

Minutes of the Resources Committee meeting held at 8.00am on 14<sup>th</sup> June 2017,  
Room MC5, Weybridge Campus.

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|----------------|--|--|
| Present:       | Steve Brice<br>Terry Lazenby<br>Brain Harris<br>Richard Rawes<br>Richard Shaw<br>Chris Barlow<br>Liz Lacovara<br>Gail Walker | Chair<br><br><br><br><br><br><br>Principal   |
| In Attendance: | Shereen Sameresinghe<br>Marie Ghansah<br>David McLoughlin<br>Josephine Carr  | Vice Principal<br>Head of Finance<br>Executive Director BMU<br>Clerk to the Governing Body |

- Item 1**  
R/06/17/1      **Action in the event of fire**  
Action in the event of fire was noted.
- Item 2**  
R/06/17/2      **Welcome and apologies**  
Apologies were received from Jerry Tapp and Andrew Barrett
- Item 3**  
R/06/17/3      **Declarations of interest**  
There were no declarations of interest.
- Item 4**  
R/06/17/4      **Minutes**  
The minutes of the meeting held on 8<sup>th</sup> March 2017 were approved as a correct record.
- Item 5**  
R/06/17/5      **Matters Arising**  
The Committee received and noted the paper on matters arising. The CAFM project will be discussed during the QIP item and no update regarding student opinion has been submitted by the Ashford Student Governor, Alex Cozens.
- Item 6**  
R/06/17/6      **Capital Projects**  
There were no items requiring Committee approval.
- Item 6.2**  
R/06/17/7      **Capital Strategy Committee update regarding the Weybridge Master Plan**  
The Chair reported that the Master Plan is progressing; Fusion regularly meet with the Principal and attend CSC. Members of the Resources Committee, not members of CSC, were invited to stay for the CSC meeting scheduled immediately after the Resources Committee meeting.
- Item 7**  
**Item 7.1**  
R/06/17/8      **Procurement**  
**Multifunctional devices**  
The Vice Principal introduced the Tenet Tender Evaluation Summary for Multi-functional Devices. The value of the contract requires Committee and Full Governing Body approval. Tenet and the College recommend Annodata are awarded the contract, which should generate savings of some £48,000 per year compared with the current incumbent, Altdigital. The quality of submissions was reasonably consistent but there were significant variations in price.
- R/06/17/9      Annodata have been checked by Tenet via procurement framework before submitting a tender. Annodata are known within the FE Sector. The Vice Principal advised that all the bidders would be contacted after the meeting's decision regarding the contract.
- R/06/17/8      The projected savings are not reflected in the current year budget but will be included in the 2017/18 budget. The meeting noted the very good saving. The Vice Principal

advised that Annodata are providing a standard machine but more price competitive. The new contract will include new machines and so hopefully a better service. There will be staff training. The transition will be managed as part of the contract over the summer. The existing contract finished at the end of May and is now on a monthly rolling contract. Alto Digital will remove their machines during the summer holidays and this is a standard arrangement

R/06/17/9 The meeting approved the recommendation that Annodata be awarded the MFD contract. The recommendation will be tabled at the June FGB meeting.

## **Item 7.2 Catering Contract**

R/06/17/10 The Vice Principal informed the meeting that Tenet had managed the tender process for the College and that the process had involved staff and students. Two companies were shortlisted and the preferred supplier is Aramark as opposed to the current incumbent, Chartwells. Both companies offered investment and similar services, but Aramark offered more food options and better prices together with offering different sizes of servings (with more affordable prices), which were popular with students.

R/06/17/11 The contract has been awarded to Aramark (the value is below the Committee approval threshold as it is a nil-cost contract). The companies are now preparing for the transition period and planning for the refurbishment of the refectory, £100,000 investment. TUPE will apply for existing Chartwells staff

R/06/17/12 The Vice Principal confirmed that the new contract will provide opportunities to Brooklands' catering students including work experience and apprenticeships. Discussions with the Catering Department regarding bidding for the contract were held, but it was agreed that this would not work at this stage but should be reviewed when the contract is next due for renewal.

R/06/17/13 There will be new vending machines at Ashford with a better range of food and the daily Mobile catering van visit will continue.

R/06/17/14 The College receives a share of profit from sales of food; otherwise the contract is at nil cost to the College. To date the share of profits has been reasonably small (£5,000 per year). However, the lowering of the cost of food and the investment in the Refectory are the most important drivers as these will generate savings for students and staff and improve student experience and is aimed at increasing the overall revenue for the contractor.

R/06/17/15 Chartwells finish on 17<sup>th</sup> July and Aramark will be open for business for enrolment commencing on 24<sup>th</sup> August.

## **Item 7.3 Appointment of Auditors**

R/06/17/16 The May Audit Committee approved RSM Tenon as the Internal Auditors and Buzzacotts as the External Auditors for 2017/18 – 2021/22. Post tender negotiations are on-going with a current annual saving of £5,000. The June FGB meeting will consider ratifying this decision.

R/06/17/17 The Vice Principal confirmed that some companies tendered for both internal and external services, whilst others did not.

## **Item 8 Finance** **Item 8.1 April Management Accounts**

R/06/17/18 The Vice Principal reported that the end of year projection had improved slightly compared with the April accounts. The College has also been notified of additional income regarding funding for apprenticeships April – July 2017 and this will be recognised in May accounts together with associated costs.

R/06/17/19 The Vice Principal confirmed that staff savings were the principal driver generating the

improved end of year projection. 1% of the salary budget equates to £100,000 with an annual budget of some £10,100,000.

**Item 8.2 Draft Budget 2017/18 and updated 2 year Plan**

- R/06/17/20 The Vice Principal introduced the 2017/18 proposed budget. A small surplus based on information available at this time is projected. The College has been notified of the majority of allocations but uncertainty regarding the levy continues. The Vice Principal will advise Committee members of any significant changes between now and FGB in June.
- R/06/17/21 The savings resulting from the MFD and auditor tenders are not included in the 2017/18 budget at the moment; there will be some post tender work and once the contract sums are agreed these will be incorporated within the 2017/18 budget.
- R/06/17/22 The Vice Principal advised that the sensitivity analysis required for the EFSA return will be made available to Governors at the next meeting Action: Vice Principal
- R/06/17/23 Staffing costs as a % of income excluding subcontracted income was confirmed as a downward trend, 2015/16 = 73%, estimated year end 2016/17 = 69%, budget for 2017/18 = 67%. The Surrey ABR target was 65% and so the College is now close to this target.
- R/06/17/24 In response to a query about the contribution analysis for subcontracted work, the meeting was assured that Brooklands has maintained the contribution it required. SCL accounts for 80% of the College's subcontracting provision. The Head of Finance agreed to provide more details. The College should decide at which point it is not worth continuing subcontracting due to the diminishing returns.
- R/06/17/25 Is a disaster recovery plan required should the College lose SCL? The College works hard to maintain the good relationship with SCL.
- R/06/17/26 The staffing costs have been reviewed during 2016/2017 and have been increased by £200,000 to better reflect the resource required to robustly manage the subcontracting provision, this further reduces the contribution. The BMU Team costs are allocated over Apprenticeships, Trainees and Loans.
- R/06/17/27 A Governor asked if there were any further planned pay awards. Staff will receive 0.2% in 2017/18 and the few teachers not at the top of their pay grade will receive incremental pay awards.
- R/06/17/28 The meeting were advised that the May Audit Committee had discussed the risk of Sub-Contractors going out of business. The Director of the BMU advised the meeting that financial checks including the examination of 3 years of accounts of subcontractors are undertaken each year and the Finance Team produce graphs depicting emerging trends. SCL is a sole-trader and as such there is a risk of the company going bust and but also a greater risk of SCL going elsewhere. The Committee were assured that the current learners are attached to Brooklands and not SCL; therefore, SCL may not simply pull the plug as they are contractually bound to maintain existing students. However, they are able to move new learners to other organisations. The Committee were satisfied with the level of financial tracking of sub contractors at this juncture.
- R/06/17/29 The Committee recommended the 2017/18 budget to FGB

The Head of Finance left meeting 08.50

**Item 9 Quality Improvement Plan updates**

**Item 9.1 QIP 2**

- R/06/17/30 The meeting noted QIP 2 as detailed paper with good positive actions. The Director of BMU highlighted 3 key themes:

- i) The Directors of Faculties have direct input into the QIP

ii) Student involvement and employer engagement, especially Surrey Police. The fast-track plans have been subject to delays, but the College is still a potential provider. The College is also working with Surrey and the Met regarding Apprenticeships and degree courses.

The two Brooklands Teams who qualified for the final of the Big Ideas challenge were invited to St James Palace. This was an extraordinary experience for the students.

iii) Engaging with new organisations, e.g. Princess Alice Trust and Squires Garden and the Director of BMU gave a presentation at Babcock last week (training provider not apprenticeship provider).

The Principal met with the Bishop of Guildford regarding re multi-academy trust for church schools in Guildford, the Good Shepherd Trust. The Howard of Effingham Trust also has levy money to spend and the College is looking to provide training for school teaching assistants.

- R/06/17/31 The Director of BMU advised that 99.1% of the companies taking 16-18 year old apprenticeships are SMEs. During the last 12-14 months the BMU Team have been working with companies who have not previously employed apprentices but who are now paying levies and so looking at this route.
- R/06/17/32 The Director of BMU acknowledged that the actual introduction of the levy has been challenging. The College has been successful in a series of bidding rounds with Surrey CC to be a training provider whilst some NHS trusts are charging training providers to discuss provision with them.  
Whilst Kier Construction are looking for 15 apprenticeships but the College is currently unable to find suitable candidates. However, the College is supporting some trainees who will be able to progress to apprenticeships with Kier Construction
- R/06/17/33 The Director of BMU thanked Governors for their support and leads providing inroads into companies. The reputation of Brooklands is good in the marketplace. The current difficulty is recruiting local people to develop the local economy.
- R/06/17/34 The meeting asked whether the BMU had strategically decided to target SMEs. The Director of BMU assured them that this was not the situation and that the Unit would be happy to talk to any organisation regardless of its size or status. For instance, the Princess Alice Trust has presented an incredibly diverse list of training requirements ranging from receptionists to palliative care.
- R/06/17/35 Jo Broad, the Schools Liaison Officer, has been reinforcing links with schools by attending school assemblies, careers sessions et al. The College currently has direct links with some 40 schools. These are tracked on a heat map, which includes an analysis of applications (courses and apprenticeships) and looks at trends and any actions required to address these.
- R/06/17/36 The meeting acknowledged the importance of ensuring schools, parents, pupils and employers were aware of apprenticeships. However, this has been hampered by the delay in the new apprenticeship standards being agreed.
- R/06/17/37 The meeting agreed that they were assured by the employers' responses to the College provision but wondered where the student voice (current students) is taken into account and actioned. The Director of BMU assured the meeting that Student feedback is important; staff meet with apprentices (Brooklands and sub-contracted) on a regular basis. Examples of modifying provision as a result of their feedback includes more tutorial time and feedback on assessor process  
The BMU Team have also been heavily involved with the progression events in last few months.

## **Item 9.2 QIP 3 Part 1**

- R/06/17/38 The Vice Principal advised the meeting that progress on fully implementing CAFM is still not progressing as originally planned. Further training for the Facilities Team is planned and the Audit Committee asked for a project plan with milestones to full implementation. This will be included in 17/18 QIP. The restructure of Estates Team should help the project implementation.
- R/06/17/39 The Governors asked if the £48,000 variance in the maintenance budget is due to the

delay in full implementation of the CAFM system. The Vice Principal advised it may be a factor, but some of the items would have occurred even with a well-established planning cycle would occur.

R/06/17/40 It is envisaged that the CAFM system will include the annual capital programme once the maintenance element is fully implemented.

R/06/17/41 The Committee requested RAG colours in QIP 2 for the next meeting.

**Item 9.2 QIP 3 Part 1**

R/06/17/42 The meeting noted the QIP and asked if the targets set for 2016/17 were sufficiently challenging.

The Vice Principal left meeting, to return for H&S

**Item 10 BMU report**

R/06/17/42 Staffing strategy – the Marketing Team will become part of the Vice Principal's responsibilities whilst the new Director of Estates and Property will take responsibility for some of the Vice Principal's current responsibilities. The Vice Principal has experience of managing Marketing in her last 2 roles. The interface between Marketing and the new Brooklands Business Solutions (BMU) will be managed. The previous Marketing Manager has left for new job. The current FTE for Marketing is 3.5 FTE.

R/06/17/43 When the new Business Sales Manager for Brooklands Business Solutions has been recruited they will be tasked with implementing a commission-based salary (basic plus commission) for sales staff. This will require a change to staff contracts but is envisaged to commence on 1<sup>st</sup> October.

R/06/17/44 FE changing and the College needs to be more commercial and provide motivation for the sales team. Commission management is challenging particularly with regard to tracking sales and setting benchmarks. There will also need to be a transition period together with minimum and maximum sales targets. The Resources Committee Governors offered to meet with the Director of BMU to explore options further and share their experiences of sales commissions.

R/06/17/45 The Governors commended the College's innovation in this respect; many Colleges state that they are considering a sales-based commission but none have implemented such a scheme to date. The new Business Manager and team will be focusing more on sales as opposed to the generic team members of BMU.

R/06/17/46 The Director of BMU advised that the paper provides a quick overview of the Apprenticeship levy as at 1<sup>st</sup> May. Technically the College may have an unlimited number of levy students; however the College prefers to adopt a realistic target of 10 levy starts per month until the end of 2017. All the Surrey FE Colleges and Brooklands subcontractors have been included in levy register.

R/06/17/47 The College Subcontractor list has expanded considerably in last 18 months. However, the College is still reliant on 3 companies. Brooklands accounts for about 80-85% of SCL's total income; SCL work with 2 other organisations. The Director of BMU and his Team speak with staff from SCL most days, SCL receive a substantial amount of Brooklands staff time and support in addition the BMU Team undertake due diligence, employer and learner surveys and the monthly monitoring of learners. Internal Audit also undertake a mandatory SFA audit of subcontractors each Spring Term. The meeting agreed that the BMU Team have a clear understanding of the risks regarding reliance with SCL and are endeavouring to minimise the exposure of the relationship.

R/06/17/48 The meeting asked if the full-cost income of £390,000 is this receiving enough focus given the introduction of the apprenticeship levy. Action: The Finance Team to provide the contribution rate.

R/06/17/49 The meeting asked for assurance regarding the College's exposure to loan money. The Vice Principal advised that there is indirect exposure if students leave their course before completing and so do not pay. However, the College is not exposed to loan repayments.

R/06/17/50 The meeting enquired regarding succession planning for the Director of BMU. The Principal advised that there are 2 experienced managers in BMU and a new Business Sales Manager being appointed. The meeting thanked the BMU Team for their passion and their ability to seize new opportunities.

The Director of BMU left the meeting at 9.52

## **Item 11 IT**

R/06/17/51 The meeting thanked the Head of IT for his detailed paper. The Head of IT advised that the College now has very little exposure to the internet (access servers via internet) and that the core central data has no core exposure.

R/06/17/52 The College systems were recently hit by an encrpyto virus via email which was spotted and isolated before any damage occurred. This demonstrates that the College systems are working. However, staff and students must be vigilant.

R/06/17/53 The Head of IT advised the meeting that feedback from student and staff reports that they now trust that network will work.

R/06/17/54 The Head of IT advised the meeting that he had been successful in driving down the price for switches and servers, this will have a 5 year warranty. They are currently running at 10% capacity and so are not under any stress.

R/06/17/55 GDPR – The College will need to become compliant with GDPR (new data protection legislation) in May 2018 and the College is currently looking at the best way of meeting these requirements. To be compliant the role of Head of IT cannot also oversee the GDPR.

R/06/17/56 The new Multi Functional Devices new contract will resolve many of the printer problems and will introduce a document management system, which should also save money.

R/06/17/57 The Governors thanked the Head of IT for his clear presentation.  
The Head of IT left the meeting.

## **Item 12 Health & Safety – for information**

R/06/17/58 The Vice Principal tabled the Health and Safety Report and advised the meeting that SLT continue to raise awareness amongst staff that near-misses should be recorded. Reminders have been included in the Principal's update and at managers meetings. However, none have been reported to date. Near-misses as an option are listed on the actual accident reporting form, however this option should also be included in Appendix 1 Accidents to date and Appendix 2 Accidents by type. **Action** Vice Principal to include as an additional column in future reports

R/06/17/59 The Accident reporting form is available on the intranet. The H & S Officer investigates each report and makes recommendations to SLT if needed. There have been 5-6 investigations since August 2016 but there needs to be a clear differentiation between first aid and H& S reporting. The Vice Principal confirmed that the student's eye is fine with no permanent damage. Staff feedback surveys show that staff believe that action will be taken if they report an accident or near-miss. The meeting agreed that the College should make it as easy as possible to record a near-miss. The matter will be raised at the College H&S meeting next week.

R/06/17/60 No Smoking Areas: The Health & Safety, PPE and Smoking policies have all been reviewed with no significant changes. They will be uploaded to the intranet when approved.

R/06/17/61 Ashford is no smoking as agreed with Thomas Knyvett. Staff and students may leave campus at Ashford to smoke. There is a designated smoking area at the back of the College at Weybridge.

R/06/17/62 The Vice Principal confirmed that Contractors on site manage their own H & S under CDM statutory requirements.

R/06/17/63      Governors currently attend the College Equality & Diversity and Safeguarding Committees. It was agreed that it was not necessary for a Governor to attend the College Health & Safety Committee. The meeting requested that the H & S Officer attend at next meeting. The meeting was advised that the current post holder has had a serious sickness during this year and that this has impacted upon her attendance at meetings.

**Item 13                      SISSC**

R/06/17/64      The Principal advised the meeting that there is a programme in place to close down SSISC and for the constituent colleges to have their own Unit4 systems. This process is taking longer than originally anticipated; however, the Brooklands system should be independent of other the other constituent colleges by the end of summer.

R/06/17/65      The actual dissolution of SISSC itself commences at the beginning of July and should finish 3 months later. The licence fee of £40,000 per annum to Unit4 is for the software licence only. There is no helpdesk facility within this fee.

R/06/17/66      Previously support and upgrades to meet legislation have been included in the fee paid to SSISC. The College may have to pay for additional support with Unit4. There will be funds to pay for additional support, as the licence fee to Unit 4 is significantly less than the fees currently paid to SISSC. There are also opportunities to learn from other colleges; the 3 Surrey colleges formerly members of SISSC are working together during the transition period.

R/06/17/67      There will be no improvement in reporting functions in the short term, as any developments will incur additional costs. However, there is an update to milestone 6 in the transition period.

**Item 14                      Financial Regulations 2017/18**

R/06/17/68      The Vice Principal advised the meeting that there were no significant changes to the Regulations for 2017/18 following on from the major review in June 2016. The Vice Principal advised that there is no reason to change the control levels and the Whistleblowing policy is appropriate.

R/06/17/69      There is a treasury management policy due for update in the autumn term, which will address points such as the College policy on borrowing and levels of reserves.

**Item 15                      Committee Governance**

**Item 15.1                  Committee Terms of Reference**

R/06/17/70      The meeting requested that reference to capital and revenue budget (operating and capital) be added. Similarly, the annual joint meeting with the Audit Committee should be included.

R/06/17/71      The meeting confirmed that PRG lead on pay awards and make recommendations to Resources. However, PRG is the last Committee before FGB in the current sequence of the Committee cycle.

**Item 15.2                  Self-Assessment 2016/17**

R/06/17/72      The Committee agreed to complete the Assessment immediately after the meeting.

**Item 15.3                  Annual Business Calendar 2017/18**

R/06/17/73      Add IT as a standing termly item.  
Ensure that the H & S Officer attends meetings.

R/06/17/74      Change references to SISSC to Unit4 (and in the QIP).

**Item 16                      Chair's Business**

**Item 16.1                  Review of committee business for merging risks**

R/06/17/75      There were no new emerging risks from the meeting

**Item 17      Any other business**

R/06/17/76      There being no other business the Chair closed the meeting.

**Item 16      Dates of next meeting**

R/06/17/77      Wednesday 1<sup>st</sup> November 2017 at 8.00

Joint Audit and Resources Committee Meeting Wednesday 29<sup>th</sup> November 2017 at 08.00

The meeting closed.

Decisions made:

1. The meeting approved the recommendation that Annodata be awarded the MFD contract. The recommendation will be tabled at the June FGB meeting.
2. The meeting ratified the May Audit Committee recommendation to appoint RSM Tenon as the Internal Auditors and Buzzacotts as the External Auditors for 2017/18. The June FGB meeting will consider ratifying this decision.
3. The Committee were satisfied with the level of financial tracking of subcontractors at this juncture.

Actions required:

1. The Vice Principal advised that the sensitivity analysis required for the EFSA return will be made available to Governors at the next meeting Action: Vice Principal
2. The Committee requested RAG colours in QIP 2 for the next meeting
3. Near-misses as an option are listed on the actual accident reporting form, however this option should also be included in Appendix 1: Accidents to date and Appendix 2: Accidents by type. Action Vice Principal to include as an additional column in future reports
4. The meeting requested that the H & S Officer attend at next meeting.