

Brooklands College

Minutes of the Resources Committee meeting held at 8.00am on 8th March 2017,
Room MC5, Weybridge Campus.

Present:	Steve Brice Jerry Tapp Terry Lazenby Brain Harris Chris Barlow Gail Walker Andrew Barrett	Chair Principal Staff Governor
	Liz Lacovara	Observer
In Attendance:	Christine Ricketts Shereen Sameresinghe David McLoughlin Josephine Carr	Deputy Principal Vice Principal Director of Business Development Clerk to the Governing Body

Item 1 Action in the event of fire

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

Item 2 Welcome and apologies

R/03/17/2 No apologies for absence were received from
The Committee welcomed Liz Lacovara and Andrew Barrett

Item 3 Declarations of interest

R/03/17/3 There were no declarations of interest.

Item 4 Minutes

R/03/17/4 The minutes of the meeting held on 9th and 30th November 2016 were approved as a correct record. One typographical error Chris Brice – Brian Harriss attended but was late on 30th

Item 5 Matters Arising

R/03/17/5 The Committee received and noted the paper on matters arising.

R/03/17/6 The Jobs at Brooklands website currently reports one vacancy, Librarian Assistant. How does this correlate with the number of vacancies reported at recent meetings? The Principal advised that SLT review each vacancy and role as they arise. Where appropriate the roles are covered by agency and temporary staff whilst SLT review the role and establish what is actually needed going forward. The Vice Principal confirmed that there are a number of vacant posts, which have recently been filled and a number of posts going through the recruitment process.

Item 6 Finance – for approval

R/03/17/7 No Capital issues were presented.

Item 7 Finance – for discussion

Item 7.1 & 7.2 December 2016 and January 2017 Management Accounts

R/03/17/8 The Vice Principal advised the meeting that the January accounts mid- year forecast identifies a potential year-end deficit of £281,000. The principal reason being the potential underachievement of the Adult Education budget by some £200,000.

R/03/17/9 The Vice Principal advised that the March accounts is likely to present a position close break- even at year end. An additional £290,000 has been applied for from the SFA. Whilst there is no policy of maintaining a specific level of vacancies open, there are a number of staff vacancies currently unfilled. 3.8 teaching posts have been filled since the publication of the December Management accounts. The FTE (Full Time

Equivalent) staff at Brooklands is approximately 250 – however, this varies with sessional staff. Some 119 are teaching staff and assessors.

The Vice Principal when asked, estimated by the end of the year that some £350,000 of the current £477,000 staff vacancies saving could be a banked saving, this prediction will be more accurate with the March accounts. The College must deliver its adult allocation (which cannot be used in regard to adult apprenticeships) and is working with subcontractors to help the College achieve this provision. Otherwise, the SFA will claw back £200,000.

- R/03/17/10 Chris Barlow asked for a more detailed reconciliation of the predicted £400,000 loss and enquired where the remainder of the projected deficit would be coming from? Are there any trends occurring? The Adult Education budget was agreed in July 2016 and the SFA rules were changed stating that adult education must be classroom delivery (excluding adult apprenticeships – in 2015/16 the College used £500,000 for adult apprenticeship). However, by working with partners to deliver the Adult allocation this will utilise a significant proportion of the estimated staff saving.
- R/03/17/11 The Vice Principal and Principal advised the meeting that the College was “in a better financial position than many other FE institutions.
- R/03/17/12 Terry Lazenby asked why the apprenticeship and franchise contributions varied between 19 – 20%. This is in part due to the increase in Brooklands own provision (£750,000 in 2015/16 compared to £1.1m in 2016/17) together with a planned growth in subcontracting. The margins for sub-contracting vary from contractor to contractor; for instance 15% (SCL) with others up to 20%.
- R/03/17/13 The Principal advised the meeting that the College was awarded the Gold Medal at the Apprenticeships for England Awards 2017 last night.
- R/03/17/14 It was noted that the horizontal scale for the cash flow forecasting graph allocated 31 days to February. The Vice Principal to rectify in future reports.

Item 7.3 Financial Strategy and Plan 2015-2018 - update

- R/03/17/15 The Vice Principal confirmed that the document had been amended as per the action points from the November meeting.
- R/03/17/16 Chris Barlow asked how SLT planned to reduce the pay income ratio (KPIs). This will be achieved using a variety of measures including:
- continue to increase class size
 - In 2 years time the demographics 16+ are set to rise – e.g. Thomas Knyvett reports a current cohort of 102 for Yr11 and a cohort of 80 for September 2017, however Year 10 has 120 and Year 9 180.
 - Electronic application and enrolment
 - Capital strategy – address Weybridge estate costs of infrastructure
 - Increase income to improve the ratio
- Chris Barlow asked if there was data or further detail supporting this or just a target. The Vice Principal advised that this was an aim and plans were being developed. However a number of areas are being addressed. The Vice Principal confirmed that the value of 0.8% is currently £300,000.
- R/03/17/17 Terry Lazenby asked the Vice Principal if 0.9% surplus for this year was possible. The Vice Principal confirmed that the College was aiming for a £204,000 surplus before any exceptional items or adjustments.

Item 7.4 Fees Policy 2017-18

- R/03/17/18 The Vice Principal advised that the major changes to the policy were the removal of the internal processes as the Policy is published on the college website and the increase in the administration fee from £20 to £25. Fee concessions relating for SFA funded programmes will be published as an appendix once received from the SFA.

A discussion ensued regarding the actual cost of the administration fee. Some Colleges elect to roll this sum into their fees, the range of separate charges is currently £20-£50.

R/03/17/19 16-18 year old students do not pay fees. The most popular means of payment when fees are charged to students is instalments but these are administratively expensive. The College will be trialling payment by Wise pay for Adult enrolment in the Summer Term.

How tenacious is the College in chasing debt? The Finance Team are monitoring this closely and involving tutors were appropriate.

Student car parking fees vary termly but generated approximately £10,000 in 2015/16.

R/03/17/20 The meeting recommended the Fees Policy 2017-18 to the March FGB for approval.

Item 9 Shared services in Sussex and Surrey (SISSC)

R/03/17/21 The Principal advised the meeting that Tim Strickland of SISSC is preparing a paper looking at the practicality of the options. At this juncture, neither the cost of – disbanding SISSC nor the cost of Unit 4 going forward are known. Until these are established no real decisions may be made.

R/03/17/22 The Wessex model of two colleges with a central staffing resource has been running for 3-4 years. However, these Colleges are now in merger discussions.

R/03/17/23 Going forward the College will work with SISSC colleges to disband SISSC with least cost and impact on operational services. The SISSC colleges have not said “No” to Unit 4 but are looking at alternative software providers. The College wishes to continue working with the other 3 Surrey Colleges with the possibility of all the Surrey Colleges using the same services and so share experiences, training et al.

R/03/17/24 The liability of exiting SISSC needs to be established. The original contract does not provide any information or direction concerning this. Chris Barlow asked for an estimate which neither the Principal nor Vice Principal were able to provide at this juncture. Currently the SISSC accounts break even; the College has not been required to pay additional funds for some 3-4 years ago and received half of these monies back in 2015/16.

Alex Cozens, Student Governor joined the meeting

R/03/17/25 SLT hope to have more specific information by end of March, but cannot guarantee this. An update will be given at the June Resources meeting and the Committee will be emailed should there be further information in the interim. It was confirmed that SISSC is a joint owned company with the College Principals are Directors with shared liability

Item 8 College IT Update

R/03/17/26 Introduced by Patrick Hodgson, Head of Technical Services and Management Information. The last few days have provided evidence of the progress made to date and also the need for further investment. At the weekend a programmed upgrade to the systems was made. However, some of the core switches are becoming temperamental. At midday on Sunday there were power issues caused by a corrupt element of a virtual drive. The ability to back-up and restore the data evidences how far the College IT has progressed.

R/03/17/27 The new firewall has been very successful. The new software, IMC network software management system allows the IT Team to centrally control all the switches and so enables better management of the system and alerts them to problems much earlier than the previously.

R/03/17/28 However, many of the interactive boards are running on aged and deteriorating projectors, which are not efficient and with 3-4 different makes and models this makes

ordering spare parts complex. A number of items were removed from the portakabins at Ashford, principally as replacements or spares. New boards for Ashford were included in the plans but not Locke King and the converted library. However, from the capital project savings 8 new boards were bought for the Locke King and Old Library refurbishment and 4 for the Tower Block. We hope to replace the other projectors on a rolling basis.

- R/03/17/29 However, whilst the new shared data storage is in place, the ISCSI switches cannot support the upgraded speed and capacity. It is proposed that these are replaced with new units; the cost is estimated to be some £10,000.
- R/03/17/30 Similarly, IT are waiting for a quotation from Hewlett Packard to replace/upgrade the servers. HP have a buy back scheme; Brooklands have 24 blade servers but only use 8 and so are looking to negotiate a deal with HP which includes the return of a number of the spare servers to offset some of the cost of the new servers. Some £30,000 is required to replace servers.
- R/03/17/31 In summary, the IT infrastructure has improved considerably, however further work is required. For instance, many of the PCs in classrooms are in need of replacement, many of which are still Pentiums and are struggling to run software, which students expect e.g. Office 16. The PC's are gradually being upgrading. The meeting discussed whether students should provide their own laptops. Whilst this would alleviate some problems, this would create further problems, such as power (charging) and demand upon the College systems (if all students wanted to access their work on the College VLE, the College Wi-Fi would not be able to support this). IT does not recommend this suggestion.
- There are some 1,500 PCs in the Weybridge campus. The Mac hardware also requires replacement. IT is investing in the hardware first which will optimise the student experience.
- R/03/17/32 The anticipated timeframe for the server replacement is within the next 12 months, however this is dependant upon negotiations with HP. Furthermore, the old equipment is not energy efficient and the replacements will generate considerable saving in power consumption on-costs.
- R/03/17/33 In response to a Governor question regarding whether the College needs new switches at this juncture, the Head of IT confirmed that the College does because these will allow greater throughput and also the new switches and servers will match capacity of new equilogics and work with the new technology. The College is looking to fund the switches this budget cycle and then looking to change the servers in 2017/18.
- The Governors thanked Patrick for his presentation
- R/03/17/34 The Chair of Governors asked why the College had too many blade servers. The Principal advised that they were originally bought to run a virtual environment, which was not ultimately set up. The Principal does not know the reason for this change of direction. A discussion ensued regarding the IT infrastructure and the meeting agreed that the new ISCSI switches and servers were needed to deliver the IT service, which the teachers and students need. The meeting noted the on-going cabling issues. The Principal advised that the thin client provision was approved 6 years ago in good faith but that she does not wish to replicate this situation. The College and Governors must learn from this both from the governance perspective and financial perspective. In response to whether any savings from the capital building projects might be used for IT, the Principal advised that the capital bid process for 2017/18 closes next Friday.
- R/03/17/35 Student Governor advised that he had not experienced any IT difficulties after the initial problems in September; there have been minor hiccups now again but nothing outrageous. When asked about students, other than the Business Students at Ashford, the Student Governor agreed to find out their views and report back to the next meeting. Action: Student Governor

The meeting agreed that IT at Weybridge is the challenge and the College needs to ensure that the Weybridge students have the same provision as their counterparts at Ashford.

R/03/17/36 The Committee Chair suggested that the College undertook a benchmarking exercise elsewhere in FE. The Principal advised that the consultants, Krome, provide this perspective and use current best practices in last 12 months. However, the Head of IT is most welcome to visit other Colleges. The meeting was informed that the Brooklands Head of IT was a speaker at the AoC MIS conference last week where he learnt that the SFA and EFA have problems themselves with regard to data exchange over different platforms, e.g. access to learner services data (student records)

The Committee Chair noted that the IT problems and concerns, which he encountered during the recent Curriculum day, were extremely similar to those observed in 2016.

Item 10 Quality Improvement Plan (QIP) Updates – separate cover

Item 10.1 QIP Aim 2 Updates

R/03/17/37 The Director of Business Development presented the update and advised the meeting that he is now receiving updates directly from curriculum areas and so this update provides far more detail than previous updates. The meeting agreed the need for this level of detail; for example, employer engagement is critical and the meeting needs to see specific examples of the activity being undertaken to promote this.

R/03/17/38 The principal activities of the BMU this term are:

- Continuing to work with employers to ensure they are happy with the College
- Preparation for apprenticeship levy and the planning process
- Moving older frameworks into new standards – e.g. AAT framework is no longer available and the College needs to adopt new framework. BMU will be meeting with awarding bodies over the next few months

R/03/17/39 It was noted that FE Choices include employer scores on apprenticeship service. As a comparison Brooklands was awarded 92 whilst Guildford was awarded 54. The meeting agreed that these figures reflect the improvement with the College's employers generated by the BMU Team.

R/03/17/40 The Director of BMU advised the meeting that the new Apprenticeship standards are predominantly driven by larger employers, with little input from SME's. Whilst trade bodies are in dispute with the new standards. A number of organisations have still not decided what they are going to with regard to the apprenticeship levy. Some 98% of Brooklands apprenticeships are with companies, which employ less than 100 staff.

Item 10.2 QIP Aim 3

R/03/17/41 The Vice Principal presented the update and advised the meeting that the CAFM system continues not to progress as quickly as originally planned. The College appointed a temporary member of staff whose duties will include data input to the system last week.

R/03/17/42 The meeting noted that the majority of items were rated as amber.

R/03/17/43 Bright Ideas have generated a number of ideas including:

- green initiative looking at power savings (power down);
- maintenance re entranceway – looking at grounds maintenance contract
- removal of trees at the back of house – the rooms at the rear of Mansion House are now much brighter and less electric light is needed.
- use of e-type learning & VLE – proposal assignments only available on VLE and so reduce printing costs.
- Looking at email protocols

- R/03/17/44 The Principal's update will include a summary of suggestions and outcomes with two prizes awarded for the adjudged best ideas. The apprentice who spotted the recent virus has been given an iTunes voucher.
- R/03/17/45 The challenge and momentum of maintaining initiatives each term needs to be encouraged.
- R/03/17/46 It was reported at the Student Conference that a significant number of students do not use the College VLE.
- R/03/17/47 Procurement savings will be generated with the current round of tendering. The catering contract will be awarded at no costs and the internal audit and external audit tenders should generate savings.

Item 11 Business and Marketing Unit update

- R/03/17/48 The Director of BMU presented his report. The meeting noted that despite the challenges of the impending levy, numbers remain very positive. An additional funding request has been submitted to the SFA but the College is unsure whether the funds will be forthcoming. The College is maintaining the pipeline of apprenticeships whilst not exceeding allocation of funding. Adult Apprenticeships are currently buoyant.
- R/03/17/49 The College will be advised of its Levy funding at the end of April (it is still waiting to hear that Brooklands has been included on the register of providers). The College has submitted a bid of £22m for non-levy apprenticeships. The College also submitted a bid of £250,000 for student loans in December 2016 and awaits a decision.
- R/03/17/50 BMU have been active encouraging and working with companies to help them access the Levy funds. These companies include BA, Virgin and Kings College.
- R/03/17/51 The College has successfully bid for 2 projects with the ESF, but the funding is very complex. The projects look to up skill the workforce (L3 upwards) and access to employment for jobseekers. Both contracts have now signed and the College has recruited an administrator on a fixed-term basis for these projects.
- R/03/17/52 The first project enables Brooklands to support organisations that would not be able to access courses without their staff taking a student loan out and so provides another sales opportunity.
- R/03/17/53 Should devolution proceed further it is expected that LEPs will administer the adult budget. If the ESF projects prove successful then the College will be in a strong position going forward.
- R/03/17/54 The Principal advised the meeting that the College had been awarded the Gold Medal at the Apprenticeships 4 England annual awards in London last night (in 2016 the College won the bronze medal). The award will be formally announced at the Employers' Breakfast tomorrow, with a press release for papers, immediate PR via social media twitter et al and a special employer update. There will be further details included in this week's Principal's update. Some 40 employers are expected at the Breakfast (there is capacity for 60).
- R/03/17/55 The Chair suggested that Brooklands has a banner advertising events/courses and successes on the main gate (as NEScott regularly do). However, this may not be visible from the main road.

The meeting thanked the Director of BMU and his team for all their hard work.

Item 16 Health and Safety Report

- R/02/16/56 The Vice Principal presented the report and advised the meeting that the Health and Safety Officer was compiling data to enable future reports to compare with previous years. The number and type of incidents are not significantly different from 2015/16.

- R/02/16/57 The Vice Principal confirmed that staff sickness is reported to Governors via the PRG Committee and that the data includes stress related illness.
- R/02/16/58 The Vice Principal advised the meeting that the Health & Safety Officer had audited Chartwells in regard to the environment for students.
- R/02/16/59 It is not currently possible to compare data with other Colleges as there no central recording or sharing of H&S data (other than RIDDOR). There would also problem of comparing like with like.
- R/02/16/60 The meeting asked for confirmation that there were really no near misses recorded and asked SLT to address the importance of recording these to staff. Action SLT

Item 13 Capital Strategy Committee feedback

- R/03/17/61 Richard Rawes summarised the tender process for the Weybridge Estate Master plan. The two organisations, which scored the highest in the tender matrix, were interviewed last week. The two presentations and methodologies suggested at interview were similar. However, the external feedback from Colleges put Fusion in a much stronger perspective. Richard Rawes reported that he was satisfied with the decision but questioned the scoring framework for this project.
- R/03/17/62 Stuart Markham, the Fusion lead for this project, will be attending Capital Strategy Committee meetings. The Principal feels confident that Fusion will deliver on this strategy. Already, Fusion has encouraged the College to think about things and options, which had not previously been considered.
- R/03/17/63 A Governor asked whether anything might be learnt from the other bid. The Principal replied that the other bid emphasised engagement with stakeholders and emphasized this more than Fusion. This was always an element the College was aware of but the presentation highlighted the importance of this element and Fusion have taken note of this.
- R/03/17/64 A draft report from Fusion is expected to be presented at the June Resources Committee and subsequently presented to the June FGB.

Item 14 Chair's business

- R/03/17/65 The Chair asked the new Governor her thoughts regarding her first Brooklands Committee meeting. The Governor replied that she needed to familiarise herself with the FE sector jargon.
- R/03/17/66 The Chair was impressed with the IT presentation. The meeting noted that both Student Governors studied IT and two governors had IT experience.

Item 14.1 Review of committee business for merging risks

- R/03/17/67 There were no new emerging risks from the meeting

Item 15 Any other business

- R/03/17/68 There being no other business the Chair closed the meeting.

Item 16 Dates of next meeting

Wednesday 14th June 2017 at 8.00

Meeting closed at 10.23

Decisions

1. The meeting recommended the Fees Policy 2017-18 to the March FGB for approval.

Actions:

1. The cash flow horizontal scale to be rectified in future reports: Action Vice Principal

2. SLT to provide SSISC updates by email if significant updates become available before the June meeting. Action Principal and Vice Principal
3. To obtain feedback form the wider Ashford student population regarding IT: Action Student Governor
4. To remind staff of the importance of reporting near misses (accidents): Action SLT

Chair:

Date :