

Brooklands College

Minutes of the Full Governing Body meeting held at 8.00am on 22nd March 2017,
Room MA1, Weybridge Campus.

Present:	Jerry Tapp	Chair
	Terry Lazenby	
	Steve Brice	
	Clare Watling	
	Brain Harris	
	Richard Rawes	
	Jerry Loy	
	Richard Shaw	
	Gail Walker	Principal
	Andrew Barrett	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

Item 1 Action in the event of fire

FGB/03/17/1 Action in the event of fire was noted.

Item 2 Welcome and apologies

FGB/03/17/2 Apologies for absence were received from Jackie Pearson, Katie Normington, Chris Barlow and Teresa Roberts.

FGB/03/17/3 The proposed new Governors were not invited to FGB; in future they will be invited to attend and asked to leave the meeting whilst their appointment is discussed.

Item 3 Resolution

FGB/03/17/4 The resolution that a brief Part 2 meeting would take place with the withdrawal of staff and student Governors was passed.

Item 4 Declarations of interest

R/03/17/5 There were no declarations of interest.

Item 5 Minutes

R/03/17/6 The minutes of the meeting held on 14th December 2016 were approved as a correct record. One typographical error, Clare Watling was omitted from the attendance list and paragraph 50 amended.

Item 6 Matters Arising

FGB/03/17/7 The Committee received and noted the paper on matters arising.

FGB/03/17/8 The 3 year sensitivity analysis will be included in the next two-year planning cycle.

FGB/03/17/9 SAR Governance: The Vice Chair met with the Principal in January and PRG reviewed current practice compared to the AoC Code of Governance and the Consultant, Peter Corrigan's report. The meeting agreed that a draft Governance SAR should be prepared over the summer for discussion at the Strategy day in September. This will then align with the College SAR process and be presented at the December FGB.

Item 7 Financial Report

Item 7.1 January Management Accounts

FGB/03/17/10 The Vice Principal advised the meeting that the March Resources Committee considered the January accounts in detail. The Vice Principal assured the meeting that SLT were working hard to ensure that a break-even position was achieved at year-end. The January accounts predict an end of year deficient, (£281,000) principally as a result of the potential underachievement of adult education SFA funding (£200,000). The March Management accounts will provide the next detailed analysis.

- FGB/03/17/11 The Vice Principal confirmed that there are a number of staff vacancies, many of which are at various stages of the recruitment process. When a vacancy occurs SLT review the role and establish what is actually needed going forward. During this time the roles are covered, where possible, by sessional staff or temporary or agency staff.
- FGB/03/17/12 The College has submitted an additional apprenticeship bid of £290,000 to the SFA. Whilst hopeful that this bid will be successful, the SFA is not over communicative during this interim period before the introduction of the Apprenticeship Levy.
- FGB/03/17/13 In response to Governor questions, the Vice Principal confirmed that the total staff numbers will be included within the next set of monthly accounts: Action Vice Principal. The establishment is currently 250 and there are some 20 staff vacancies. The Vice Principal confirmed that not all vacancies will be replaced and these will be removed from the Establishment at the end of the financial year (some of which will be as a result of the restructuring exercise). The Vice Principal advised the meeting that there is no comparable vacancy rate amongst FE colleges.
- FGB/03/17/14 Maintenance costs these have increased and this is reflected with a red RAG rating in QIP 3. However, the boiler costs will be capitalised.
- FGB/03/17/15 Capital expenditure: In response to a Governor question, the Vice Principal confirmed that no capital expenditure is currently allocated to the Vickers Building and none is forecast unless additional funding is received. Surrey CC is looking to support development of the first floor but no funds are currently available.
- FGB/03/17/16 The Vice Principal advised that with regard to risk management of the year-end position, it will be a challenge to achieve a small surplus, particularly in the light of current income challenges and unforeseen expenditure (particularly with regard to facilities). The Finance Team working closely with budget holders to achieve a positive year end position.
- FGB/03/17/17 In response to a question, the Vice Principal confirmed that the current ration should be greater than 1 and reflects the ability of the College to pay its current debts (those owing within 12 months – current assets/current liabilities). The current ratio is also used by the SFA when assessing a College's financial health (albeit one of many ratios and measures).
- FGB/03/17/18 The meeting asked how comfortable the Vice Principal was with the financial position and to advise whether the present position is worse than in 2015/16. The Vice Principal advised that the current position is not worse than 2016 however, there is uncertainty regarding the introduction of the Apprenticeship levy. The College is still waiting to be advised of its non-levy allocation, which starts in April 2017. The College submitted a bid for £20 million over 18 months. Otherwise the Vice Principal is satisfied with the current cash flow forecast.

Item 7.2 Fees Policy 2017/18

- FGB/03/17/19 The March Resources Committee discussed the Fees policy for 2017/18 and recommends it to Full Governing Body for approval. Once the SFA guidance for 2017/18 has been issued, this will be added to the Fee policy as an appendix.

Alex Cozens arrived at 8.35

- FGB/03/17/20 It was noted that the administration fee has been increased from £20 to £25. A discussion ensued regarding the break-even point being dependent upon class size achieved.

- FGB/03/17/21 The Board approved the Fee Policy 2017/18.

Item 7.3 Bank Covenant

- FGB/03/17/22 The Vice Principal advised the meeting that the paperwork for the revised Bank Covenant, which was discussed at the December meeting (security Art and Engineering building) has not arrived. Barclays are requesting a letter to transfer security to another building however, the College solicitor is not happy with wording because it is not robust enough in protecting Brooklands' business. The College is not

reasonably withhold approval and the vice Principal hopes to be able to circulate the approved wording letter before Easter.

Item 8 From the Audit Committee: To receive the updated Risk Register

FGB/03/17/23 The Chair of the Audit Committee reported that the Risk Register has been discussed at length at the February meeting. The most significant risk, funding has already been discussed (Item 7.1).

FGB/03/17/24 IT and capital risks were also discussed at length at the February meeting. There have been a number of IT issues in the last 2 weeks; in particular, one of the IT switches stopped working. The replacement of the IT switches is estimated to be some £30,000. The Head of MIS and IT, Patrick Hodgson, is currently negotiating prices. The impact on the IT service varies dependent upon which server staff and students are attached to. The meeting asked if £30,000 was sufficient. The Principal confirmed that the £30,000 related to the switches only and that Patrick had submitted a capital bid for other items. Patrick prioritises IT services for the students.

In response to the question is there anything to do proactively to avoid these issues/problems? SLT are looking at a 2-year capital bid cycle next year. The meeting was informed that Patrick had given a good presentation at Resources Committee which provides a flavour of the challenges which he faces.

The IT Department consists of four members of staff and the services of Krome when needed to supplement provision/support.

Governors with IT experience offered assistance to Patrick and suggested that he should have time to think about overall position rather than constantly fixing. It was suggested that Patrick should visit other Colleges to look at their IT. Switches were identified as a major risk factor in Patrick's presentation to Resources. The Governors need to keep IT high on their agenda.

The Chair of Resources noted that IT was discussed during the Curriculum Day and identified as an issue by both lecturers and students. The Governors need to support SLT to ensure that IT is supporting the needs of staff and students.

FGB/03/17/25 With regard to the boiler repairs and the Mansion House roof: the College is waiting for the final report regarding the boilers and expect the cost be £000's for boiler replacement alone. One boiler of three is working at the moment but there is now a priority to ensure that the heating works for the new academic year (September). Similarly, the College is waiting for the Mansion House roof report.

FGB/03/17/26 Risk 1: Curriculum provision is not outstanding across all areas of the College; the risk rating has increased from 10 to 15. This reflects a cautious position between Learner Walk 1 and Learner Walk 2, which evidenced a slight dip in attendance but retention generally good. Pro monitor usage is improved but not to the extent originally envisaged.

FGB/03/17/27 Risk8: GOVERNANCE risk: Whilst the risk rating has not improved, this remains a reasonably low risk, which ordinarily would not be expected it to reduce at this stage particularly with new governors.

FGB/03/17/28 The process for appointing Internal and External Auditors has been agreed.

Item 9 From the Resources Committee: Updated QIP 2 and QIP 3 (part A)

FGB/03/17/29 The Chair of Resources reported that the March Committee meeting had discussed the 2 QIPs at length and received a detailed presentation from the Head of Business and Marketing Unit, Dave McLoughlin. The BMU Team continues to develop and extend employer engagement. – Breakfast – Feedback from employers regarding the Employers' Apprenticeship Breakfast was very positive. The introduction of the Apprenticeship levy provides an additional challenge, but the College is preparing for this.

FGB/03/17/30 a discussion ensued regarding the impact of Governor decisions: "So What?" This would help Governors to understand the impact of what their decision-making. The meeting noted that in some instances the impact may not be seen in the current academic year. The Principal will discuss this with Dave McLoughlin **Action**.

FGB/03/17/31 QIP 3: Finance & Property: CAFM is progressing more slowly than originally anticipated and remains a red rating. It is essential that staff have confidence in the system and that if they report something then appropriate action will be taken.

FGB/03/17/32 SSISC update: The Principal advised that the 7 Principals meet yesterday and agreed to disband SSSC during summer 2017 with it ceasing to be in existence by 31st October 2017. The Principal assured the meeting that there would be no additional costs for the College regarding SSISC redundancies.

With regard to Unit 4 there are 5 options going forward, the favoured option being to continue using Unit 4 and platform (2021) and do this on an individual basis as opposed to a shared database. The College awaits documentation from SSSC regarding what needs to be done next to allow for extraction of individual College data. The College needs to ensure that College staff have sufficient training and the knowledge to operate the system when the help desk and SSSC staff cease to be in existence. SSSC staff will be in post on until the end of August.

During the interim period, will the College IT Team be able to support this Finance and HR Unit 4 systems (albeit hosted on the UCL Cloud system) whilst Unit 4 develop/adapt the systems for each individual college. Guildford College is happy to share its specialist staff knowledge of the Unit 4 system with other Colleges albeit at an additional cost.

It was agreed that SSSC should be added to the Risk Register. **Action** Vice Principal

FGB/03/17/33 The Chair of Resources welcomed the tender exercise regarding catering. The Chair offered to help in the tender process. Tenders close on 21st April and shortlisted companies will meet with staff and student panels as part of the interview process.

Item 10 From the Curriculum and Performance Review Committee: Updated QIP 1

FGB/03/17/34 The Chair of CPR reported the discussion regarding RAG rating; many items remain as amber as it was agreed that it was too early in the academic year to be otherwise, but that progress is being made in all areas.

FGB/03/17/34 Student Council and Governors: What is the perception of Student Council and how is it working? Both Student Governors are members of the Student Council and believe it is respected amongst the majority of students. Whilst the student Voice Conference covered a range of items raised by or of concern to students, how effective is the College at capturing the student voice of the silent majority who do not put themselves forward as student representatives? .

The Student Council has had a positive impact upon the IT at Ashford. The communication with students is very good; the Head of IT, Patrick, spoke to every class to explain the problems at the beginning of the academic year. There is now a timetable of IT Technician support at both Ashford & Weybridge and Patrick is at Ashford every Friday

FGB/03/17/35 The Chair of Resources asked why the feedback on induction survey response rates had dropped from 7.4 to 5.08 (1/3 of 16-18nyr olds). The Principal advised that the IT problems at the beginning of the year had prevented some students from undertaking the survey.

Item 11: From the Planning, Remuneration and Governance Committee:

FGB/03/17/36 The Chair of PRG reported that the Committee had discussed the Governing Body Membership paper in detail at the March meeting. This included a lengthy discussion on succession planning but no final conclusions were reached. This item would be considered further at the June Committee meeting.

FGB/03/17/37 The Governing Body accepted the PRG recommendation to appoint Liz Lacovara,

FGB/03/17/38 The Chair of PRG advised that the Standing orders allow a discretionary extension beyond the usual 2 sets of 4 years. Whilst renewal is not automatic, the Committee believed the extension of membership for 1 year for Steve Brice was beneficial to the College and the new Governors. The Governing Body accepted the PRG recommendation to renew Steve Brice's membership for a further year.

FGB/03/17/39 Staff and Student Governor posts are now filled; new student governors will be required for 2017/18.

FGB/03/17/40 Governor Appraisals: the new simpler form was approved at the March PRG meeting. Each Chair should now undertake an appraisal of all full Governors wishing to continue their role in 2017/18 during the Summer Term. As part of this process, each of Chairs should undertake an analysis of training need. This process will be an useful input to the SAR process

FGB/03/17/41 QIP 3 HR elements:

The meeting noted the changing student population and that future staffing levels will depend upon Curriculum requirements and Student demand (e.g. changes with curriculum – SEN and construction increasing and so staffing; no longer A levels)

FGB/03/17/42 The new absence and sickness reporting system was introduced in September 2016. The number of incidents reported has increased, together with a short term increase with respect to support staff associated with building works and dip in morale. However, this is improving as evidenced by the increased number of staff survey returns

FGB/03/17/43 Equality & Diversity: The College's ethnicity equates to the median line for Elmbridge and Spelthorne. Disability of 4% is in line with the FE average. The March PRG meeting challenged the CPD budget and learnt of the beneficial sharing of best practice between Colleges – CR at NESOT – Prevent – NESOT English & Maths – which is incredibly insightful for staff. Also all members of teaching staff will be going on work placements July 2018 they will then share feedback with staff.

FGB/03/17/44 The Principal confirmed that Level 2 equates to GCSE / O Level / Functional Skills Level 2. The meeting questioned whether this Government initiative was working. The Principal confirmed that there were no funding implications if Brooklands did not support staff in achieving Level 2. However, it is good for OFSTED to be seen to working towards it and addressing staff development.

FGB/03/17/44 Governance was the main topic at the PRG meeting, with discussion of Peter Corrigan's report and its 4 areas for focus and a comparison of Brooklands Governance to AoC Code of Governance.

- Governors should know the College's strengths and weaknesses (together with supporting evidence such personal activities, SARs, and QIPs)
- Clear overview of quality of teaching & Learning – Performance Review, SAR, Curriculum Day
- Student Voice – reports,
- Impact of decisions

FGB/03/17/45 Further to the December FGB, the March PRG discussed at length part 2 attendance. The PRG meeting concluded that there may be some items for Governors to consider themselves such as sensitive or reputational issues. However, inclusion of staff governors at Part 2 meetings should be considered on an issue by issue basis discussed by the Chair and Principal

FGB/03/17/46 Induction training for new Governors is scheduled for 28th April; other Governors may attend.

Item 8 Principal's Report and key performance indicators

FGB/03/17/47 The Principal introduced her report and highlighted the following points:

- Property strategy: Fusion have been appointed and met with the Principal and requested various information and data.
- College Values – embedding – working through – more examples than in the report
- Success in various competitions. Please vote for business students. The Clerk to send the voting link to Governors (all staff email) please circulate amongst friends and families.
- Teaching & Learning – Learner walks each term
- Allocations – still awaiting SFA allocation however, the EFA allocation has been cut by £720,000.
- Institute of Technology: an expression of interest has been submitted but no response received to date
- ABR – The College is continuing to work on recommendations both stand alone and greater collaboration, looking at idea of memorandum of understanding and work on going with the Colleges at sub-Principal level developing and sharing best practice.
- Guildford focussed on their OFSTED; NESOT have a new Principal (who does not have a FE background - Chief Executive of Epsom & Ewell Borough Council) starting next week and so will experience a steep learning curve. Brooklands will wait to see impact of new leadership on collaborative work amongst the Surrey Colleges
- Devolution is off the agenda for the Government but the Local Authorities are very supportive of the idea. The Surrey & Sussex Principals have agreed to write a letter disagree and Surrey Colleges to Surrey CC

FGB/03/17/48 KPIs with Term 2 updates. The College will have a clearer idea re Maths & English GCSE's after the mocks and when the mark boundaries have been agreed.

FGB/03/17/49 The Head of HR resigned for personal reasons and will leave in mid June. SLT are looking to arrange interim support and succession, hopefully with a September start.

FGB/03/17/50 Fusion report was well received and Governors are supportive of their approach. Fusion are putting significant emphasis on the curriculum and flexible working space.

Clare Watling left the meeting at 10.45

Item 15 Student Governors

FGB/03/17/51 Savio Fernandes (Weybridge Campus) presented his report. Savio attended school in Brazil and was home schooled for 6 months in UK before joining Brooklands. Savio completed functional skills English and ESOL which gave him the confidence to progress to IT. College is very different to school and more enjoyable; in particular the

- Relationships with teachers – discussions about matters
- Assignments are scenario based e.g. invoices
- Work placements/experience – Gym Club – website design & now a coach and judge (regional) and running the scoring system for the regional competitions
- 2017 work placement at Egham designing adverts on websites. Savio was subsequently offered a job

Savio is hoping to go to university (Goldsmiths) as an IT job will require him to specialise in a specific area.

FGB/03/17/51 Alex has been a student at Brooklands for 2 years and enjoyed the course work based BTEC. The support from lecturers has been good. Alex did not have English Language GCSE Grade C or above and so re-sat this in Year 1 and was given additional support from ALS team. Through studying English GCSE Alex met students from other departments within the College.

Alex particularly enjoys and appreciates the independence of College as opposed to micro management at School. Most of Alex's school friends went to Esher College.

Alex is looking for a higher apprenticeship as opposed to University but may also take a gap year.

Both Student Governors were asked how much guidance they had received from the Careers team and was this enough when making next step decisions? Both student Governors reported receiving assistance from the College and the Internet.

FGB/03/17/52 It was noted that this was the first time, which the student Governor report template had been used and the Governors found this very useful and look forward to the Term 3 report.

Item 16 Chair's Business and Review of Governing Body business for emerging risks

FGB/03/17/53 No new risks were identified

Item 17 AOB

FGB/03/17/54 No matters arising

Item 18 Date of Next meeting

FGB/03/17/55 Wednesday 21st June

Decisions made:

1. Prospective Governors who PRG have recommended their appointment to FGB should be invited to FGB and asked to leave the meeting when their appointments are discussed.
2. A draft governance SAR be drafted over the Summer for discussion at the Governors' Strategy Day (22nd September)
3. The meeting approved the Fee Policy 2017/19
4. The appointment of Liz Lacovara, Barbara Spittle and Marcus Youden as Associate Governors
5. The renewal of Steve Brice for a further year

Action Points

1. Staff numbers will be included in the monthly accounts: Action Vice Principal
2. The Clerk to send the voting link to Governors: Action: Clerk
3. SISSC be added to the Risk Register: Action Vice Principal

Chair:

Date :

