

# Brooklands College

Minutes of the Planning, Remuneration and Governance Committee meeting held at  
8.00am on 9 December 2015, in room MC5.

Present: Terry Lazenby Chair  
Steve Brice  
Maureen Kilminster  
Jackie Pearson  
Clare Watling

In Attendance: Ian Pocock Clerk to the Governing Body  
Gail Walker Deputy Principal

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

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

## **Item 2 Welcome and apologies**

PRG/12/15/2 Apologies for absence were received from Jerry Tapp.

## **Item 3 Declarations of interest**

PRG/12/15/3 There were no declarations of interest.

## **Item 4 Minutes**

PRG/07/15/4 The minutes of the meeting held on 1 July 2015 were approved as a correct record.

## **Item 5 Matters Arising**

PRG/07/15/5 The committee received the report on matters arising. The following items were noted:

PRG/03/15/22 Governor Appraisals.

The outcomes were also discussed under agenda item 8 but it was agreed here that the next round of appraisals for those governors first appraised in 2012-13) should be completed by the next meeting of the committee on 16 March 2016. The objective of developing a personal development plan for each governor based on the outcome of appraisal should be included in the governance quality improvement plan. A table detailing responsibilities for carrying out appraisals and the training outcomes identified would be developed. One of the needs identified, information about the College's offer, could be met through the College prospectus. **Action: Clerk.**

In respect of governor training, the following IT related areas had been identified as possible subjects for the March training evening: Proacheive, the computer aided facilities management system (CAFM), Agresso, Moodle and IT Strategy. Discussion noted that although these items were largely IT related they fed into the delivery of the curriculum and the strategic plan. The full governing body's views could also be sought on content

PRG/03/15/20 On line equality and diversity training

Log in details and a reminder would be reissued at the December 2015 FGB **Action: Clerk.**

## PRG/07/15/8 Strategic Plan Aim 3 Part B Update

This item referred to training on report writing needed from SISSC which was yet to take place. The principal noted that she had invited the project lead for SSSC, Tim Strickland, to the next meeting of the resources committee.

## PRG/07/15/9 Committee Self-Assessment

It was agreed that it would be helpful to restructure the questionnaire and think about two different aspects. The first would be to review the terms of reference, and the second to gauge how well the committee was functioning. Jackie Pearson suggested that there could be specific quick feedback on the latter issue, perhaps on a training evening. The timing of the completion of the questionnaire would be reviewed so as to avoid too many demands at the same time. **Action: Clerk.**

**Item 6 Strategic Planning****Item 6.1 Strategic Plan Aim 3 Part B 2014-15 QIP Update**

*The head of human resources attended for items 6.1, 6.2 and 7.*

PRG/07/15/6 The head of human resources reported that the year had presented some challenges, including staff restructuring which had affected progress on some areas of the QIP. It was noted that some progress had been made on sickness procedures and further work would be carried over for the 2015-16 QIP. In respect of the second item, review of HR management reports, the reporting was being designed as a collaborative project by SISSC which had not yet been complete. The principal would be raising this at a meeting with the SISSC team that week. **Action: Principal.** The third item in respect of literacy and numeracy was an ongoing task. The first stage was the establishment of the position in respect of teaching and non-teaching staff without level 2 literacy and numeracy. The second was arranging appropriate training. It was possible that the functional skills training approach would be adopted in future.

**Item 6.2 Strategic Plan Aim 3 Part B 2015-16 QIP**

PRG/07/15/7 It was agreed that the items relating to sickness and numeracy reporting would be carried over to the 2015-16 QIP, but that as the SISSC reporting item had nearly been completed this would not be carried over. A review of recruitment processes had been included as a new item. The head of HR noted that this would cover a review of areas of the College that were difficult to recruit to, and a review of the benefits package. In respect of literacy and numeracy, it was noted that training and learning was also a responsibility of the Head of Student Experience and Quality, and the HR department would liaise regarding the completion of this objective.

PRG/07/15/8 With reference to the objective of revision of sickness and absence processes and procedures, Clare Watling asked if this were about improved reporting of day one of sickness, or about an approach to managing the whole process. The head of HR confirmed that there would be support for managing the whole process. Targets for managing total levels of sickness would be set using 2015-16 as a baseline year.

PRG/07/15/9 In respect of literacy and numeracy targets, the committee noted that this was now expressed in terms of 90% of existing teaching staff qualified to level 2 or on a level 2 course, as opposed to 98% in the 2014-15 QIP. It was agreed that this would be set at 95% **Action: Head of HR.**

PRG/07/15/10 The head of HR confirmed that the new data collection process for sickness absence should be in place in the spring term.

PRG/07/15/11 In response to a question from Terry Lazenby, the head of HR noted that a report on progress on management reporting from SISSC was included in the HR report at item 7 of the agenda, and progress on this item would continue to be reported.

### **Item 6.3 Strategic Plan Chair's Reports**

PRG/07/15/12 Steve Brice noted on behalf of the resources committee that work was proceeding according to the priorities set out in the QIPs.

PRG/07/15/13 Jackie Pearson confirmed on behalf of the curriculum and performance committee that the QIPs set out appropriate actions on priority areas such as English and mathematics and the development of IT to support curriculum.

### **Item 6.4 Outcome of Strategy Day held on 25 September 2015.**

PRG/07/15/14 The chair noted that the report on the outcome of the strategy day had been included for information and invited any comments. The committee discussed whether the scoring of governance risks on page 6 of the report was correct. For example, at present lack, of community involvement had a higher impact scoring than the risk of poor strategic challenge to the SLT. It was agreed that it would be helpful if the whole governing body reviewed the scoring.

PRG/07/15/15 Jackie Pearson also asked about the level of awareness about area reviews within the College and how that impacted on staff morale. SLT members confirmed that staff had been kept informed about the process and would be updated early in 2016 as the College had just been informed that its involvement in the area review process would start in January. The message to staff had been positive about the College's future and the process did not appear to be affecting moral.

PRG/07/15/16 Terry Lazenby asked whether the concept of university technical colleges were an opportunity or a threat. SLT members felt this could be threat in respect of engineering. This are would be flagged for governing body discussion as the exercise progressed.

### **Item 6.5 Strategic Targets for 2015-16**

PRG/07/15/17 The principal introduced the proposed key performance indicators for 2015-16. The committee noted that there had been some changes, for example, the presentation of GCSE success rates had been split to provide a target for the achievement of higher grades.

PRG/07/15/18 It was agreed that it would be helpful to include a definition of current ratio to accompany that target **Action: Vice Principal.**

PRG/07/15/19 Steve Brice noted that progress on the pay to income ratio was good.

PRG/07/15/20 In response to a question from Terry Lazenby the principal confirmed that the targets were stretching.

### **Item 7 Human Resources Report**

PRG/07/15/21 The principal reported that the short update on HR issues was in lieu of the scheduled report on people resources training and development. It had not been possible to produce this for the current meeting. The head of HR highlighted significant issues from the update.

PRG/07/15/22 Two large staff restructuring exercises had been carried out. These had both been processes with thirty day consultation periods in line with statutory requirements and had been reasonably complicated processes. Feedback on the way in which the restructuring involving the HR and the IT departments had been managed had been

good. The principal noted that the HR department had itself had been subject to restructuring at the same time as managing the exercise on behalf of the organisation.

PRG/07/15/23 Jackie Pearson asked about the impact on staff morale. Senior leadership team (SLT members) reported that moral appeared to remain good

PRG/07/15/24 The committee noted that a review of staff benefits would benefit not just new but existing staff. A staff survey would be carried out during the year.

#### **Item 8 Governing Body Development**

PRG/07/15/25 The clerk introduced a report on governing body development.

PRG/07/15/26 As discussed under matters arising, the round of appraisals for those governors appointed during 2014 and 2015 had been completed. A further round of appraisals would now take place for those governor appointed before 2013, which would be their second appraisal. Outcomes from the appraisals detailed in the report would be carried forward into individual training plans and collective training for the whole governing body. The content for the training evening to be held in March 2016 is included in minute PRG/07/15/5 above.

PRG/07/15/27 As also discussed under matters arising, the committee self-assessment exercise had not worked well and would be reviewed for future years. Amendments that had been identified to terms of reference would be taken forward to the full governing body for approval **Action:Clerk.**

PRG/07/15/28 The clerk noted that an exercise to update the equality and diversity monitoring information relating to the governing body had been undertaken.

#### **Item 9 Student Governors**

PRG/07/15/29 The clerk introduced a report on the appointment and development of student governors. He reported that Sandra Spicuzza would continue in the student governor role for Weybridge and Alex Cozens had come forward for the Ashford role. Both were at the beginning of two year course which offered the opportunity for developing their engagement over a period of time. The paper outlined the proposal of appointing each student to a committee to broaden their engagement and noted that briefing in advance of each governing body was being provided by the principal and clerk.

PRG/07/15/30 The deputy principal also suggested that their role could be supported by a small financial payment equivalent to that currently provided to the student ambassadors. In return the students could provide more structured in-put to the governing body by providing a report guided by a template giving specific questions where student in-put was sought. Their view on events could also be provided, for example the effectiveness of the student conference.

PRG/07/15/31 The committee agreed to the payment of student governors, and that Sandra Spicuzza would be invited to join the curriculum and performance committee and Alex Cozens the resources committee **Action: Clerk.**

#### **Item 10 Governance Quality Improvement Plan**

PRG/07/15/32 The governing body noted progress on the governance quality improvement plan.

PRG/07/16/33 The committee considered principal 8 in respect of equality and diversity, and reinforced its commitment to conducting search exercises which would encourage applications for the role of governors from all sections of the community. The clerk would consider in conjunction with HR how this positive action could be managed **Action: Clerk.**

PRG/07/17/34 It was agreed that as part of principle 10, the summary of governance risks would be reviewed on a regular basis **Action: Clerk.**

**Item 11 Brooklands Enterprises**

PRG/07/17/35 The committee considered the appointment of a new director to Brooklands Enterprises to succeed Eric Read who had demitted from the role of governor. It was agreed that Terry Lazenby would be appointed. It was noted that the other company owned by the College, Brooklands UTC, would be wound up as there was unlikely to be any future purpose for this company **Action: Clerk.**

**Item 12 Developments in the sector**

**Item 12.1 The area review process**

PRG/07/17/36 The principal updated the committee on the area review process as it would affect Brooklands College. She referred the committee to her written update which would appear in the principal's update for the full governing body the following week. The time table indicated that there would be a series of meetings and site visits beginning with a meeting with the principal and chair on 9 March 2016.

**Item 13 Chairs Business**

**Item 13.1 Review of committee business for emerging risks**

PRG/07/17/37 There were no new emerging risks.

**Item 14 Any other business**

PRG/07/17/38 There were no items of any other business

**Item 15 Date of next meeting**

PRG/07/17/39 Wednesday 16 March 2016 at 3.00pm