

Brooklands College

Minutes of the Resources Committee meeting held at 3 pm on 7th March 2018,
Room MC5, Weybridge Campus.

Present:	Steve Brice Richard Shaw Brain Harris Terry Lazenby Jerry Tapp Richard Rawes Paul Stedman Andrew Barrett Lauren Ward	Chair Staff Governor Student Governor
In Attendance:	Shereen Sameresinghe Patrick Hodgson Sue Lockett David McLoughlin Jean Maffi Gary Smith Josephine Carr	Vice Principal Director of IT and MIS Director of Estates & Property Development Director of Brooklands Business Solutions Director of Finance Health & Safety Officer Clerk to the Governing Body

Item 1 **Action in the event of fire**
R/03/18/1 Action in the event of fire was noted.

Item 2 **Welcome and apologies**
R/03/18/2 Apologies were received from Marcus Youden

Item 3 **Declarations of interest**
R/03/18/3 There were no declarations of interest.

Item 4 **Minutes**

Item 4.1 **Resources Committee 1st November 2017**

R/03/18/4 The Committee approved the minutes as a correct record of the meeting.

Item 4.2 **Joint Audit and Resources Committee: 29th November 2017**
R/03/18/5 The Committee approved the minutes as a correct record of the meeting.

Item 5 **Matters Arising**
R/03/18/6 The Committee received and noted the paper on matters arising.

Lauren Ward, David McLoughlin and Andrew Barrett joined meeting

R/03/18/7 A discussion ensued regarding the CAFM software system:

- The end user continues to telephone Estates directly with requests as opposed to using the CAFM system. To encourage greater use of the CAFM system, the College is looking to improve the self-service portal and re-launch it. The current front page is not user friendly.
- CAFM costs £5,000 per annum; one of the key reasons for its purchase was to improve efficiency of the Estates team
- It is a good system – implemented properly, it will do everything the College wants it to do: Manage the work flow of the Estates Department, enable users to report faults, improve record keeping, manage contracts and ensure timely tendering and improve compliance records and monitoring.
- The meeting noted the implementation plan which was currently running to schedule

Item 6 **Finance for approval**

Item 6.1 **To authorise expenditure of capital items within the Committee's limits of financial authority under the College Financial Regulations**

R/03/18/8 There were no items requiring Committee approval.

Item 7
Item 7.1 **Finance**
December 2017 Management Accounts – for information

Item 7.2 **January 2018 Management Accounts**

R/03/18/9 Jean Maffi, Director of Finance, was introduced to the meeting

R/03/18/10 The End of year forecast has been amended to an operating deficit of £740,000. This figure is a work in progress and will be compounded by the on-going nationwide uncertainty surrounding apprenticeship funding.

R/03/18/11 The College is looking for a 10% saving in non-pay expenditure. All budget holders have been asked to submit their saving proposals by next Friday. This excludes subcontracting.

R/03/18/12 Staff vacancies are under increased scrutiny and are reviewed weekly at SLT together with the review of agency and casual staff. SLT are also looking at class numbers and would hope to make staff savings by not replacing current and any future vacancies.

R/03/18/13 The Examinations budget is the same as 2016/17, £455,000. However, with less students in 2017/18 and operational efficiencies introduced in 2017/18 they should be able to offer some savings, but perhaps not 10%.

R/03/18/14 The College is looking for some £350,000 savings from non-pay budgets. Some areas will achieve 10% and even more, whilst others will not be able to generate savings. For instance, Construction has more students than budgeted for and so needs additional funding.

R/03/18/15 In response to a governor question the Vice Principal advised that the bank is likely to have concerns regarding a deficit in excess of £0.5 million. The College had advised the College's bank manager of the revised forecast in advance of its termly meeting last Thursday and intend to maintain this dialogue.

R/03/18/16 In response to a governor question regarding the impact upon future budgets, the Chair advised that the complexity and uncertainty surrounding the apprenticeship funding is likely to continue for some time. The Principal was at the Employers and Skills Board who are not sure what the Government will do next and many appear to be waiting for Brexit before committing to new apprenticeships. This is a nationwide problem.

R/03/18/17 The College is developing new sources of funding, but these are really challenging times for FE. The College is fortunate in that it has some funds/cash in the bank, which a number of Colleges do not. Some Colleges have applied to the EFSA for emergency funding.

R/03/18/18 There are currently 22 FTE staff vacancies, which do not have a negative impact upon the quality of teaching; the first priority is to cover teaching vacancies. There will be a detailed reporting of vacancies at PRG next week. The meeting noted that agency costs started to increase. SLT use casual or sessional cover wherever possible as opposed to agency staff.

R/03/18/19 The Committee agreed to support the Principal's approach to avoid further restructure unless absolutely necessary.

Item 7.3 **Fees Policy 2018-19**

R/03/18/20 The Vice Principal presented the policy for approval to FGB. The Significant amendments to the 2018/19 policy are:

- The addition of the objectives element at beginning of the policy
- The removal of the section regarding waiving of fees.

R/03/18/21 The College currently has a limited facility for some online payments and is hoping to develop Wise Pay as part of new website. The online payment facility for the payment of student car parking has worked well.

R/03/18/22 The College accepts direct debit mandates, which reduce bad debts. The 2018/19 Policy reflects a balance between enabling students to attend a College course and maintaining the College's cash position.

R/03/18/23 The Vice Principal confirmed that the 2018/19 Fee policy is in line with Colleges who publish their fees policy on their website, essentially a funding body requirement.

R/03/18/24 The meeting approved the 2018/19 Fees policy and recommended its approval to the March FGB.

Item 8 IT Update

R/03/18/25 The Director of IT and MIS presented his report and confirmed that IT is making continued progress. The graphs reflect the reduction in the number of tickets issued this year compared to last year. This is likely to be the result of IT improvements and users not electing not to submit tickets.

R/03/18/26 The new multifunction devices contract has reduced the amount of paper usage as the default is set to black and white and double-sided printing.

R/03/18/27 Progress continues with the College Wi-Fi and the Miraki system licence expires in mid March and will not be renewed. New networks are being set up in Ashford and Weybridge using Ubiquiti UniFi AC high-density units.

R/03/18/28 The student governor advised the meeting that the new Macs are very good.

R/03/18/29 The Staff Governor advised that generally IT is good. However, some staff do not submit a ticket unless absolutely necessary. Wi-Fi in the Construction block is particularly poor. The Director of IT and MIS assured the staff governor that this would improve with the new wifi system.

R/03/18/30 The priority for 2018/19 will be hardware improvement for users. The purchase of solid state hard drives (£50) will considerably extend the life of older PCs within the College. Having trialled these in support areas, IT is looking to extend this throughout the College. The second hand IT hardware market has dropped considerably. IT wants to improve the client experience (staff and students), which in turn will facilitate online delivery and online marking. IT is also looking to improve the quality of the older projectors in classrooms.

Item 9 Unit 4 update

R/03/18/31 The Vice Principal reported that there have been some glitches with the transfer from SiSSC to Unit 4 primarily with some links/reports not working as before. The College has entered into a support contract (10 hours of telephone support each month) with a specialist company to resolve these issues. One-day onsite has made a significant improvement for finance.

Item 10 Quality Improvement Plan updates

R/03/18/32 The meeting noted and thanked SLT for the new format. The QIP is now one combined document addressing the 3 strategic aims. The Directorate have quality QIPs, which delve into much greater detail than the College QIP.

Item 10.1 Aim 2

R/03/18/33 Apprenticeships and employer engagement are key priorities for the College. The number attending the Employers' breakfast tomorrow morning is most encouraging and the range of ways in which the College engages with employers is under review.

R/03/18/34 The College is facing inordinate changes relating to both the funding and structures of apprenticeships; for instance 20% off the job training is causing significant problems across the FE sector as many employers do not want to release apprentices for 20% of the working week. In August 2018 College staff will need to input data regarding the off-the job training of some 1.500 apprenticeships into the College MIS system. Which will be a significant undertaking but will hopefully reflect more accurately the College engagement with apprentices.

R/03/18/35 The College is waiting for the ESFA employer survey to be released. There will be significant changes to the 2018 survey and the College is no longer able to assist employers with the completion of the survey.

R/03/18/36 The meeting asked for the outcome and impacts of milestones 1-4 to be reported at the June Resources Committee: Action Director of Brooklands Business Solutions

Item 10.2 Aim 3 Part 1

R/03/18/37 The Vice Principal advised that SLT continue to review and address the financial sustainability of the College. The underlying drivers of funding are not purely financial but

also encompass the offer of curriculum and actual course delivery. Curriculum planning for 2018/19 together with proposals for new programmes commenced at the beginning of January.

R/03/18/38 SLT continue to look at the possibility of a standalone Apprentice assessment company, however, the format of assessment together with the continues absence of national standards for some apprenticeships are delaying this potential option.

R/03/18/38 The meeting acknowledged that some long-term strategic possibilities are no longer valid such as working with China;

Item 11 Brooklands Business Solutions and Marketing Unit report

R/03/18/39 The Director of Brooklands Business Solutions presented his report and the meeting acknowledged that many of the items had already been discussed as part of earlier agenda items. The meeting was asked to note the subcontractor forecast on p7 and the increased number of subcontractors recruited to address this target. The Director of Brooklands Business solutions assured the meeting that all the new subcontracting partners had passed the due diligence process. The College uses a Financial Assurance Summary Form which collates the work undertaken during the due diligence process to provide a summary opinion which is then presented to SLT for approval of the contractor This model meets the College and ESFA requirements. The Chair advised that he was pleased to see reduced reliance on SCL (Nov 16/17 from £7M to £4M). SCL, and a significant number of private providers, now have their own contract, which has encouraged the College to work with other subcontracting partners.

R/03/18/40 The College has benefitted from demise of Learn Direct, which has resulted in a number of subcontractors looking for new partners.

R/03/18/41 The dramatic decline in the number of new apprenticeships since the introduction of the Levy is nationally 61%. SCL have had no new starts since 1st May 2017 and have only one levy-paying apprentice. SCL are looking to diversity into adult apprenticeships. The lower value apprenticeships including Childcare and Health & Social Care are baulking at £2.5 K (contribution of £250). Whilst many non-levy employers have not budgeted for the costs of higher-level apprenticeships, such as engineering.

R/03/18/42 There is also a lack of understanding amongst employers regarding the new system. Many companies are waiting to see what may happen in the coming months before committing to new apprenticeships. Brooklands is a point of contact and information for employers.

R/03/18/43 Furthermore, not all guidelines in place e.g. Police standards have yet to be approved. The Metropolitan, Surrey and Hampshire police forces wish to work with the College but are waiting for the standard to be agreed before accepting new apprenticeships.

R/03/18/44 AoC, the Employment & Skills Board, Local Authorities, LEPs and employers together with the unions are lobbying the Government to address the shortfalls in public policy.

R/03/18/45 In response to a Governor question the Director of Brooklands Business Solutions advised that there was little improvement expected in the short-term. The 2017/18 budgets were conservative but the College is struggling to meet the Apprenticeship targets. This is a nationwide problem for FE Colleges and Sub Contractors. The College continues to look for new companies and partners to work with such as Kings College London and VetLabs, which are new companies/organisations for 2017/18.

R/03/18/46 New companies have been invited to attend the employers breakfast together with Surrey CC and the LEP.

R/03/18/47 The Director of Brooklands Business Solutions confirmed that Levy pots must be spent within 2 years

R/03/18/48 The College is anticipating receipt of £85,000 in 2017/18 from the ESF with regard to two projects; up skilling the Workforce and Access to employment for Jobseekers and Inactive people.

R/03/18/49 The meeting thanks the Director of Brooklands Business Solutions and his team for their hard work.

Item 12 Health & Safety

- R/03/18/50 Gary Smith, the College Health & Safety Officer was introduced to the meeting. The Health & Safety Officer is receiving full support from SLT, his biggest challenge being the provision of first aid at both Weybridge and Ashford campuses.
- R/03/18/50 The Health & Safety Officer advised the meeting that recording of “Near Miss” accidents remain a concern. The Health & Safety Officer plans to add a section on both the definition of and how to report a “near miss” accident as part of the H&S pages on the staff intranet. The Principal’s weekly updates will support this
- R/03/18/51 The Health & Safety Officer tries to be at Ashford, including the Hair and Beauty portakabins at least once a week.
- R/03/18/52 It was challenge keeping the site open during the snow. The Facilities staff and Gardening company worked well together clearing the roads and paths and salting them.
- R/03/18/53 The Health and Safety Officer is currently prioritising H&S audits in Catering and Engineering, two of the higher risk areas
- R/03/18/54 Contractor/visitor: there have been no reports of visitor or contractor accidents this year. The Committee asked for confirmation that the College is capturing all the information and that all visitors and contractors are informed of the reporting process. The Health and Safety Officer assured the meeting that all visitors and contractors are informed on the procedures. All contractors receive an H&S induction.

Item 13 Director of Estates & Property Development Report

- R/03/18/55 The Director of Estates presented her report, which was presented to the February Capital Strategy Committee and provides an update from October when she commenced her post. The biggest challenges have been training and integrating a new team and the budget constraints.
- R/03/18/56 In response to a Governor question regarding any future plans for the Tower Block, the Director of Estates advised that the Tower Block will be incorporated within the Weybridge Estate Master Plan. However, there are no plans to address the aesthetic element of the Tower Block in the short term.
- R/03/18/57 The Chair asked the Director of Estates regarding the dilapidation of both the refurbished parts of Locke King and the wider Weybridge estate. There are plans to undertake re-painting within the Locke King building during the summer holidays subject to budget constraints.
- R/03/18/58 A discussion ensued regarding the Weybridge facilities. The meeting agreed that the College should utilise any available funds to invest in facilities in order to encourage more students into the College. However, with the forecast year-end deficit and the backlog of maintenance, there are currently no available funds except for urgent short-term repairs. The meeting noted the adverse affect the state of buildings may have on both students and staff. If the Director of Estates had £50,000 for five years, then significant aesthetic work would be undertaken. The Chairman of the Committee asked if any of the Capital funds from the sale of Ashford might be utilised. The Vice Principal advised that the vast majority of the remaining funds had been allocated to other capital projects. Also capital funds should not be used for general refurbishment (revenue expenditure). The Chairman asked if the decision to refurbish Locke King was to the detriment of the Tower Block. The cost of refurbishing the Tower Block is currently unknown. The Tower Block will be included in the survey of the Weybridge estates buildings.
- R/03/18/59 The Cleaning contract, which was agreed by Governors via email in January 2018, is by now in the mobilisation stage and will formally commence just after Easter weekend (3rd April).

Item 14 Update from the Capital Strategy Committee regarding the Weybridge Master Plan

- R/03/18/60 The Capital Strategy Committee met immediately before this meeting. The two key issues discussed at the meeting were the quantification of previously developed land within the Weybridge estate and the survey of the buildings (in particular the invasive survey of Mansion House).

Item 15 Chair's Business

Item 15.1 Review of committee business for merging risks

R/03/18/61 There were no new emerging risks from the meeting

Item 15.2 Summary of the main issues/decisions/topics that have arisen during the meeting and that would help other governors, not at the meeting, better understand what is happening in the College

R/03/18/62

- Apprenticeships – on the heat map
- Budget concern
- Dilapidations
- Lack of recycling bins

R/03/18/63 The student governor asked the Committee to consider increasing the number of recycling bins on campus. This was included in the renegotiation of the cleaning contract and the successful company are looking into this. However, the disposal of recycled rubbish needs to be agreed. The Staff Governor agreed that more should be done to support recycling; about 60% of black bin bags collected from the Construction department comprise plastic bottles. The Vice Principal confirmed that the College is committed to improving its capacity to recycle.

Item 16 Any other business

R/03/18/64 There being no other business the Chair closed the meeting.

Item 17 Dates of next meeting

R/03/18/65 Wednesday 6th June at 08.00

The meeting closed 17.24

Decisions made:

1. The Committee agreed to support the Principal's approach to avoid further restructure unless absolutely necessary.
2. The meeting approved the 2018/19 Fees policy and recommended its approval to the March FGB.

Actions required:

1. The meeting asked for the outcome and impacts of milestones 1-4 to be reported at the June Resources Committee: Action Director of Brooklands Business Solutions