

Brooklands College

Minutes of the Full Governing Body meeting held at 8 am on 26th June 2019,
Room MA1, Weybridge Campus.

Present:	Terry Lazenby	Chair
	Barbara Spittle	Vice Chair
	Fred Gray	Chair of Audit
	Mary Hughes	Safeguarding Governor
	Jackie Pearson	
	Richard Rawes	Chair of Capital Strategy
	Paul Stedman	Chair of Resources
	Nick Vaughan Barratt	Chair of Curriculum and Performance Review
	Melanie Harding	(Associate Governor)
	Hilary Omissi	(Associate Governor)
In Attendance:	Teresa Roberts	(Staff Governor)
	Andrew Barrett	(Staff Governor)
	Gail Walker	Principal
	Christine Ricketts	Deputy Principal
	Shereen Sameresinghe	Vice Principal
	Josephine Carr	Clerk to the Governing Body

Item 1 Action in the event of fire

FGB/06/19/1 Action in the event of fire was noted.

Item 2 Welcome and apologies

FGB/06/19/2 Apologies for absence were received from Jerry Loy and Arron Mitchell. Teresa Roberts and Hilary Omissi (09.45) advised the Chairman that they had to leave the meeting earlier than its anticipated finish time.

Item 3 Resolution

FGB/06/19/3 The resolution that a Part Two meeting would take place and that the Staff Governors would be requested to retire from this meeting.

Item 4 Declarations of interest

FGB/06/19/4 There were no declarations of interest other than that previously stated by the Chair of Resources Committee.

Item 5 Minutes

FGB/06/19/5 The minutes of the meeting held on 3rd April 2019 were approved as a correct record and duly signed by the Chairman.

Item 6 Matters Arising

FGB/06/19/6 The Deputy Principal will send the paper "Student Conference 2019" which the Student Governor, Lauren Ward presented to SLT on 7th May. ACTION Deputy Principal

FGB/06/19/7 A "user-friendly" summary of the Fees Policy has been prepared and will be circulated to Governors. Action: Vice Principal

FGB/06/19/8 The Clerk reported that 93% of the Governing Body had approved the amendment to the Instrument and Articles to allow for the interim joint Principal arrangement by email. The meeting ratified this decision.

Item 7 Student Governor Reports

FGB/06/19/9 The Clerk advised the meeting that no Student Governor Reports had been submitted to this meeting and that both Student Governors had completed their respective courses this term. Elections for the two Student Governors/ Student Union Presidents will take place next term.

Item 8 Strategic Plan KPIs

FGB/06/19/10 In response to a Governor question regarding the "Apprenticeship Timely Achievement" being RAG rated as red, the Deputy Principal advised that the College was awaiting

confirmation of achievement for a significant number of apprenticeships. When this data is received it is anticipated that the target of 74% will be met.

FGB/06/19/11 The Apprenticeship Income will not meet the original KPI target but, will meet the revised budgetary target.

FGB/06/19/12 The Pay-Income ratio target of 68% will be met by year end.

FGB/06/19/13 In response to a Governor question regarding the "Achievement of adult skills budget" being RAG rated as red, the Vice Principal advised the meeting that the College expects to achieve this target by the end of the financial year.

FGB/06/19/14 In response to a Governor question, the Vice Principal advised the meeting that Full Cost Income (including 24+loans) is rag rated red and will not meet with its KPI or budgetary target by year end. The variance in the April Management accounts of -14% is not anticipated to improve by year end.

FGB/06/19/15 The "Net Promoter Score (employee satisfaction) of 75% is below target and is not anticipated to improve given the current College challenges.

Item 9 Impact Assessment Groups update

FGB/06/19/16 The meeting noted that these papers had been discussed at the June CPR meeting and were tabled for information. The Chairman of CPR advised that the key discussions had centred upon:

- English and Maths: the Committee noted slow progress and wondered whether it would be beneficial to refocus and have fewer action points?
- Safeguarding: The Committee discussed concerns regarding timeliness together with assurance that students are clear that they understand Safeguarding and Prevent. A new leaflet has been developed and it is essential that the College ensures that all student groups have access to this information, especially apprentices where information sharing is inconsistent.

The number of cases in recent years has increased, in part due to more awareness and better reporting but also due to the cohort of students attending College. The Safeguarding Governor noted, having attended the Student Awards Evening, that it was apparent that there were a number of students at College with significant needs, many of whom often struggled at school.

FGB/06/19/17 The Deputy Principal advised the meeting that it been agreed at the June Performance Review for English and Maths to move away from timetabling English and Maths on a Friday afternoon and rather where possible, sandwich English and Maths between vocational classes.

FGB/06/19/18 The Performance Review sessions also assured governors attending that the tracking of student progress for Maths and English has been much improved this year and so teachers have a better understanding of the students and thus a more secure basis of achievement predictions. However, this is not yet consistent across the College; SLT will be looking at the latest data on Monday and generating action points where required.

Item 10 Items for consideration from the Resources Committee and Chair's update

Item 10.1 To note the April Management Accounts

FGB/06/19/19 The Committee discussed the April management accounts; the May accounts should be available next week. The Vice Principal is not anticipating any substantial variances at year end and the end of year deficit is anticipated as £0.5M.

Item 10.2 Draft budget 2019/20 and the Financial Plan including the Capital budget

FGB/06/19/20 The Vice Principal advised the meeting that the assumptions upon which the budget was based are listed in the cover paper. The Vice Principal reminded the meeting that the 2019/20 budget does not include a pay award but includes the savings from the staffing review and increased Teacher Pension contributions. Staffing levels were discussed at each June Performance Review and there is some £50,000 staffing pressure to be resolved. There is some growth in curriculum areas with appropriate levels of staffing. However, SMT are taking a cautious approach as conversion rates of applications vary from year to year. The College is forecasting up to 20 additional 16-18 year olds in September, but with lagged funding will not receive any income for these students until

2020/21. The College is using sessional staff in areas where growth is expected in order to be flexible once enrolment is known.

FGB/06/19/21 In response to a governor question, the Vice Principal confirmed that there was no budget in the 2019/20 for redundancy costs. Should there be any redundancies as a result of lower than expected enrolments these will be treated as an exceptional item.

FGB/06/19/22 The Deputy Principal confirmed that recruitment is currently buoyant. Governors asked whether this should be reflected in the website – success generates further success. The Deputy Principal agreed to look at this.

FGB/06/19/23 Risks to achieving 2019/20 budget: The Vice Principal assured the meeting that the direction of change and reasonableness checks have been regularly applied. There are some risks with the full cost course income target probably the most challenging to achieve. The Vice Principal is meeting with Surrey CC tomorrow regarding the funding for the additional High Needs students who the College have accepted for September 2019.

FGB/06/19/24 After discussion, it was agreed that the current political environment is an emerging risk.

FGB/06/19/25 A discussion regarding the Financial Action Plan ensued. The Vice Principal assured the meeting that the operating surplus is planned to occur in year 4. As yet there is no specified time line for the achievement of an operating surplus budget excluding subcontracting, this is being developed. The Vice Principal assured the meeting that the 2019/10 budget meets all of the Financial Action Plan indicators.

FGB/06/19/26 In response to a governor question, the Vice Principal advised the meeting that the draft financial plan would result in a “Good” financial health rating by the EFSA and adherence to bank covenants

FGB/06/19/27 The Vice Chair of the Curriculum Committee asked whether there was anything which the College might do to generate more applications during the summer (in addition to ensuring current applications are kept “warm” and convert into enrolments). Should there be a poster/leaflet campaign advising that Brooklands College welcomes students (both school and in-College progressors) who change their plans during the summer holidays? The meeting was advised that the College had received the largest number of year 10/11 school pupils at the Brooklands Experience Days. SLT asked that governors promote direct apprenticeships and full-cost courses amongst their business associates. The College is hosting local Schools Heads’ meetings to develop better relationships with local schools.

FGB/06/19/28 The Chair of CPR acknowledged that further to presentations to CPR Committee, the Marketing team are working very hard but he is not convinced that they are focussing on the right priorities. For instance, College branding and signage. The Deputy Principal advised the meeting that a draft marketing strategy had been discussed at SLT and this would be developed over the summer. There is a direction of travel, making progress with the finite resource and governors should continue to monitor this via strategic milestones.

FGB/06/19/29 After further discussion, the Board agreed the 2019/20 budget on the basis of the risks and assumptions presented in the tabled papers.

FGB/06/19/30 The Capital budget had been agreed by the Capital Strategy Committee and was tabled for information. There is no allowance for the Property Strategy in 2019/20 as this will be funded by the LEP loan. The Vice Principal confirmed that there is no grant element of £350,000 as originally anticipated, rather a £1.2M loan repayable on the College receiving capital receipts. The Chair of Capital Strategy asked for clarification regarding the Property Strategy expenditure to date and asked the Vice Principal to clarify an apparent gap of £120,000. The Vice Principal agreed to revisit the figures and table at the July Capital Strategy Committee.

FGB/06/19/31 The Vice Principal reminded the meeting that the Budget and two year financial plan must be submitted to the ESFA by 31st July 2019. The Vice Principal will advise Governors of any variations between the tabled papers and final submission to the ESFA.

Item 10.3 Financial Regulations Review 2019

FGB/06/19/32 The Chair of Capital Strategy noted that the Financial Regulations exclude reference to the CSC in terms of its decision making and responsibilities. Originally a sub Committee of

Resources, Capital Strategy is now a stand-alone committee. The Vice Principal agreed to review the Financial Regulations 2019 and re-table at the July FGB meeting.

Item 10.4 Ratification of the Waste Management tender

FGB/06/19/33 The meeting ratified the Resources Committee recommendation and Governor email responses (71.4%) to accept the Tenet recommendation that the waste management contract be awarded to Grundon Ltd.

Item 11 Items for consideration from the Curriculum and Performance Review Committee and Chairman's update.

Item 11.1 Safeguarding Report

FGB/06/19/34 The Meeting noted the report and the debate regarding its contents which occurred during the 5th June CPR Committee meeting.

FGB/06/19/35 The Chairman of CPR advised the meeting that the principal discussion points at the June CPR Committee were English and Maths, Marketing and Safeguarding which have been considered as parts of earlier Board agenda items.

Item 12 Items for consideration from the Audit Committee and Chairman's update.

FGB/06/19/36 The Chairman of the Audit Committee advised the Board that the Audit Committee of 12th June had met with one of the RSM Audit Partners (Internal Auditors) and the External Auditor Manager. Three internal audit reports were presented and debated; Subcontracting, Learner Numbers and Financial Planning and Budget Monitoring together with follow up report for 2017-18 and a progress report for 2018/19.

FGB/06/19/37 The Chair of Audit advised the meeting that the Internal Audit 2018-19 report on Subcontracting is a requirement of the ESFA to review the subcontracting controls in place at the College. The sample indicated that the College needs to address some issues in order to meet the requirements of the changed ESFA funding rules introduced in 2018/19. Similarly, the Learner Numbers Systems Audit 2018-19 identified a number of action points in regard AEB and Apprenticeships, in particular post May 2017 Apprenticeships.

FGB/06/19/38 In response to governor questions, the Internal Auditor advised that there is an increased likelihood of an ESFA audit of all learners on the College ILR and that there is a potential liability relating to incomplete record keeping of off-the-job training of Apprenticeships. The meeting was assured that SLT are looking to provide additional resources to update the data. The Vice Principal advised Governors that there is an action plan to address existing learners records and to ensure the training records for new learners meet ESFA funding requirements. Governors requested a progress update at the beginning of the next academic year. The Internal Auditor had advised the Audit Committee that many colleges were experiencing similar problems with Learner Number Systems audits 2018/19.

Item 12.1 Risk Register Heat Map

FGB/06/19/39 The Chair of Governors provided feedback regarding the RSM presentation at the Governors training evening on 12th June. The Chair of Governors advised the meeting that he had assured himself that most of the RSM key triggers are covered by Heat Map and that the College is in a better financial position going forward to 2019/20.

FGB/06/19/40 The Risk Map and Risk Register were discussed in depth at the Audit Committee meeting of 12th June. Three risks have moved from medium risk to high risk:

- 4c Outcome of ESFA audit
- 6a Inability to recruit and retain specialist teaching and support staff
- 6c Staffing review and restructure.

FGB/06/19/41 A discussion ensued regarding whether 5b) Health & Safety procedures are inadequate should be deemed high risk. This relates to the near lack of reporting near-miss accidents. This is partly a cultural issue and the H & S officer is working with curriculum areas to raise awareness of the process. It has been proposed that teachers undertake a review after each practical session regarding actual and potential near miss incidents (September 2019 onwards).

Item 12.2 To approve the Internal Audit Plan 2019/20

FGB/06/19/42 The Vice Principal advised the meeting that the Internal Audit strategy was aligned to the College Risk Register.

- FGB/06/19/43 The Vice Principal assured the meeting that both Internal and External Auditors had been advised of current events.
- FGB/06/19/44 The Chair of Governors proposed to accept the Internal Audit Plan 2019/20 subject to the subcontracting spot checks scheduled for spring 2020 being brought forward to the autumn term. Agreed.
- Item 12.3 To approve the External Audit Strategy 2018/19.**
- FGB/06/19/45 The meeting accepted the Audit Committee's recommendation to approve the External Audit Strategy 2018/19.
- FGB/06/19/46 The Chairman of the Curriculum Performance Review Committee asked for clarification regarding the potential ESFA audit and possible clawback of funding, in particular whether this relates to an incomplete record keeping issue as opposed to training not having taken place. The Vice Principal advised the meeting that the off-the-job training for post May 2017 apprenticeships is particularly complex and is calculated for each individual learner and their specific employment hours. The Internal Auditor had advised the June Audit Committee that most FE colleges are finding this difficult to track. The College has instigated an action plan and additional staff to ensure the records are rectified and complete going forward.
- Item 13 Items for consideration from the Planning, Remuneration and Governance Committee and Chair's update.**
- FGB/06/19/47 The Chair of PRG reported that the recent PRG had discussed whether Brooklands should adopt a Governor Link Scheme. The Committee acknowledged that some governors currently work with curriculum departments which they have a professional affinity with, (Chairmen of CPR and Resources, Media and Construction respectively) and that this should be formally recognised. However, it was important that any such scheme should be adopted to support the needs of Brooklands Governors. Any Brooklands Governor Link Scheme should have the objective of providing governors with a better understanding of the vocational departments. The Deputy Principal has prepared a proposal which will be circulated amongst governors and tabled at the September FGB.
- Item 13.1 Governance QIP**
- FGB/06/19/48 The Chair of PRG assured the meeting that PRG had discussed the Governance QIP at length. The new Charity Guidance whilst not mandatory for FE Colleges will be addressed in the 2019/20 Governance QIP.
- Item 13.2 Governing Body Membership**
- FGB/06/19/49 The Chair of Governors advised the meeting that Jerry Loy had submitted his resignation. Jerry Loy had offered to help with the merger if needed. As a result, the Audit Committee is short of members following two recent resignations and replacement governors are being actively sought.
- FGB/06/19/50 The meeting was assured that, in line with the FE Commissioner guidelines for Good Governance which were re-circulated to all FE Colleges on 17th May 2019, the College has two Governors with finance backgrounds and qualifications; the Chairman of Governors and the Chairman of the Audit Committee.
- Item 14 Committee Terms of Reference**
- FGB/06/19/51 The terms of references 2019-20 for the Governor Committees were approved, noting that the CSC membership is currently subject to conflict of interest with the current Chair of Resources.
- The Staff Governor (Teaching) left the meeting.
- Item 15 Constitutional documents for the Interim Principals**
- FGB/06/19/52 The meeting accepted the paper proposing an over-arching acknowledgement of the Interim arrangement of the sharing of Principal and Chief Executive role by the existing Deputy and Vice Principals in addition to their existing roles from 1st August 2019 until 31st July 2020 unless the Governing Body makes any further decision post the 6-month April 2020 review of the interim arrangements.
- Item 16 Business calendar 2019/20**
- FGB/06/19/53 The meeting accepted the 2019/20 Business Calendar, noting that the date of the Autumn

Term Audit Committee may change and further meetings may be added during the year.

Item 17 Chair's Business

Item 17.1 Review of Committee Business for Emerging Risks

FGB/06/19/54 No new risks had been identified.

Item 18 Any Other Business

FGB/06/19/55 The Clerk requested that Governors complete and return the 2018/19 Governor Skills Audit questionnaire by the end of term.

FGB/06/19/56 Brooklands Best commences in the Main Hall on Friday 5th July at 12.15 to celebrate College staff achievements followed by a BBQ. There is a Governors' award for innovation which will be presented alongside five other awards. It is also the Principal's last day in College, though she remains as Principal until close of business on 31st July. The Chairman of Governors and the Chairman of Curriculum and Quality Committee confirmed their attendance at Brooklands Best.

Meeting closed at 9.30

Decisions:

1. The meeting ratified the email decision agreeing the amendment to the Instrument and Articles to allow for the interim joint Principal arrangement by email.
2. The Board agreed the 2019/20 budget on the basis of the risks and assumptions presented in the tabled papers.
3. The meeting ratified the Resources Committee recommendation and Governor email responses (71.4%) to accept the Tenet recommendation that the waste management contract be awarded to Grondon Ltd
4. The meeting approved the Internal Audit Plan subject to the subcontracting spot checks scheduled for Spring 2020 being brought forward.
5. The meeting accepted the Audit Committee's recommendation to approve the External Audit Strategy 2018/19 Accounts.
6. The terms of references 2019-20 for the Governor Committees were approved.
7. The meeting accepted the paper proposing an over-arching acknowledgement of the Interim arrangement of the sharing of Principal and Chief Executive role by the existing Deputy and Vice Principals in addition to their existing roles from 1st August 2019 until 31st July 2020 unless the Governing Body makes any further decision post the 6-month April 2020 review of the interim arrangements.
8. The meeting accepted the 2019/20 Business Calendar

Actions:

1. The Deputy Principal will send the paper "Student Conference 2019" which the Student Governor, Lauren Ward presented to SLT on 7th May
2. The "user-friendly" summary of the Fees Policy will be circulated to Governors. Action: Vice Principal
3. The Deputy Principal agreed to look at whether the College website may reflect the current buoyant recruitment levels – success generates success.
4. The Vice Principal will advise Governors of any variations between the tabled papers and actual submission to the ESFA.
5. The Vice Principal agreed to review the Financial Regulations 2019 and re-table at the July FGB meeting.
6. The Deputy Principal has prepared a proposal for a Brooklands Link Governor Scheme which will be circulated amongst governors and tabled at the September FGB.
7. The Clerk requested that Governors complete and return the 2018/19 Governor Skills Audit questionnaire by the end of term.