

Minutes of the Planning, Remuneration and Governance Committee held at 09.30, 29th November 2017
Room MC5, Weybridge Campus.

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| Present: | Terry Lazenby | Chair |
| | Steve Brice | Chair of Resources |
| | Jerry Loy | Chair of Audit |
| | Liz Lacovara | Vice Chair of Audit |
| | Gail Walker | Principal |
| In Attendance: | Shereen Sameresinghe | Vice Principal |
| | Josephine Carr | Clerk to the Governing Body |

- Item 1**
PRG/11/17/1
Action in the event of fire
Action in the event of fire was noted.
- Item 2**
PRG/11/17/2
Welcome and apologies
Apologies were received from Jerry Tapp, Jackie Pearson and Jerry Loy. The meeting was confirmed as quorate.
- Item 3**
PRG/11/17/3
Declarations of Interest
There were no declarations of interest.
- Item 4**
PRG/11/17/4
Minutes 21st June 2017
The Committee approved the minutes as a correct record of the meeting.
- Item 5**
PRG/11/17/5
Matters arising
Recruitment of vacant post holders: The Principal confirmed that all of the new structure posts had been filled. The Chair informed the meeting that he was impressed with new structure. The Governor training session on Learner Walks last Wednesday was a very useful session, which demonstrated how the infrastructure is helping pulling everything together.
- Item 10**
Item 10.1
PRG/11/17/6
Governing Body Development
Governing Body Membership
The Committee recommended to FGB that Fiona Ryder and Paul Stedman be appointed as Associate Governors.
- PRG/11/17/7
The Clerk advised the meeting that elections for the Student Presidents (Governors) for both the Ashford and Weybridge campuses had taken place on Friday 24th November.
- PRG/11/17/8
The term of office of the Teaching Staff Governor, Teresa Roberts, concludes at the end of the summer term 2018. It is not known whether Teresa wishes to renew her governorship for another term. The meeting agreed that the Clerk should ask her. The meeting agreed that Teresa contributes to the Governing Body and hoped that she would renew her office for a further term.
- PRG/11/17/9
The Committee membership as detailed in the Report was approved and it was agreed that Barbara Spittle should be invited to join Capital Strategy Committee given her experience at East Surrey.
- PRG/11/17/10
The Governor Skills Audit will be published in advance of the December FGB. The Chair of PRG and the Clerk are finalising the format. It was confirmed that the skills audit was required in addition to on-going Governor Appraisals.
- Item 10.2**
PRG/11/17/11
Governor emails
The meeting noted the article by Veale Wasborough Vizards, a legal firm specialising in schools regarding the use of personal emails for data. Whilst directed at schools, the article also applies to FE Colleges Governors as Colleges prepare for GDPR.
- PRG/11/17/12
All Governors are provided with a College email when they first become governors and the College GDPR Working Group recommends that the sharing of College

data with Governors be undertaken using Governors' College emails as opposed to their personal email addresses with effect from January 2018. This is also recommended by the AoC as best practice.

- PRG/11/17/13 The meeting agreed that GDPR compliance was essential and recommended the use of College emails by Governors to FGB.
- Item 10.3**
PRG/11/17/14 **Succession Policy**
The Committee noted the policy and save for the amendment to clause 4.1 to include the Principal as ex Officio, approved the policy.
- PRG/11/17/15 The meeting asked whether the current diversity of the Governing Body reflects that of the Student Body in terms of percentage. The Clerk to include diversity statistics in future Governing Body Membership Reports to PRG.
- Item 6**
Item 6.1
PRG/11/17/16 **Human Resources**
Termly Human Resources Report
The meeting welcomed Donna Wall, the Interim HR Manager, to the meeting.
- PRG/11/17/17 The Headcount for October 2017 was 323. Staff numbers are reported in the Financial Statements and management accounts as FTE's and the meeting asked that the HR report to PRG used FTE measure for consistency. **Action:** Interim HR Manager. Similarly, vacancies in HR report and Management accounts should be consistent as reported on the same counting basis.
- PRG/11/17/18 The HR Manager confirmed that the Recruitment table is the vacancies table. The meeting asked for an additional column showing the total number of vacancies at the time of reporting. The meeting advised that there were 17 vacancies at the time that the report was prepared. However, not all of the 17 vacancies were full-time posts – rather they are position vacancies. The meeting asked for the FTE of the 17 vacancies. The Vice Principal advised that these 17 posts are currently being covered by sessional or agency staff
- PRG/11/17/19 The meeting asked for confirmation of the current total staff establishment: FTE 282 permanent staff not including sessional staff. The meeting asked that this information is included in future HR reports as an additional column.
- PRG/11/17/20 The turnover of staff statistics is included within the Principal KPIs
- PRG/11/17/21 Staff Development Day October 30th: The meeting asked what were the outcomes of the day and what are the targets/ambitions for improvement? The Principal advised that the external speakers were chosen to set an upbeat positive tone for the year as opposed providing the mechanism for setting targets. As a result of this day it is hoped that staff feel more confident in themselves. The day helped to raise staff morale. Resources are stretched in FE and staff realise this but it is important that they realise that the College is doing well due to their contribution. 198 members of staff attended the day, which is higher than previous events.
- PRG/11/17/22 The Staff Development Day on 3rd January will address both mandatory training and personal development; activities are being planned with regard to Teaching & Learning and IT. The training will be appropriate to departments. Governors are most welcome to attend the day.
- PRG/11/17/23 Staff surveys are the principal means of managing staff engagement with staff asked to complete 1/3 of the annual staff survey during each staff development day. For 2017/18 data there is 10% increase in participation compared to last year. The meeting asked for the percentage of teaching and support staff who attended the October Staff Development Day.
- PRG/11/17/24 Policies and Procedures: the Code of Conduct outlines the College's expectations of its staff and the Probation Policy specifically covers this for the period when a new member joins the College and outlines the support they will receive during this time. The meeting asked that a list of all College policies be sent to Governors: Action Principal

- PRG/11/17/25 The meeting noted the employee relations cases and felt that the 3-year trend was most useful.
- PRG/11/17/26 The Interim HR Manager advised the meeting that the Unit 4 system does not support HR to produce a report on staff sickness as with the previous system but hope to resolve this next term.
- PRG/11/17/27 The Chair asked the Interim HR Manager which were the three principal HR issues within College. The three issues were reported as:
1. Morale
 2. Vacancies
 3. Sickness
- The meeting noted the wide-ranging cause and effect of these issues across the College.
- Item 6.2 QIP Strategic Plan Aim 3 Part B update**
- PRG/11/17/28 Supporting existing members of staff to achieve Level 2 in English and Maths did not progress as envisaged during 2016/17. This is a key priority for 2017/18
- PRG/11/17/29 The Brooklands Staff Benefits package will be re-launched in 2018. To date no member of staff has enrolled in the NEST pension (an alternative to Teachers Pension and Surrey County Council Pension Scheme)
- PRG/11/17/30 As discussed during the HR Report item, whilst the transfer of data from the Aggresso (SiSSC) system went well, the Unit 4 System still does not do what the College HR department needs it to do Unit 4 HR meeting last week; it remains work in progress. The responsiveness of the Unit 4 help desk is a little slower than originally anticipated
- PRG/11/17/31 The meeting asked the Interim HR Manager for her summary of the system. The Interim HR Manager advised that all the former SISC colleges are experiencing difficulties with Unit 4, however each individual college has a unique set of problems. The Vice Principal advised the meeting that there is a sum of money in the budget for additional support for HR.
- PRG/11/17/32 The Principal advised the meeting that the College Learner Record system is nearing the end its usable life span. As a result, the College will be reviewing all of its current systems to ensure that they will be compatible with the new learner record system and GDPR. The meeting asked that the Interim HR Manager compile a Functional specification for Unit 4 HR system and then establish with Unit 4 which items they may assist with and then prioritise the other items where additional external help will be required. Action HR
- Jerry Loy left the meeting at 10.00
- PRG/11/17/33 Staff benefits: The Chair of Resources is currently working with Spelthorne Leisure Centre and is looking to negotiate a discounted membership for Brooklands staff and students.
- PRG/11/17/34 A discussion ensued regarding the format of the 3 QIPs. The meeting noted that the QIP(s) are a College working document and regularly the basis of challenge for Governors.
- PRG/11/17/35 The meeting asked what other Colleges, particularly those who have been graded as Outstanding by OFSTED do? The Principal advised that the SLT have been talking to other Colleges, in particular Grimsby (serving an area of high deprivation) and Fareham.
- PRG/11/17/36 In terms of Governance, it was suggested that Governors should meet with other College Governing Bodies. Fareham was suggested as a recently inspected outstanding College and whilst serving a coastal area have a number of similarities to Brooklands.

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| <p>Item 7 PRG/11/17/37</p> | <p>Risk Assessment The Principal reported that Risk Management was a major topic at the College Managers Day 20th November. The meeting reviewed all College risks and considered the responsibility for and management of these risks. This will become a regular event and will support the departmental self-assessment and performance review process. However, the meeting should remember that this process would strengthen the identification and classification of risk, but not contribute towards the risk policy.</p> |
| <p>PRG/11/17/38</p> | <p>Governors are required to ascertain whether the College is Risk adverse or Risk taking on a strategic level and this will be clarified in the revised Risk Policy.</p> |
| <p>Item 8 Item 8.1 PRG/11/17/39</p> | <p>Strategic Planning Blue Sky Thinking The meeting noted the Chair's diagrammatic summary of the Governors' discussion at Strategy Day.</p> |
| <p>Item 8.2 PRG/11/17/40</p> | <p>Governance QIP The meeting agreed that the 2017/18 Governance QIP should follow the format of the College 2017/18 QIPS and also needs further work. It was agreed that the Governance QIP needs to establish how to improve Governance and should be considered at the next Governors' training evening (7th March). The Chair of PRG to meet with the Principal and Clerk to discuss this in advance of the training evening. Action Clerk</p> |
| <p>Item 8.3 PRG/11/17/41</p> | <p>Discussion following the training evening of 8th November The meeting noted that there were now two strands of thought/drivers regarding the quality of Governance at Brooklands: Judith William's report and the OFSTED inspection. The meeting agreed that the PRG members should undertake some peer review at other colleges.</p> |
| <p>Item 9 PRG/11/17/42</p> | <p>Principal KPIs The Principal asked the meeting to agree the proposed KPIs for 2017/18 before submission to the December FGB.. The meeting approved the KPIs for 2017/18.</p> |
| <p>Item 11 PRG/11/17/43</p> | <p>Committee Reports The meeting noted the Committee Reports and recommended that they be added to the December FGB Agenda. Action Clerk</p> |
| <p>Item 12 Item 12.1 PRG/11/17/44</p> | <p>Chair's business Review of committee business for emerging risks None</p> |
| <p>Item 12.2 PRG/11/17/45</p> | <p>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 The Chair summarised the principal points from the morning's meeting:</p> <ul style="list-style-type: none"> • The HR department is struggling with the Unit 4 system, which needs investment and a functional specification being produced • The SAR and QIP processes are under review SAR 2016/17 will remain as it is. However, process going forward next year will be different • Launch a Governors' skills audit |
| <p>Item 13 PRG/11/17/46</p> | <p>Any Other Business The Principal reminded the meeting that a 2-year phased pay award had been agreed last year; 0.3% in 2016/17 and 0.2% in 2017/18., SLT are proposing to increase this to 0.5% in 2017/18, ideally in the December pay (SLT have not taken the 2016/17 pay increase and do not intend to take the 2017/18 increase). . The additional 0.3% increase for the remaining 2 terms of 2017/18 will cost some £15,000. Unfortunately the College is unable to justify any higher increases due to the uncertainty regarding apprenticeships. After much discussion, the Principal suggested that salaries might be reviewed again in May 2018, and may always be</p> |

backdated. SLT looked at various options including bonuses to maximise the benefit to staff, but must also exercise caution. It should be noted that a number of Colleges have not given pay rises for a number of years. the majority of staff in FE are aware of the financial constraints of the sector.

PRG/11/17/47 The meeting approved the pay award of 0.5% and agreed that this should be implemented in the December 2017 payroll. The pay increase does not need the approval of FGB but should be noted at FGB. The meeting noted that Senior post holders would not be taking the proposed increase. The Committee thanked them for this gesture.

PRG/11/17/48 The Chair of Resources advised the meeting that he would be happy to continue as a Governor. The Chair noted this and said that his knowledge of the College was most useful.

Item 14 Date of Next Meeting

PRG/11/17/49 Wednesday 14th March at 08.00

The Part One meeting closed and a Part Two meeting commenced

Decisions made.

1. The Committee recommended to FGB that Fiona Ryder and Paul Stedman be appointed as Associate Governors.
2. The Committee membership as detailed in the Report was approved and that Barbara Spittle should join Capital Strategy Committee.
3. The meeting agreed that GDPR compliance was essential and recommended the use of College emails by Governors to FGB.
4. The meeting approved the updated Succession Policy
5. The meeting agreed to include Risk in the Spring Term agenda to receive an update regarding the new risk management processes
6. The meeting agreed that the PRG members should undertake some peer review at other colleges.
7. The meeting approved the KPIs for 2017/18
8. The meeting approved the pay award of 0.5% and agreed that this should be implemented in the December 2017 payroll.

Actions:

1. To ask the Staff Governor (Teaching) whether she wishes to renew her term as Staff Governor in July 2018. Action Clerk
2. Diversity statistics in future Governing Body Membership Reports to PRG. Action Clerk
3. The HR report to PRG should use the staff FTE measure for consistency. Similarly, vacancies in HR report and Management accounts should be consistent as reported on the same counting basis. Action: Interim HR Manager
4. The meeting asked for an additional column showing the total number of vacancies at the time of reporting. Action: Interim HR Manager
5. The meeting asked for the FTE of the 17 current vacancies. Action: Interim HR Manager
6. The meeting asked that future HR reports include the permanent staff and sessional staff numbers as an additional column. Action: Interim HR Manager
7. The meeting asked for the percentage of teaching and support staff who attended the October Staff Development Day. Action: Interim HR Manager
8. The meeting asked that a list of all College policies be sent to Governors: Action Principal
9. The meeting asked that the Interim HR Manager compiles a Functional specification for Unit 4 HR system and then establish with Unit 4 which items they may assist with and then prioritise the other items where additional external help will be required. Action HR
10. It was agreed that the Governance QIP needs to establish how to improve Governance and should be considered at the next Governors' training evening (7th March). The Chair of PRG to meet with the Principal and Clerk to discuss this in advance of the training evening. Action Clerk
11. The meeting noted the Committee Reports and recommended that they be added to the December FGB Agenda. Action Clerk