

Minutes of the Full Governing Body meeting held at 8.00am on 28<sup>th</sup> June 2017,  
Room MA1, Weybridge Campus.

|                |                      |                             |
|----------------|----------------------|-----------------------------|
| Present:       | Jerry Tapp           | Chair                       |
|                | Terry Lazenby        | Vice Chair                  |
|                | Steve Brice          |                             |
|                | Clare Watling        |                             |
|                | Jackie Pearson       |                             |
|                | Brian Harris         |                             |
|                | Richard Rawes        |                             |
|                | Jerry Loy            |                             |
|                | Marcus Youden        |                             |
|                | Barbara Spittle      |                             |
|                | Gail Walker          | Principal                   |
|                | Theresa Roberts      | Staff Governor              |
|                | Alex Cozens          | Student Governor            |
|                | Savio Fernandes      | Student Governor            |
| In Attendance: | Christine Ricketts   | Deputy Principal            |
|                | Shereen Sameresinghe | Vice Principal              |
|                | Josephine Carr       | Clerk to the Governing Body |
|                |                      |                             |

The meeting commenced with a viewing of the Media Students Video on Homelessness commissioned by the Faith in Action Charity. A former BBC senior Film Director, Nick Vaughan Barratt, introduced to the College by Richard Rawes mentored them for this project.

Everyone agreed that it was a professional video and were advised that it has been nominated for an award. The copyright of the video needs to be established before the College is able to use it for promotional purposes

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

FGB/06/17/1 Action in the event of fire was noted.

**Item 2 Welcome and apologies**

FGB/06/17/2 Apologies for absence were received from Richard Shaw and Liz Lacovara

**Item 3 Resolution**

FGB/06/17/3 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/06/17/4 There were no declarations of interest.

**Item 5 Minutes**

FGB/06/17/5 The minutes of the meeting held on 22<sup>nd</sup> March 2017 were approved as a correct record. One typographical error, Jerry Loy was omitted from the attendance list

**Item 6 Matters Arising**

FGB/06/17/6 The Committee received and noted the paper on matters arising. A request to have staff vacancies expressed as a FTE alongside the establishment figures was agreed: Action Vice Principal. The Vice Principal confirmed that 206 FTE staff establishment figure does not include vacancies as at end of April

**Item 6.1 Bank Covenant**

FGB/06/17/7 Further to discussions at the December FGB meeting, the letter from Barclays Bank has now been approved and enables the charge/ security to be moved to another College building should the College request this. The meeting agreed that the Chair and Principal should sign the Barclays Bank letter and appendices.

**Item 7 Student Reports**

FGB/06/17/8 The meeting thanked Savio for his interesting and positive report. Savio would have liked more involvement with students in general outside of his own department. The

Student Reps meet termly with senior managers perhaps a session with Student Governors may be added on.

FGB/06/17/9 The meeting congratulated Savio on his place Goldsmiths in October 2017.

FGB/06/17/10 Alex Cozens was unable to submit a report due to completing his coursework

FGB/06/17/11 Both Student Governors finish their College courses this term. The Clerk will attend the Autumn Term Student Council to ask for nominations for student governors. Two new Student Governors should attend the December FGB.

FGB/06/17/12 The meeting thanked the Student governors for their useful contribution to meetings. In response to the question "What is the best thing about the College?" Savio replied the friendship with staff (which is very different the relationship with school teachers) and being able to discuss issues with tutors. Alex replied being treated like an adult which both prepares students towards going to work and if you are treated like an adult you are more likely to behave like one.

FGB/06/17/13 Alex stated that the worse aspect of College were the vending machines at Ashford. The Principal advised that there will be new vending machines at Ashford in September as part of the new catering contract.

FGB/06/17/14 Alex also cited the IT at Ashford with the interim fix using cabling as opposed to Wi-Fi. The Head of It, Patrick, is currently discussing this with the suppliers, Mireaki.

#### **Item 8 Principal's Report and KPIs**

FGB/06/17/15 The Principal drew attention to student successes this year and the range in so many different areas: business, catering, construction, media, hair & beauty. Success has been at local, regional and national levels. National success at the Guild of Bricklayers national competition and Hair & Beauty students winning 8 out of 10 places at Blackpool.

FGB/06/17/16 Teaching & Learning has seen the second cycle of Learner Walks and the College is continuing to build relations with other colleges in sharing expertise, good practice and bidding for available grant monies. The Deputy Principal recently submitted a grant for work in preparation for the T Levels together with NESOT. This work has had a real impact; there is a professional dialogue amongst teachers, both within their College and amongst the Surrey Colleges, a new openness to talk about their practice.

The Staff Governor confirmed this and advised that staff look forward to training sessions and value the opportunities available for people to develop. Staff are being encouraged to have an innovative and interesting approach to teaching.

FGB/06/17/17 When asked if the new structure improves the learner's experience, the Principal and Deputy Principal affirmed this. Teachers are reflecting on their practice and considering how they may improve. The Learner Walk includes a greater emphasis talking to students; establishing how they feel and whether they perceive that they are making progress. To date there has been good engagement in the process and this can only have a good impact on the student experience

FGB/06/17/18 The restructure focuses on the needs of students: Curriculum and Progression and looks to ensure that these areas work closely together. Tutorials will be delivered by a central team, which will ensure better consistency of practice (as opposed to vocational teachers). The team will ensure core themes are delivered across the College to all students in a consistent way – e.g. Well-being and Prevent

The impact/improvement will be measured during Learning Walks and via the Student Voice.

FGB/06/17/19 The Chair asked if the new apprenticeship levy allocations from the ESFA had been confirmed and what would be the likely impact if these monies were not received. The Principal advised that there had been no news from ESFA. With regard to the possible impact if the College does not receive the apprenticeship money, there is an element of wait and see; the College is still waiting to be advised of its allocation for Jan-Jul 2018. The Principal confirmed that the uncertainty of funding relates to new apprenticeships (starters) and not those already on a programme

- FGB/06/17/20 The College is working with Levy-paying employers to ensure that they understand what they may do; examples include The Princess Alice Hospice and Kings Fund Apprenticeships
- FGB/06/17/21 The Non-Levy allocation for starts May – December 2017 has been advised and the EFSA have given assurances that the College may submit a bid for additional money.
- FGB/06/17/22 The meeting noted that there is an element of risk within the current business cycle, with the recruiting students and bidding for funding for these students after the recruitment has taken place. However, this is a national problem. Meanwhile the Government remains very supportive of apprenticeships.
- FGB/06/17/23 The Chair of CPR asked whether the restructure vacancies would be filled by September. The Principal advised the meeting that SLT expect all bar one post to be filled and that the one post is likely to be advertised externally.
- Interviews for the Director of Estates and Property were postponed due to the quality of applicants. The College is looking to re-advertise on a wider basis.
- FGB/06/17/24 KPIs: Maths is designated as amber principally due to the changes in the syllabus for students sitting the examination. The Principal reported that Thomas Knyvett College and other Surrey Schools are nervous about these as well.
- FGB/06/17/25 Apprenticeship timely achievement is likely to be under target but above the national average. This is due to learners with breaks in their learning complicating the data. The Principal will explain in greater detail with governors on an individual basis
- FGB/06/17/26 L3+ apprenticeships are still being added to the system and the final number will exceed target.
- FGB/06/17/27 Employers survey satisfaction: The ESFA manages the next stage of the process; the College understands that the forms have been sent out to employers and must now wait to hear the outcome.
- FGB/06/17/28 Operating surplus: The April accounts forecast a small surplus of £4,000. It is expected that the May accounts will show a more optimistic view. The Principal advised the meeting that she was now confident that College will meet the adult education budget.
- FGB/06/17/29 Staff sickness statistics will not be available until after the end of term.
- FGB/06/17/30 L2 English & Maths; further data has been collected by HR. The data will be analysed and further work to meet the targets undertaken in 2017/18.

**Item 9                    Resources Committee**  
**Item 9.1                April Management Accounts**

- FGB/06/17/31 The April management accounts were presented to the Board for information. They were debated at length by June Resources Committee meeting.

**Item 9.2                Draft Budget 2017/18 and the updated two year plan**

- FGB/06/17/32 The June Resources Committee discussed the draft Budget. The Committee debated the forecasts and in particular the uncertainty re apprenticeship levy. Numbers will be submitted to SFA at the end of July and so the forecast is the best estimate at this stage. The Resources Committee is assured that the SLT have adopted a realistic and prudent approach.

The Resources Committee recommends to FGB the approval of the draft budget. The vice Principal will advise Governors by email if an additional bid received. FGB approved the budget.

**Item 9.3                Capital Budget 2017/18**

- FGB/06/17/33 The June meeting of the Capital Strategy Committee debated the Capital Budget at length, with particular regard to the capital spend to date. Fusion and SLT have

exercised good control over the recent major capital projects which has resulted in savings generated on capital budgets

FGB/06/17/34 The Capital Strategy Committee has debated the options available for the replacement of the boilers in the Tower Block, which provide heating for a total of 5 buildings on Campus. Three tenders to undertake the work have been received and the Capital Strategy and Resources Committee recommend that the Capital Budget be approved and the lowest of the boiler tenders is accepted in order that the work may be undertaken during the summer vacation.

The Board approved the capital budget and approved the boiler quotation

FGB/06/17/35 Given the recent fire in Kensington and Chelsea, the Board asked for assurance regarding the fire safety of both the Weybridge and Ashford sites and in particular, the Tower Block. The Principal confirmed that there was no cladding on the Tower Block, rather concrete block. The Ashford building, with 2 floors, is clad and a detailed email has been received from the construction firm, Brymoor that they are investigating the fire safety aspects of the cladding used in the light of the recent fire.

The fire stopping work in the Locke King and Old Library has not been completed and is included as a contingency. The vice Principal confirmed that the College continues to hold back a contingency with Glenman.

The Board asked if the College would need a contingency for increased fire safety within the 2017/18 budget. The vice Principal advised that if such funds were needed they would be found from the contingency element of the budget.

FGB/06/17/36 The Board suggested that fire safety should be added to the Risk Register.

#### **Item 9.4 Financial Regulations – no substantial changes**

FGB/06/17/37 The vice Principal advised the board that there were no substantial changes to the proposed Financial Regulations given the thorough review in 2016. The Board accepted the Resources recommendation to approve the Financial Regulations 2017/18.

#### **Item 9.5 QIP 2s and 3a**

FGB/06/17/38 The Chair of Resources informed the Board that the Director of BMU, David McLoughlin had given a detailed presentation supporting the QIPs to the June Resources Committee meeting. The Resources Committee felt positive regarding the restructuring changes within BMU and with marketing moving to the remit of the vice Principal. Members of the Resources Committee have offered to help David McLoughlin with the introduction of income generation based remuneration for some of the BMU (Brooklands Business) staff.

FGB/06/17/39 QIP 3: Both the Audit Committee and the Resources Committee discussed the on-going delays with CAFM (facilities management software). This continues to be work in progress with a plan to ensure full implementation in the Autumn Committee cycle.

#### **Item 9.6 Financial Strategy – approve**

FGB/06/17/40 The Board approved the Financial Strategy

#### **Item 9.7 To approve the appointment of the Internal Auditors, to approve the Multifunctional Devices contract and note the catering contract**

FGB/06/17/41 The Resources Committee recommend the contract is awarded to Annodata that should generate savings of approximately £48,000 per annum compared with the current incumbent, Altodigital.

FGB/06/17/42 The Board asked for assurances regarding the implementation of the new contract. The transition will take place during the summer break and both companies have undertaken similar processes previously. The College does own some of the devices such as the specialist printers in Marketing.

FGB/06/17/43 The Board approved the awarding of the multifunctional devices contract to Annodata.

FGB/06/17/44 The Board formally ratified the appointment of Buzzacotts as External Auditors and RSM as Internal Auditors, which had been approved by Governors via email by 13<sup>th</sup> June 2017.

FGB/06/17/45 The Board was advised that the Catering contract had been awarded to Aramark at no cost to the College.

FGB/06/17/46 The Chair of the Audit Committee, Clare Watling left the meeting at 9.20. Clare completes her service as a Brooklands Governor at the end of the academic year. The Board thanked Clare all her work during the last 6 years.

#### **Item 10 Curriculum and Performance Review Committee**

FGB/06/17/47 The Chair of CPR advised the meeting that the QIP 1 had been discussed at length at the May meeting.

FGB/06/17/48 GCSE English A-C success rates were 60% in 2015/16; the College is expecting 55% pass rate for the summer 2017.

FGB/06/17/49 SLT have placed real emphasis on improving/engaging the student voice this academic year together with the introduction of Learner Walks (as opposed to lesson observations) and the CPR Committee is pleased with progress to date.

FGB/06/17/50 The use of pro-monitor has significantly improved this year however some subject areas are yet to fully utilise the system. Hopefully the new structure will help to ensure this happens. The system also helps with student motivation.

FGB/06/17/51 The Curriculum Strategy paper was present at the May CPR meeting. All agreed that it is a good clear paper. P5 provides a good summary of what Curriculum is trying to do.

FGB/06/17/52 Appendix 3: Sept 2017 box "new standard approved/not yet approved" suggest that this is replaced by "Anticipated to be approved".

#### **Item 11 Audit Committee**

FGB/06/17/53 The incoming Audit Committee Chair reported that the College Risk Register was mostly amber. Any red rating relates to property matters. A discussion ensued regarding the implications of the recent tower block fire in London.

FGB/06/17/54 The June Resources Committee had discussed Health & Safety requirements and the need for resources must be made availability to meet these. The College's first duty of care is to keep students safe. When appointed, the new Health & Safety officer will attend and present at the termly Resource Committee meetings.

FGB/06/17/55 Governance risk – the Board felt that Governors provided sufficient challenge however, a new Governor with significant finance experience is being sought.

FGB/06/17/56 The Risk Management Policy & Strategy has been updated and approved. The principal changes relate to scoring and removal of departmental risk registers. Departmental risk analysis will be imbedded in SAR process, which will then feed into 3 registers sitting beneath College Risk register. The scoring has moved from a 6-point grid to a 5 point grid (1<sup>st</sup> level applicable to Departmental risk register). The Board approved the Policy and Strategy.

#### **Item 12 Planning, Remuneration and Governance**

FGB/06/17/57 The Chair of PRG advised the Board that the Committee had met the previous week with a very full meeting. The meeting debated the restructure element of the HR report.

FGB/06/17/58 Crisis management plans are in place; a desk top planning exercise is planned for 2017/18 but many of the plans have actually been tested due to unforeseen recent events. Teaching and Support Staff have received Operation Argos training in the event of a terrorist attack. All staff have participated in prevent and safeguarding training.

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| FGB/06/17/59     | The PRG meeting asked whether Governors need more prevent training? Do Governors fully understand the safeguarding and prevent policies? It was agreed that there should be a refresher session in the autumn term training session for Prevent, Channel and Safeguarding: Action Clerk and Principal  |
| FGB/06/17/60     | Governors need to be assured that all College staff are trained appropriately in these areas. The meeting noted that a safeguarding report is presented to the termly CPR meetings.  |
| FGB/06/17/61     | The Board were reminded that the OFSTED guidance makes specific reference to governors' role in safeguarding.  |
| FGB/06/17/62     | The PRG meeting discussed cross-chair communication in particular where College matters are considered by more than one of the Governor Committees such as IT and estate. It was agreed that Chairs should have discussions regarding their Committee business at PRG and present short succinct papers for information to the following FGB.  |
| <b>Item 12.1</b> | <b>Governance QIP</b>  |
| FGB/06/17/63     | The majority of targets are green or amber. However, Governor appraisals are marked as red due to the low number of completions to date. The Board must address this. All Governors without outstanding appraisal paperwork were asked to ensure that these were completed and submitted before the end of July 2017. Action Governors and Clerk   |
| FGB/06/17/64     | The Chair of PRG reminded the Board that Governors are expected to attend a minimum of one College event per term and to attend one CPR meeting per year (if not a member of CPR). Attendance at events enables Governors to increase their understanding of the College. Attendance has improved during 2016/17 compared with previous years.   |
| FGB/06/17/65     | A Governor skills audit to be undertaken in the Autumn Term, which will identify the training of the College Board and the range skills and experience of the current Board, together with any areas where more experience/skills would be useful. The Board acknowledged that the skills and experience of governing bodies vary enormously. It is imperative to ensure that the process of Governance is sufficiently strategic and holds SLT accountable for what is actually going on in the College.  |
| FGB/06/17/66     | The Board noted that the quality of SLT papers is much improved and more concise than in previous years.   |
| FGB/06/17/67     | The meeting discussed the Chair of Resource's statement that Governors need to be outstanding in all aspects of their roles (including appraisals, attendance at certain College events – Outstanding Students Event, Graduation, SAR and Performance Reviews). The Teaching Staff Governor reported that College staff have enjoyed the opportunity of presenting to Governors and meeting them at College events   |
| FGB/06/17/68     | The Clerk advised that there are potentially 4 Governors posts to fill following the retirements of Clare Watling and Katie Normington and the resignation of Chris Barlow together with the one vacant post, which had been held open subject to ABR outcomes. The departing governors were thanked for their considerable contribution to the College. A discussion ensued regarding Governor contribution. Attendance is not always the key driver and the College should not restrict its search for Governors regarding age and experience and the number of events they may attend (particularly if retired). Rather prospective and current governors should be considered on the added value that they bring to the Board. |
| FGB/06/17/69     | The Student Governors relinquish their roles at the end of the academic year. They were thanked for their contribution and wished every success in their next steps. The Clerk will recruit 2 new student governors in the autumn term.  |
| FGB/06/17/70     | The Strategy Day, 22 <sup>nd</sup> September 2017 will consider the: <ul style="list-style-type: none"> <li>• Property strategy</li> </ul>   |

- Preparation for OFSTED
- Draft Governance SAR

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| FGB/06/17/71     | Governor Training: PRG recommend that Committees start at 3pm when held on the same day as a Governor training session, with CPR commencing at 14.30. The Board approved the revised afternoon start times as recommended by PRG   |
| FGB/06/17/72     | The Chair of PRG advised the Board that the PRG Committee had discussed the need for prevent and safeguarding updates. Should Governors have any other training suggestions please advise the Clerk.   |
| FGB/06/17/73     | Chairs and Vice Chairs. No committee vice chairs were appointed in 2016/17. PRG tabled the proposals which will be considered at individual committees and ratified by the December FGB:<br>Resources: Chair Steve Brice and Vice Richard Shaw<br>Audit: Chair Jerry Loy and Vice vacant<br>CPR: Chair Jackie Pearson and Vice Richard Rawes<br>CSC: Chair Richard Rawes and Vice Steve Brice.<br>PRG: Chair Terry Lazenby and Vice Jerry Loy  |
| FGB/06/17/74     | The Board approved the Membership of Committees 2017/18 paper.   |
| FGB/06/17/75     | The Board ratified the re-appointment of Jerry Tapp and Terry Lazenby as Chair and Vice-Chair respectively for 2016/17 and 2017/18.  |
| FGB/06/17/76     | QIP 3b) HR: The Chair of PRG reported that there is good progress regarding staff management training in particular the joint venture with BCOT (Basingstoke College of Technology) and continuous training regarding well being.  |
| FGB/06/17/77     | PRG reviewed the College Standing Orders at the June meeting. Minor adaptations and updates were made and PRG recommend their acceptance to FGB. The Standing Orders 2017/18 were approved by the Board.   |
| FGB/06/17/78     | Terms of reference for the Governor Committees<br>Resources were amended to emphasize duties with regard to both capital and revenue budgets, BMU activities and the joint meeting with Audit to discuss the Annual Financial statements. The Board approved the Resources Committee Terms of Reference for 2017/18<br><br>The Board approved the Audit Committee Terms of Reference for 2017/18<br><br>The Board approved the Planning, Remuneration and Governance Terms of Reference for 2017/18<br><br>The Board approved the Curriculum and Performance Review Committee Terms of Reference for 2017/18 |
| <b>Item 13</b>   | <b>Business Calendars 2017/18</b>  |
| FGB/06/17/79     | The Board approved the Business Calendars for 2017/18 and acknowledged that there may be some additional items or last minute changes during the year.   |
| <b>Item 14</b>   | <b>Chairs Business</b>   |
| <b>Item 14.1</b> | <b>Review of Board business for Emerging Risks</b>   |
| FGB/06/17/80     | The Chair advised that other than the discussion regarding fire safety there were no new emerging risks from the meeting.  |
| <b>Item 15</b>   | <b>Any Other Business</b>  |
| FGB/06/17/81     | The Principal advised that the OFSTED report on Guildford College was published two days ago and is available on the OFSTED website  |

Meeting closed 10.35

Decisions made.

1. The new Bank covenant letters should be signed by the Principal and Chair of Governors
2. Approved the 2017/18 budget
3. Approved the capital budget and the boiler tender
4. Approved 2017/18 Financial Regulations
5. The Board approved the Financial Strategy.
6. The Board approved the awarding of the Multifunctional Devises contract to Annodata
7. The Board ratified the appointment of Buzzacocks as External Auditors and RSM as Internal Auditors
8. The Board approved the revised afternoon start times for Committees as recommended by PRG
9. The Board approved the Membership of Committees 2017/18 paper.
10. The Board ratified the re-appointment of Jerry Tapp and Terry Lazenby as Chair and Vice-Chair respectively for 2016/17 and 2017/18
11. The Standing Orders 2017/18 were approved by the Board.
12. The Board approved the Terms of Reference 2017/18 and Business Calendars for the Governor Commitees,

Actions:

1. Governors with outstanding appraisal paperwork to ensure their completion and submission to the Clerk before the end of July 2017.

Chair .....

Date .....