further education colleges involved in the review had met and agreed to commission research on information to support the process, such as travel to learn patterns. This would be shared with governors. **Action: Principal.** The chair felt that following the comprehensive spending review there had been some change of emphasis to stress the need for collaboration as opposed to the process being wholly driven by financial economies.

FGB/09/15/64 The principal also highlighted a number of student achievements, and events that governors might like to attend during the following term.

FGB/09/15/65 The governing body received and the completed KPIs for 2014-15. Richard Rawes asked about action being taken on English and mathematics, noting that this had been red rated in term 3. The principal noted that going forward SLT believed this would improve. A QIP was in place and managers were devoting time to supporting this. There was now a better understanding of this requirement amongst students and parents. Governors would be able to observe teaching of English and mathematics on curriculum day on 23 February 2016.

Item 13 Committee chair's reports for information

FGB/09/15/66 The governing body noted committee chair's reports for information.

Item 14 Development plans for Ashford and Weybridge

FGB/09/15/67 Andrew Chauvin and Luke Ridgewell of the College's adviser's Fusion Ltd attended for this item, to provide a presentation and report on current projects. The following points were noted:

Thomas Knyvett College Project

FGB/09/15/68 Terry Lazenby asked whether anything had been lost from the project due to the need to value engineer it. The deputy principal confirmed that this was not the case. Richard Rawes asked if the full allocation would be spent, even though the tender received was below budget. Andrew Chauvin confirmed that this was the case, due to some work required on asbestos clearance for the ground and some other items.

Locke King Building

FGB/09/15/69 Work was continuing according to programme. A number of additional issues had been identified which would need to be dealt with but Andrew Chauvin noted that they were working hard to stay within the budget of 4,215K. There were some issues with asbestos but not of the same order as the catering block. Some essential work on fire breaks would be included in the project.

FGB/09/15/70 The governing body noted that a decision would need to be made that week on Friday 18 December 2016 to select the main contractor. There had been a two stage tender process and the choice would need to be made between two contractors. Value engineering of the project would have to take place. It was agreed that Terry Lazenby would take part in the teleconference on the Friday morning, and an e mail circulated to governors for decision.

Catering Block/Kitchen

FGB/09/15/71 Planning for this programme was proceeding on target. Tenders for asbestos removal (budget £500k) would be received in January 2016.

FGB/09/15/72 The principal noted that there was the potential for sponsorship for refurbishment of the training restaurant which had been excluded as a non-essential item

Electrical Main

FGB/09/15/73 This project was budgeted at £480K but the tender for the work was £165k in excess of that. £165K had therefore been reallocated from the electrical safety work. It was felt that this was realistic as some electrical safety work would be included in the Locke-King project and there might be some economies. Richard Rawes asked if the two projects would net at the same cost. The interim vice principal noted that it would not be possible to say until the electrical safety work had been tendered, but the hope and expectation was that the budget would be sufficient. Terry Lazenby asked if there were a danger of leaving items, even if they were non-essential. The governing body noted that there would be a decision point early in 2016 and issues would be brought to the capital strategy committee for decision.

Item 15 Student Governor Items

This item was considered before item 12

FGB/09/15/74 Sandra Spicuzza raised the following issues in respect of the Weybridge campus:

- a. Could the smoking area be repositioned to encourage better use?
- b. Could improvements be made in security both in the car park and at the main gates?

c. There was also an issue relating to access to classrooms in the engineering block due to locking of doors but SLT members clarified that this was for reasons of security.

FGB/09/15/75 Alex Cozens highlighted the problem of congestion at the Ashford site caused by sports hall users parking in the main car park.

FGB/09/15/76 The principal confirmed that she would be writing again to the Spelthorne gym as discussed earlier in the meeting and that the SLT would consider and respond to the other points **Action: Principal.**

FGB/09/15/77 Both student governors confirmed that they were happy with the teaching on each of their programmes.

Teresa Roberts, Sandra Spicuzza and Alex Cozens left the meeting at this point

Item 16 Chair's Business

Item 16.1 Review of committee business for emerging risks

FGB/09/15/78 The chair confirmed that no new risks had been identified. The recruitment of a new principal could be removed from the risk register, to be replaced by the need to recruit a further senior post holder **Action: SLT.**

Item 16.2 Principal's retirement

FGB/09/15/79 The chair drew attention to his letter of thanks (included with the papers) to the principal following her decision to retire. He reinforced his personal thanks to the principal for her work in support of the College and its students. She had achieved significant cultural change and improvement in performance. He stressed his thanks not only for this achievement but also for the personal approach adopted by the principal in developing the College.

Any other business

Item 16.3 Clerk to the Governing Body

FGB/09/15/80 The chair also noted that this would be the last meeting for the clerk to the governing body and thanked him for his contribution.

Item 16.4 Association of Colleges

FGB/09/15/81 The chair reported his view after attending the AoC Conference that further education was very likely to survive in its current form, as it did meet the needs of a very significant proportion of the educational needs in the country.

Item 17 Date of next meeting

FGB/09/15/81 Wednesday 23 March 2016 at 8.00am.