

# Brooklands College

Minutes of the Full Governing Body meeting held at 9 am on 13<sup>th</sup> December 2017,  
Room MA1, Weybridge Campus.

Present: Terry Lazenby Vice Chair  
Steve Brice  
Jackie Pearson  
Jerry Loy  
Richard Rawes  
Liz Lacovara  
Barbara Spittle  
Marcus Youden  
Nick Vaughan Barratt  
Fiona Ryder  
Paul Stedman  
Andrew Barrett (Staff Governor)  
Teresa Roberts (Staff Governor)  
Ariphon Farrell (Student Governor)  
Lauren Ward (Student Governor)  
Gail Walker Principal

In Attendance: Christine Ricketts Deputy Principal  
Shereen Sameresinghe Vice Principal  
Josephine Carr Clerk to the Governing Body

**Item 1 Action in the event of fire**

FGB/12/17/1 Action in the event of fire was noted. The Vice Chair noted that there was no green evacuation sign in the room.

**Item 2 Welcome and apologies**

FGB/12/17/2 Apologies for absence were received from Jerry Tapp, Brian Harris, Richard Shaw and David Howard. The Vice Chair welcomed the new Student Governors to the meeting and encouraged them to contribute their opinion and ask any questions during the meeting.

**Item 3 Resolution**

FGB/12/17/3 The resolution that a brief Part 2 meeting would take place with the withdrawal of Student Governors was passed.

**Item 4 Declarations of interest**

FGB/12/17/4 There were no declarations of interest.

**Item 5 Minutes**

FGB/12/17/5 The minutes of the meeting held on 22<sup>nd</sup> September 2017 were approved as a correct record.

**Item 6 Matters Arising**

FGB/12/17/6 The meeting noted the report

FGB/12/17/7 The Chair of the Capital Strategy Committee thanked the Vice Principal for her updated Capital income and expenditure paper. The Vice Principal advised that the balance had improved since the last Committee meeting due to the receipt of the Savoy Trust grant and the VAT refund (Ashford Campus).

Paul Stedman and Fiona Ryder were requested to leave the meeting for this item:

**Item 7 Governance**

**Item 7.1 Appointment of Full and Associate Governors**

FGB/12/17/8 The meeting noted the report on Governing Body Membership.

FGB/12/17/9 The meeting approved the recommendation that Paul Stedman and Fiona Ryder were appointed as Associate Governors. Paul and Fiona were invited back to the meeting and congratulated on their appointment.

FGB/12/17/10 The Clerk advised the meeting that Professor David Howard has resigned as an Associate Governor late yesterday evening due to pressures of work. The Principal will speak with Katie Normington to enquire whether another RHUL academic would be interested in becoming a Brooklands governor and so ensure the on-going link between the two institutions.

FGB/12/17/11 The meeting confirmed the appointment of the two Student Governors.

FGB/12/17/12 The Chairs and Vice Chairs of the Committees for 2017/18 were confirmed.

**Item 7.2 Register of Interests 2017/18**

FGB/12/17/13 The Clerk confirmed that the 2017/18 Register of Interests was complete and with no reported conflicts. The 2017/18 Register may be viewed in the Knowledge section of Board Packs: FGB Additional Papers/13 December 2017.

**Item 8 Student Governors**

FGB/12/17/14 The new Student Governors had not prepared papers for the meeting due to the timing of their election. Both Student Governors attended the AoC/NUS Student Governor Conference in London on 1<sup>st</sup> December and found the day very useful.

**Item 9 Chair's Report: Joint Audit and Resources Committee 29<sup>th</sup> November 2017**

**Item 9.1 Financial Statements 2016/17**

FGB/12/17/15 The Chair of Audit advised that the meeting had discussed the financial statements with the External Auditors at the meeting and the joint meeting recommended that FGB approve the statements. There were no further questions and the meeting approved the College Financial Statements for 2016/17.

**Item 9.2 External Auditor's Letter of Representation**

FGB/12/17/16 The meeting agreed that the Vice Chair of Governors should sign the Letter of Representation as recommended by the Joint Audit and Resources Committee.

**Item 9.3 External Auditor's Report**

FGB/12/17/17 The Chair of Audit advised the meeting that both the External Auditors and Vice Principal were happy with the end of year Audit process. The meeting thanked the Vice Principal and the Finance Team for their commitment during this process and the positive outcome. The meeting agreed to send Marie Gansah a letter of thanks. Action: Clerk

FGB/12/17/18 The Vice Principal confirmed that the November Audit Committee considered the Regularity Self Assessment as part of the External Audit process for 2016/17.

**Item 9.4 Brooklands Enterprise's Account 2016/17**

FGB/12/17/19 The meeting accepted the Joint Audit and Resources Committee's recommendation to approve the Brooklands Enterprise Accounts 2016/17 (which remain a dormant company). The Clerk advised that the annual subscription to Companies House for this company is £13.

**Item 10 Audit Committee Annual Report**

**Item 10.1 Approval of the Audit Committee Annual Report 2016/17**

FGB/12/17/20 The Chair of Audit advised the meeting that appointment of both the internal and external auditors was both a thorough process with contributions from the Audit Committee and that the successful bidders appear to be working well with the College to date. The Chair of Audit congratulated the Vice Principal and the Finance Team in the significant reduction of outstanding Internal Audit Recommendations, particularly when compared to 2-3 years previously.

FGB/12/17/21 The meeting approved the Audit Committee Annual Report 2016/17

**Item 10.2 Risk Register and Heat Map Term One update**

FGB/12/17/22 The Chair of Audit advised the meeting that there had been a change in the management of risk within the College. The meeting agreed that a flowchart outlining the new process would be useful: Action Vice Principal

- FGB/12/17/23 The meeting agreed with the Chair of Audit that the introduction of the Heat Map was very useful.
- FGB/12/17/24 5a) Inability to plan for maintenance has moved from Amber to red– the CAFM software management system full implementation is still delayed. This has been discussed at Audit and Resource Committees and an Action Plan is being prepared. Maintenance currently remains principally reactive as opposed to planned.
- FGB/12/17/25 4a) Funding allocations and 4d) Introduction of the Apprenticeship Levy are closely linked. The introduction of the Apprenticeship levy has caused a significant delay in the number of new Apprenticeships commencing April 2017 onwards. The College was recently advised by the EFSA that its initial non-levy allocation from January 2018 would be £2.9 million, the College had requested £6 million in September 2017. The College is currently awaiting the invitation to bid for further funding. The Principal advised that the reduction in new Apprenticeships in 2017/18 was a national problem.
- FGB/12/17/26 3b). The EFSA undertook the employers survey directly in March 2017 (as opposed to the College requesting the data) and the number of responses reduced dramatically. For March 2018 returns, the College will contact employers directly to ensure a significantly improved response rate as in previous years.
- Item 10.3 Chair's Report**
- FGB/12/17/27 The meeting noted the Audit Chair's report; many of the items had been discussed prior to this item.
- Item 11. Finance**
- Item 11.1 October Management Accounts**
- FGB/12/17/27 The Vice Principal advised the meeting that the HE income is lower than expected because of the lower FE student numbers for 2017/18.
- FGB/12/17/28 As discussed in Item 10.2 the delay in both non-levy apprenticeship funding and starts has been considerably delayed and is a national problem.
- FGB/12/17/29 Debtor position of £113,00: the Vice Principal advised that the majority of this figure will be recovered, save for the profit share regarding Chartwells (the former catering contractor). The payment of any profit share with the new catering contractor is significantly more secure and specific within the contract agreement.
- Item 11.2 Bank Loan Covenant Update**
- FGB/12/17/30 The Vice Principal advised the meeting that she is finalising the process following the approval given at the December 2016 meeting. The Bank meets with the Vice Principal each term. The Bank does not appear to be concerned regarding the College's finances and its ability to meet the loan repayments. However, the bank is aware of the financial challenges within the FE sector.
- Item 12 Curriculum and Performance Review Committee**
- Item 12.1 Chair's Report**
- FGB/12/17/31 The Chair of CPR invited questions regarding her report – none were raised.
- Item 12.2 To approve the College SAR 2016/17**
- FGB/12/17/32 The Chair of CPR advised that there were printed copies of the SAR available at the meeting and an electronic copy in the Knowledge section of BoardPacks. The Chair of CPR gave an overview of the SAR process for the new Governors. Usually Governors and members of other Colleges are invited to attend the SAR review day, which had been scheduled for 2<sup>nd</sup> November but was cancelled due to the OFSTED inspection that commenced on 1<sup>st</sup> November. The SAR was discussed in detail at the November CPR meeting who recommended its approval to this meeting.
- FGB/12/17/33 NEET is an acronym for "Not in Education, Employment or Training."  
LAC: Looked After Children  
FSM: Free School Meals.
- FGB/12/17/34 The Board approved the College SAR 2016/17

**Item 12.3 QIP 2017/18**

FGB/12/17/35 The Deputy Principal introduced the new format for the QIP, which has been developed by SLT after the OFSTED inspection and discussion at the November CPR meeting. As discussed with the post-inspection Action Plan, the one QIP, as opposed to 3 reflecting the College's 3 strategic aims will be used and this will be updated on a termly basis for the Committee cycle and an electronic copy available on the Knowledge section of BoardPacks. The Deputy Principal advised the meeting that this is the draft QIP for 2017/18, which will receive a further review by SLT to ensure its strategic focus as opposed to an operational focus. The final QIP will be circulated in January 2018: Action Deputy Principal. It was agreed that the Governance QIP 2017/18 would mirror the same format. The meeting agreed that one QIP would assist the process of keeping Governors better informed of areas not specific to their individual Committees.

**Item 12.4 HEFCE Governance Assurance 2016/17 required by 1<sup>st</sup> December 2017**

FGB/12/17/36 The Chair of CPR advised the meeting that HEFCE assurance had been discussed in detail at the November CPR and members provided with supporting documentation including achievement results, external examiner and Quality Assurance reports together with the HE QIP.

FGB/12/17/37 The Deputy Principal in response to a Governor question explained that the AAT success rate was due significant problems with the online assessment sessions. The awarding body has published a formal apology and provided a further online assessment submission window, which was unfortunately outside of the current reporting year. Most of the Brooklands College AAT students have now successfully completed this programme.

FGB/12/17/38 The meeting confirmed that they were happy that the assurance had been submitted to HEFCE on 1<sup>st</sup> December further to the November CPR meeting.

**Item 12.5 To note that Music provision will not be offered by the College in 2018/19**

FGB/12/17/39 The Deputy Principal advised the meeting with significantly less students wanting pursue music studies. The decline in the number of students reflects the decline of music availability in secondary schools. In response to a Governor question, the provision of music programmes may be considered at some point in the future if there were sufficient student demand.

**Item 12.6 To note the Safeguarding Report**

FGB/12/17/40 The meeting noted the continued increase in reported incidents particular with regard to mental health.

FGB/12/17/41 The Staff Governor (Teaching) reported that staff had particularly enjoyed the Prevent Session during the October Study Day. The speaker was both engaging and knowledgeable. This session will assist in the embedding of prevent values in the College values.

FGB/12/17/42 The Student Governors advised the meeting that safeguarding was discussed during their tutorial sessions and that they were aware of whom to report any concerns to.

**Item 12.7 To note the updated Progression Report**

FGB/12/17/43 The meeting noted the progression rate of 90% compared to that of 60% reported to the November CPR meeting. The difference between the two reported figures is principally due to the delay in processing the data. The analysis per course was considered most helpful.

**Item 13 Resources Committee****Item 13.1 Chair's Report**

FGB/12/17/44 The Chair of Resources advised that the November meeting had discussed 2017/18 enrolments in detail and were confident that both the 16-18 and adult funding targets for 2017/18 will be met. The Apprenticeship non-levy allocation, as discussed earlier in this meeting, has now been announced and is being considered and allocated by the Brooklands Business Solutions team.

FGB/12/17/45 The newly appointed Head of Estates and Health and Safety Officer will regularly attend Resource Committee meetings.

FGB/12/17/46 The reporting of near-misses is an area for further focus of attention for College managers. The meeting requested that the termly Health and Safety report includes the percentage of students within each department with a reported accident. Action: Vice Principal.

FGB/12/17/47 The Chair of Audit asked for an overview regarding the break-even point for courses. The Deputy Principal advised that a generic guide is 16 but this varies from programme to programme and is considered on an individual basis where a decision regarding whether to run a particular programme is required. Also alternative options such as shared teaching across year groups (as with Music this year) are also considered.

FGB/12/17/48 The Deputy Principal advised the meeting that there are plans to introduce a new digital media curriculum in September 2018

FGB/12/17/49 A more targeted marketing campaign highlighting opportunities for career development for Health and Social Care students is planned to address the current decline in student numbers.

### **Item 13.2 Annual Health and Safety Report**

FGB/12/17/50 The meeting noted the report.

### **Item 14 Planning, Remuneration and Governance Committee**

#### **Item 14.1 Chair's Report**

FGB/12/17/51 The Chair of PRG advised the meeting that the HR Department continue to struggle with the reporting function of the Unit4 HR system (previously SSSC Agresso). It is important that this is resolved going forward. There is a HR group for Colleges using the Unit 4 system but this is of limited assistance given that each College system is now unique and not directly comparable as with the SSSC system.

FGB/12/17/52 The College must be compliant with the new GDPR (General Data Protection Regulations) by 25<sup>th</sup> May 2018. It was agreed at PRG that all Governors should use their Brooklands email address for receipt and sending of College data in order to comply with GDPR and given the robustness of the College systems firewall and identification of hacking attempts. The College accepts that it cannot control College data use on Governor's personal laptops and other devices but must look to ensure the safety of data when being transmitted to and from Governors.

FGB/12/17/53 A discussion ensued regarding both College emails and supplementary methods of communication amongst Governors; particularly to alert them of the need to look at the College emails. A What's App group was suggested. Action: Clerk to ensure Governors' College emails are active next term.

#### **Item 14.2 Update from the Strategy Day**

FGB/12/17/54 The Chair of PRG confirmed that the Blue Sky thinking outcomes underpinned the values, which the College stands for. The College's three principal strategic aims are aligned with the ten Blue Sky thinking boxes which confirm the direction in which the Governors wish the College to travel, and re-affirms that this journey has already commenced.

FGB/12/17/55 The meeting discussed how best to take this forward. The meeting agreed that specific areas of focus for Governors going forward. The meeting agreed that the Blue Sky thinking should be shared with College staff and the Chair of PRG agreed to present this at the Staff Development Day on 3<sup>rd</sup> January 2018.

FGB/12/17/56 The meeting considered how well the College communicates with the outside world, and in particular the local community. The Principal advised that the College has employed a new Marketing Manager and is in the process of developing a new innovative website. The meeting recognised the need to persuade the local community that the College is remarkable. The new website will undoubtedly assist in this process. The meeting believed that student success in competitions should be more widely publicised to emphasise the extraordinary nature of the College.

**Item 14.3      Governors Skills Audit**

FGB/12/17/57 Governors were asked to complete and return the skills audit paperwork by the end of term.

FGB/12/17/58 The meeting discussed governors undertaking peer review at other FE Colleges to continue the development of College governance to outstanding. Two governors volunteered to undertake visits to other Colleges: Action Clerk to organise

**Item 15      Principal's Report and Key Performance Indicators**

FGB/12/17/59 The Principal introduced her report and noted that many of the items within the report had been discussed earlier in the meeting. The improvement in overall achievement rates, most of which in excess of the national average are extremely pleasing. Further work is needed to both maintain and improve English and Math GCSE pass rates with the new 1-9 pass rates.

FGB/12/17/60 The OFSTED inspection feedback has been very positive overall

FGB/12/17/61 The Principal is looking to encourage more participants to enter more competitions at local, regional and national levels wherever possible. The Principal was stunned by the sheer number of schoolchildren attending the recent Skills Show at the NEC in Birmingham Brooklands' talent was showcased at this event by Joseph Ritchie (Construction student) who achieved a runner-up place and Christian Hatherall Good of the Construction teaching staff, who was one of 5 runners up in the local hero award (76 entries).

FGB/12/17/62 The introduction of T Levels has yet to be finalised and substantial work is required to prepare for them. Brooklands has submitted a bid to be part of a pilot scheme. The requirement for 45 days work experience with outcome assessments will also be a significant challenge for Colleges.

FGB/12/17/63 The Principal submitted a bid on behalf of a consortium of Colleges and employers to develop an Institute of technology in Digital Skills and awaits the outcome, which, if successful, would be very beneficial for both Brooklands and the South East.

FGB/12/17/64 The Principal advised that the KPI format for 2017/18 has not changed significantly from 2016/17. The Principal asked the meeting to note the improved progression rates of 88% compared to the 67.95% reported at the November CPR meeting. The difference relates to the recording of all students, which had not been completed earlier in the term.

FGB/12/17/65 The EFSA recently announced the Non-Levy allocations; Brooklands were awarded £2.9M compared to their bid of £6.2M. This is a nationwide problem, with some colleges not receiving any funding. This is a challenging area for all providers. The College continues to work with schools regarding both teacher and classroom assistant training. Contacts have been made with the Bourne, Howard of Effingham and the Good Shepherd Educational Trusts.

**Item 16      College Events**

FGB/012/17/66 The highlighting of new events added to the diary section of the Clerk's weekly update is useful.

**Item 17      Chairs Business****Item 17.1      Review of Board business for Emerging Risks**

FGB/12/17/67 The Chair advised that other than the discussion regarding the management of existing risks there were no new emerging risks from the meeting.

**Item 18      Any Other Business**

FGB/12/17/68 The Chair proposed a short Part 2. The Student governors left the meeting.

FGB/12/17/69 The EFSA require confirmation of the College's Supply Chain Policy. This was updated SLT and is now submitted for Governor approval. Given the time constraints of the meeting the Principal advised that she would circulate the policy via email.

FGB/12/17/70 The Vice Principal advised the meeting that the tender for College cleaning has been published. The Chair of Resources has agreed to participate in the tender evaluation stage. The contract is likely to be more than £100,000 and the Vice Principal will circulate the results by email and ask Governors for their approval to appoint.

FGB/12/17/71 The Chair advised the Student Governors that the first part of the meeting had concluded and asked if they had any questions regarding the meeting. None were proffered.

The Part One meeting closed 10.45

Decisions made.

1. The appointments of Fiona Ryder and Paul Stedman as associate governors were approved
2. The appointment of Lauren Ward (Weybridge) and Ariphon Farrell (Ashford) as Student Governors was approved.
3. The Board approved the appointment of Chairs and Vice Chairs as detailed in the Governance report.
4. The meeting approved the College Financial Statements for 2016/17.
5. The meeting agreed that the Vice Chair of Governors should sign the Letter of Representation
6. The meeting accepted the Joint Audit and Resources Committee's recommendation to approve the Brooklands Enterprise Accounts 2016/17
7. The meeting approved the Audit Committee Annual Report 2016/17
8. The Board approved the College SAR 2016/17
9. The meeting confirmed that they were happy that the assurance had been submitted to HEFCE on 1<sup>st</sup> December further to the November CPR meeting.

Actions:

1. The Principal to enquire whether any RHUL academic's are interested in becoming a Brooklands Governors.
2. The meeting agreed to send Marie Gansah a letter of thanks. Action: Clerk
3. The meeting requested a flowchart outlining the new process would be useful: Action Vice Principal
4. The final QIP will be circulated in January 2018: Action Deputy Principal.
5. It was agreed that the Governance QIP 2017/18 would mirror the same format: Action Clerk
6. The meeting requested that the termly Health and Safety report includes the percentage of students within each department with a reported accident. Action: Vice Principal.
7. Clerk to ensure Governors' College emails are active next term.
8. To arrange for governors to undertake visits to other colleges to review their governance: Action: Clerk to organise
9. To circulate the updated Supply Chain Policy: Principal