

Brooklands College

Minutes of the Resources Committee meeting held at 8.00am on 24 February 2016,
Room MC5, Weybridge Campus.

Present:	Steve Brice Chris Barlow Frank Hanna (Associate) Jerry Tapp Ricky Zalman	Chair
In Attendance:	Maureen Kilminster David McLoughlin Patrick Hodgson Diana Pogson Shereen Samereshinge Marie Gansah Josephine Carr	Principal Director of Business Development Head of Technical Services and Management Information Interim Vice Principal Incoming Vice Principal Head of Finance Clerk to the Governing Body

Item 1 Action in the event of fire

R/02/16/1 Action in the event of fire was noted.

Item 2 Welcome and apologies

R/02/16/2 Apologies for absence were received from Gail Walker, Brian Harris, Terry Lazenby and Jerry Loy

Item 3 Declarations of interest

R/02/16/3 There were no declarations of interest.

Item 4 Minutes

R/02/16/4 The minutes of the meeting held on 11 November 2015 were approved as a correct record.

Item 5 Matters Arising

R/02/16/5 The committee received and noted the paper on matters arising.

R/11/15/18 Shared Services in Sussex and Surrey Colleges (SISSC)

The Interim Vice Principal advised the meeting that the Head of Finance had been sick and that the Engineering Department report had not been prepared. Once the Area Based Review paperwork had been completed the Engineering report will be prepared and emailed to members.

Item 6 Finance – for approval

R/02/16/6 There were no items requiring Committee approval.

Item 7 Finance – for discussion

Item 7.1 January 2016 draft Management Accounts

R/02/16/7 The Interim Vice Principal advised the meeting that the draft accounts concentrated on the forecast position for 2015/16 as this information had been requested by the Area

Based Review team. The year-to-date position will be available by the end of this week and will be included in the updated figures to be circulated by email: Action **Interim Vice Principal**

- R/02/16/8 The Interim Vice Principal asked the Committee to note the Agency staff costs required to cover vacant teaching and support posts of £204K, as at January 2016, and £350K projected to year end, compared to an annual budget of £100K. The position is being regularly monitored.
- R/02/16/9 Estimates for income associated with Apprenticeships have been prepared on a conservative basis because of concerns regarding funding. The Government's target is 3 million apprenticeships but the funds to support this growth are not guaranteed. The SFA paid Brooklands an additional £1M funding in the autumn but only paid some 50% of the recent growth bids which other Colleges had submitted.
- R/02/16/10 The forecast remains positive and it was noted that the second tranche of the Ashford sale (£3.1M) was received in January 2016.

Item 7.2 December 2015 Management Accounts

- R/02/16/11 No comments or questions were raised given the earlier discussions regarding the draft January 2016 management accounts.

Item 7.3 Financial Strategy and Plan 2015-2018

- R/02/16/12 Since December 2015 there has been a significant change in circumstances; the membership of SLT will change significantly over the next three months and the Area Based Review is about to start. It was therefore agreed that this is not the correct time to finalise the Financial Strategy. The updated 'interim' plan concentrates on the forecast position as submitted to the Area Based Review team.
- R/02/16/13 Once the outcome of the Area Based Review has been announced, the incoming Vice Principal will lead a full review of the financial strategy in accordance with the overall College Strategic Plan.
- R/02/16/14 C. Barlow asked if SLT had considered how the College will deliver education in financially sustainable methods whilst maintaining student enrolment despite a demographic decline in the student population.

The Interim Vice Principal advised the meeting that applications for 2016/17 were higher than expected. The overall College Strategic Plan will consider the best way forward for the College given the demands of Central Government and the reduction in funding in real terms.

C. Barlow expressed concern regarding:

- i) The method of educational delivery and its sustainability in the longer term
- ii) The efficient use of buildings, with occupancy of teaching space at 30%. Should further refurbishment of buildings be undertaken given these occupancy rates? Should buildings be mothballed? Should another institution be brought in to increase usage?

C. Barlow believes that the College has made excellent use of current initiatives and opportunities but there is a need to differentiate between these and actual strategic planning.

J. Tapp suggested that this was an area for discussion at the Governors' Area Based Review meeting. **Action: Clerk** to arrange a date.

R/02/16/15 "Surrey pre-review Analysis Report" prepared by RCU comparing the 4 Surrey GFE's is available to Governors in the Knowledge section of Board Packs under "Area Based Review". Brooklands is wishing to be viewed as proactive in the review, working with the 4 Surrey GFE's and many other organisations.

Item 8 Internal Auditors Subcontractors Report

R/02/16/16 The Audit Committee of 3rd February had recommended that the report be shared with members of the Resources Committee. The subcontracting audit is a requirement of SFA funding and must be certificated for the SFA. The deadline of 31st January was met and the SFA have acknowledged safe receipt. The audit has been deemed satisfactory – satisfactory and not satisfactory are the only ratings available for this audit. The 3 recommendations are towards the lower end of requirements (housekeeping) and so using the Mazars levels of assurance, this report would be given a substantial assurance rating.

Item 9 Shared Services in Sussex and Surrey Colleges (SISSC)

R/02/16/17 Tim Strickland, CEO FE Sussex and Project Manager of SISSC addressed the meeting. A copy of the presentation slides is included in the Committee papers and on the Knowledge section of Board packs (College policies and Procedures-SISSC)

R/02/16/18 SISSC was established 5 years ago utilising the Collaboration Fund offered by central Government. It is limited by Guarantee with each of the Principals of the seven constituent Colleges (including Brooklands College) being a Director. The contribution formula is based upon turnover and FTE staff numbers.

City College Brighton and Guildford College still to 'go live' scheduled April 2016
SISSC are now actively looking for new Colleges to join and widen participation outside of Surrey and Sussex but this process is being hindered by the uncertainty of Area Review outcomes.

SISSC was established to provide software systems for HR, Payroll and Finance (e-recruitment has been subsequently added). Unit 4 Software were the successful bidders and SISSC is currently preparing to upgrade the software to M5 (Milestone 5). A demonstration of M5 will be given at Guildford College on 11th March

R/02/16/19 The seven constituent Colleges now use the same coding structure, and so some financial comparisons may be made. Brooklands is deemed to be "relatively lean". The Agresso financial system is some 90% standardised across the Colleges and 10% localised. The Interim Vice Principal and Head of Finance advised the meeting that considerable knowledge of the system is required in order to prepare bespoke reports. Data may be exported to Excel relatively easily but then additional data manipulation is required. The Help desk facility is a limited facility. Further staff training is required. Tim Strickland advised that M5 should have improved report writing facilities.

R/02/16/20 Frank Hanna asked for clarity on data protection tier rating and insurance liability. Ultimately this rests with Unit 4 Software but there is also onus on the individual Colleges.

Clarification regarding "tier rating provided by Frank Hanna:

Tier 1 to 4 is a methodology used to define uptime of data centres. This is useful for measuring:

- a) Data centre performance
- b) Investment
- c) ROI (return on investment)
- d) Security

A Tier 4 data centre considered as most robust and less prone to failures. Tier 4 is designed to host critical servers and computer systems, with fully redundant subsystems (cooling, power, network links, storage etc.) and

compartmentalized security zones controlled by biometric access controls methods. Naturally, the simplest is a Tier 1 data centre used by small business or shops.

Tier 1 = Non-redundant capacity components (single uplink and servers).

Tier 2 = Tier 1 + Redundant capacity components.

Tier 3 = Tier 1 + Tier 2 + Dual-powered equipment and multiple uplinks.

Tier 4 = Tier 1 + Tier 2 + Tier 3 + all components are fully fault-tolerant including uplinks, storage, chillers, HVAC systems, servers etc. Everything is dual-powered.

Tim Strickland advised that KPMG have undertaken penetration hacking testing and the system was given the highest safety level. The cloud based hosting system is also highly reputable. **Action:** SISSC (Tim Strickland) to provide written clarification regarding risk and insurance.

R/02/16/21 It was confirmed that the cost of processing an invoice using Agresso ranged from £23 - £28 across the constituent colleges. This figure might be reduced if there was further centralisation of the process but this might result in some additional costs to reach this stage. A post-Area Review Fund was announced last week and this may be a possible source of funding for this and further collaborative development of the system.

R/02/16/22 The Area Based Review has stalled the expansion of SISSC, but Southampton and Milton Keynes Colleges have expressed interest in the system. However, development of the system is also hampered by the need for a consensus on specific development issues from the constituent Colleges

R/02/16/23 The meeting thanked Tim Strickland for his time and contribution. It was noted that to achieve the benefits of the system, the data input must be absolutely correct. There is still a need for further training and cultural change for Brooklands to maximise the benefit of the system.

Item 10 College IT Strategy 2016-18 (draft)

R/02/16/24 Introduced by Patrick Hodgson, Head of Technical Services and Management Information. The paper presented is a work-in-progress yet to be approved by SLT, however, it provides the Governors with a clear view of the IT challenges which the College currently faces and highlights choices to be made, for example whether College should move to cloud based systems.

R/02/16/25 There have been considerable changes in the staffing of the IT department. A local company, Krome Ltd are contracted to provide 6 days technical support per week. A Level 3 Technician is looking at the infrastructure and resolving anomalies such as accessing systems on different campuses. The College needs lower level technicians to help with operational issues. There may be a role for an apprentice.

R/02/16/26 There are 4 specific issues:

- i) Back-up process is no longer fit for purpose and needs to be replaced. Three quotes obtained are in the region of £15K
- ii) Core technology of the servers and switches
- iii) Unified communication. It was confirmed that Cat6 cables were included in the new build which would support video content and all current online learning delivery.
- iv) Replacement of web filters and fire wall. The watchguard system also meets the Prevent agenda and costs some £2-5K

R/02/16/27 Chris Barlow noted that these were principally transient projects and asked for reassurance that there is an actual payback /benefit for educational purposes. The Head of Technical Services advised that Video content is a key element of College teaching

and that the SFA are looking for a minimum of 10% online learning for all of their funded courses.

The current technology is unable to respond to current demands let alone reasonable response times for web-based teaching. It was agreed that the Head of Technical Services would provide further updates to the Committee including the educational benefits and ensuring that the student experience was in line with expectations.

The meeting thanked Patrick for his contribution. The Principal advised that the Head of Technical Services was held in high esteem within the College.

Item 11 Quality Improvement Plan (QIP) Updates

Item 11.1 QIP Aim 2 Updates

R/02/16/28 The Director of Business Development presented the update. The new Schools Apprenticeship Expert Programme has been well received. Governors are most welcome to attend the Apprenticeship Breakfast on 15th March to find out more.

R/02/16/29 Sub-contracting: The College is looking for a provider who will support a Level 3 IT qualification.

Item 11.2 QIP Aim 3

R/02/16/30 The Interim vice Principal provided a verbal update. The CAFM system is installed and having an impact. It will take 12 months to build up the data to enable better preventative maintenance planning. It was agreed that all staff would be sent a reminder that the system is working. **Action:** Interim Vice Principal

R/02/16/31 Refurbishment/improvement work continues at the Weybridge campus

R/02/16/32 Work in regard to Financial Controls and the five point action plan is ongoing. The particular focus currently is debtor management.

R/02/16/33 Progress is being made with the HR system. The Area Based Review has had an impact upon staff recruitment with staff in the FE sector appearing to be reluctant to move until outcomes of the Review are published.

Item 12 Enrolment

R/02/16/34 The 2015/16 targets have not yet been reached at this point of the year. However, there is a further enrolment of students after Easter for The Prince's Trust Courses, Traineeships and Linked Learning and SLT are confident that the targets will be met.

R/02/16/35 Applications for 2016/17 are higher than expected for both the Weybridge and Ashford Campuses.

R/02/16/36 A discussion regarding staff shortages and the impact on course delivery ensued. The Director of Business Development agreed to ask local employers if any of their staff would like to teach 1- 2 days per weeks at Brooklands (principally older staff nearing retirement and newly qualified staff looking to broaden their experience). The engineering company, Mollards currently provides staff as assessors. **Action:** Director of Business Development

R/02/16/37 Brooklands is in negotiations with the other Surrey Colleges exploring the possibility of sharing specialist teaching staff.

Item 13 Business and Marketing Unit

Item 13.1 BMU Update

- R/02/16/38 The Director of Business Development advised the meeting that the College wishes to continue to grow its Apprenticeship provision both internally and externally but is being cautious as the underlying funding is not matching the Government's predicted growth.
- R/02/16/39 The proposed changes in assessments may enable Brooklands to develop a commercial assessment company to undertake this work possibly in conjunction with the four Surrey GFE College.

Item 13.2 Innovation

- R/02/16/40 The Director of Business Development noted the increased use of IT Apps. Students are being encouraged to bring their own phones/iPad into College and use the College infrastructure.
- R/02/16/41 Departments are being encouraged to share developments. E-learning is now a critical part of the College's provision. To develop a module in-house costs £70-90K, commercial products are usually less expensive. Some 400 courses are currently available on the Brooklands e-learning platform. Discounts are available for staff. These e-learning courses do not impact upon existing courses taught at the College.

Item 14 Health and Safety Report

- R/02/16/42 The Interim Vice Principal reported that the new Health and Safety officer, Preetee Taank started in January 2016 and is currently concentrating on the high risk areas of Construction and Science.
- R/02/16/43 There were no issues of particular significance, and no RIDDOR incidents to report.
- R/02/16/44 Frank Hanna noted that changes in the law in respect of corporate responsibility for health and safety resulted in Brooklands being a medium category where significant breaches may result in a custodial sentence.

Item 15 Facilities and Property Update

- R/02/16/45 The Interim Vice Principal gave a verbal update. The TKC project is a week ahead of schedule and the Thomas Knyvett College continues to be happy with the Contractors.
- R/02/16/46 The temporary decant of the Locke King Building has been completed and the contractors are now on site.
- R/02/16/47 The Interim Vice Principal is in discussions regarding the cost of the removal of the portakabins at the Ashford site.

Item 16 Chair's business

Item 16.1 Review of committee business for merging risks

- R/02/16/48 There were no new emerging risks from the meeting

Item 17 Any other business

- R/02/16/49 The Interim Vice Principal reported that the boiler in the Catering Block had been handed over to College and was working well. The planned power outage last month went to plan.

R/02/16/50 The Committee thanked the Principal for her support and guidance over the last 5 years and wished her every happiness in her forthcoming retirement

Item 18 Dates of next meetings

Wednesday 22 June 2016 at 8.00am

Action Points

1. Circulate Engineering Department contribution report by email: **Interim Vice Principal**
2. Circulate by email updated January Management Accounts: **Interim Vice Principal**
3. Additional Governors meeting to be arranged to discuss the initial findings of the Area Based Review: **Clerk** – Wednesday 15th June at 08.00
4. SISSC to provide written clarification regarding risk and insurance: **Tim Strickland**
5. Provide update for the June meeting regarding the IT Strategy: **Head of Technical Services and Management Information**
6. The Director of Business Development to ask local employers if any of their staff would like to teach 1- 2 days per weeks at Brooklands (principally older staff nearing retirement and newly qualified staff looking to broaden their experience) : **Director of Business Development**
7. Remind staff regarding CAFM: **Interim Vice Principal**