

# Brooklands College

Minutes of the Full Governing Body meeting held at 8 am on 28<sup>th</sup> March 2018,  
Room MA1, Weybridge Campus.

|                |                      |                             |
|----------------|----------------------|-----------------------------|
| Present:       | Jerry Tapp           | Chair                       |
|                | Terry Lazenby        | Vice Chair                  |
|                | Steve Brice          |                             |
|                | Jackie Pearson       |                             |
|                | Liz Lacovara         |                             |
|                | Richard Shaw         |                             |
|                | Barbara Spittle      |                             |
|                | Marcus Youden        |                             |
|                | Nick Vaughan Barratt |                             |
|                | Fiona Ryder          |                             |
|                | Paul Stedman         |                             |
|                | Andrew Barrett       | (Staff Governor)            |
|                | Ariphon Farrell      | (Student Governor)          |
| Gail Walker    | Principal            |                             |
| In Attendance: | Christine Ricketts   | Deputy Principal            |
|                | Shereen Sameresinghe | Vice Principal              |
|                | Josephine Carr       | Clerk to the Governing Body |

**Item 1 Action in the event of fire**

FGB/03/18/1 Action in the event of fire was noted.

**Item 2 Welcome and apologies**

FGB/03/18/2 Apologies for absence were received from Jerry Loy, Brian Harris, Richard Rawes, Teresa Roberts and Lauren Ward. Jerry Tapp proffered apologies for poor attendance.

**Item 3 Resolution**

FGB/03/18/3 The resolution that a brief Part 2 meeting would take place with the withdrawal of Student Governors was passed. This meeting will provide some background information in preparation for meeting of 18<sup>th</sup> April; apologies for those not able to attend.

**Item 4 Declarations of interest**

FGB/03/18/4 There were no declarations of interest.

**Item 5 Minutes**

FGB/03/18/5 The minutes of the meeting held on 13<sup>th</sup> December 2017 were approved as a correct record.

**Item 5.1 Matters Arising**

FGB/03/18/6 The meeting noted the report. The Vice Principal advised that the last meeting with the Bank had included the October 2017 management accounts. The next scheduled meeting is in March when the December management accounts will be tabled together with actions being taken to redress the shortfall. The Bank is satisfied that College is taking all the action it can at the present moment.

FGB/03/18/7 A meeting with Governors at Fareham College will be held next term

FGB/03/18/8 Governors were encouraged to use their Brooklands email accounts as soon as possible.

**Item 6 Financial Report: January Management Accounts**

FGB/03/18/9 The Chair of Resources confirmed that the January management accounts had been debated in detail at the March Resources Committee. The end of year forecast will be revised at the end of March and are of concern. The principal factors being the

significant drop in apprenticeship income due to the introduction of the Apprenticeship Levy, which is a nationwide problem. Higher Education fee income is also lower than expected together with adult education fees. The College is working with partners to ensure that the College's adult provision allocation is met.

FGB/03/18/10 The Vice Principal advised the meeting that the following actions had been implemented to address the shortfall in income:

- All budget holders have been tasked to find 10% savings within their non-pay budgets
- SLT are reviewing all staff vacancies and looking for creative solutions
- Agency staff are only used where absolutely necessary to ensure that all teaching posts covered
- SLT hope to constrain the deficit to £0.5M.

FGB/03/18/11 The Chair of the Resources Committee advised the Board that the March Resources Committee had been assured that SLT are taking appropriate action and exploring all possible avenues of both income generations and constraint of expenditure. The apprenticeship and HE reduced income is compounded by demographic trends in Surrey; 2018/19 will evidence the smallest year 11 group. This is expected to increase from 2018/19 onwards, however, any additional income will be delayed by lagged funding. Similarly apprenticeship income is expected to remain a concern for all FE Colleges for at least 2 years. The College benefited from carry-overs from 2016/17 but the number of apprenticeship starts has significantly dropped in 2017/18 and so there will be fewer carry-overs than in 2016/17.

FGB/03/18/12 In response to a Governor question regarding staff morale, the Principal advised that staff will be informed of the College's finances at tomorrow's staff development day. College Managers are currently aware of the requirement to find 10% savings from their non-pay budget. The Principal will give staff a top level presentation tomorrow, advising that finances are not as good as we want them to be. However, many staff will feel this is no different from previous years when the College has traditionally looked to balance the books towards year-end.

FGB/03/18/13 The EFSA measure introduced two years ago reported that the College was in good financial health for 2016/17. However, this measure does not include 2017/18 although 2 year forecasts were submitted in July 17. The Vice Chair asked if the College was in danger of losing credibility. The Vice Principal advised that provided the College maintains this position for this year; also Brooklands is not the only FE College in this position.

FGB/03/18/14 The Principal confirmed that the pay settlement had been implemented. The Principal wishes to retain good staff during this challenging period and to attract new recruits to the College. The unions do not register bonuses as a salary increase and these do not count for pension benefits.

FGB/03/18/15 The discussion regarding a strategy for managing the financial challenges of the short and medium term was deferred to the Part Two meeting.

#### **Item 6.1 Fee Policy 2018/19**

GB/03/18/16 The Chair of the Resources Committee confirmed that the March meeting had discussed the fee policy for 2018/19 and that there were no significant changes from previous years. The Board approved the Fees Policy for 2018/19.

#### **Item 7 Items from the Audit Committee 29<sup>th</sup> February 2018**

##### **Item 7.1 To receive the risk matrix heat map updated for Term 2 2017-18**

FGB/03/18/17 The changes in the risk matrix from term one reflect the current challenges:

- 3b) Employers do not use Brooklands is a high likelihood because of the decline in new apprenticeships
- 3a) Based upon adult learner numbers and apprenticeship recruitment down
- 7b) Students feel safe: how do we know this? Student survey recently reported that students feel safe. The score has increased because of the Prevent issue

FGB/03/18/18 The Vice Chair of the Audit Committee finds the map useful and asked how does this compare to other Colleges? Each year the Internal Auditors are asked to

review the Brooklands risks and comment if they are any different to other Colleges. To date nothing has been raised.

FGB/03/18/19 The Risk Register will be discussed in detail at the June Audit Committee meeting.

**Item 8 Items from the Resources Committee**

**Item 8.1 Ratification of Cleaning Contract**

FGB/03/18/20 The Board was asked to ratify the decision made via email in January 2018 to award the cleaning contract to Hayward. The Vice Principal confirmed that the 1% discount was secured and that the new contract commences on 1<sup>st</sup> April. The Board ratified the email decision to award the cleaning contract to Hayward.

**Item 9 Items from the Curriculum and Performance Review Committee**

**Item 9.1 Safeguarding Report February 2018**

FGB/03/18/21 The Chair of the Curriculum and Performance Review Committee reported that she attended the College Safeguarding meeting in February and was delighted to see some 30 staff in attendance. This reflects the College's commitment and was really good to see.

FGB/03/18/22 The key message in the termly safeguarding reports is that safeguarding issues continue to increase in number mainly due to the mental health of students and lack of support in the community (beyond the College boundaries). These are impacting upon the achievement within the College and its resources. The increase is also in part due to better systems and greater awareness within the College.

FGB/03/18/23 The Principal attends the Surrey Safeguarding Board where it was reported that CAMS, who look after mental health on behalf of NHS, currently have a waiting time of 19 months between identifying a young person's problem and securing an appointment for them in Surrey. Furthermore, there is a shortage of NHS critical care beds. All parties recognise that this is a crisis and are trying to address this.

FGB/03/18/24 The College does not receive any funding for a counsellor but believes a part-time position is essential. Whilst there is no data to support the belief, the Principal does not believe that Brooklands has more students with mental health issues than other colleges; this is a national issue for all Colleges and Schools. It was confirmed that the Surrey was not unique with the lack of provision of NHS care for young people with mental health problems, in 2008 the Audit Commission looked at joint local area reviews of provision and CAMS was the most criticised service, in particular with regard to the lack of its match to service need which was further compounded by the lack of specialist staff. The meeting noted that there is a concern regarding how much these issues dominate staff time.

FGB/03/18/25 The Vice Chair of Audit asked that further reports include a comparison of student referral numbers to % of student cohort to give greater perspective. It was noted that 2-3 departments have not reported any concerns/referrals and the meeting asked for confirmation that SLT are confident that there are none or is this result of departmental lack of awareness? The Principal assured the meeting that every head of department is trained as a safeguarding officer and was confident that they would be reporting any safeguarding issues concerning their students. Of the departments, which have not reported any concerns, Travel & Tourism is a very small department and English & Maths would have discussed any concerns with the student's vocational/curriculum areas. The Chair of Curriculum and Performance Review Committee, the nominated Safeguarding Governor reported that from her perspective and observations that safeguarding was well provided for in the College and that staff care.

FGB/03/18/26 A discussion ensued regarding students feeling safe in College. This is supported by student survey results, identified as a positive aspect of the College at the recent Student Conference and a recent group discussion amongst 12 media students. Students are also asked during Learning Walks regarding any concerns, which they might have and to check their understanding of College processes should they have a problem. The Student Governor advised that the Ashford students feel safe on campus.

FGB/03/18/27 A discussion was held regarding both internal and external referrals, the exact process will depend upon the nature of the referral. External referrals will include one of the below:

- i) Police if at risk
- ii) Multi agency hub (MASH)
- iii) CAMS

OFSTED are currently inspecting Surrey CC education services. Currently children's services are considered to be inadequate which is unusual given the very high performing schools (80%) within Surrey CC.

**Item 10**            **Items from the Planning Remuneration and Governance Committee**  
**Item 10.1**        **Governing Body Membership paper**

FGB/03/18/28 Rupert Moor runs the Heathrow Training Academy and Brooklands is looking at closer working as part of the Heathrow expansion. There is a possibility of a conflict of interest, which has been acknowledged by both parties. The Board approved the appointment of Rupert Moor as an Associate Governor.

FGB/03/18/29 The Board approved the appointment of Marcus Youden and Nick Vaughan-Barratt as full Governors.

FGB/03/18/30 The Chair confirmed that he was standing down at end of the academic year. The March PRG meeting agreed that he should stay on as an ordinary member if the majority of governors agree to this. The Chair advised that he would not express an opinion as to who should succeed him as Chair. The meeting agreed that the Chair may remain as a governor after retiring as Chair should he wish to do so.

FGB/03/18/31 The Clerk will circulate details regarding the process for electing a new Chair of Governors for 2018/19. Action: Clerk

FGB/03/18/32 PRG discussed the renewal of Steve Brice as a governor after 14 years in the role. The Committee recommends to the Board the renewal of Steve Brice's governorship for one year to provide continuity for the new Chair of Resources. The Board recommended the renewal of Steve Brice as a full governor until April 2019 at which point he would retire from the governing body.

**Item 11**            **Principal's report and KPIs**

FGB/03/18/33 The meeting noted the exceptional national competition results in catering, construction and hair & beauty.

FGB/03/18/34 Collaboration should be considered further with both East Surrey and other potential partners.

FGB/03/18/35 The 6 enterprise M3 colleges have developed a capital bid to support continued development of digital skills. The College is required to match the LEP funding, but is not using any additional funds, rather funds from the IT budget. The College has also submitted a match-funded bid to the M3 LEP for facilities work around the College

FGB/03/18/36 If the third runway at Heathrow airport goes ahead then the airport community is looking to developing 10,000 apprenticeships and an additional 40,000 jobs in Heathrow and the wider community. Initially Heathrow wanted to create a national college (on similar lines to National Rail). However, it is now working with 5 local colleges to provide training services for both new and existing. The 5 colleges plan to map training against specific job roles, the provision that we have and then identify the gaps. Heathrow Agency will invest in the high tech equipment (e.g. specialist robotics for an engineering module which the 5 Colleges may use).

FGB/03/18/37 Prison Education is a national contract and the College has been approached to be considered to support delivery in local prisons, which is an area of possible development.

FGB/03/18/38 Surrey Highways Skills Centre: Kier Construction holds the Surrey CC contract for roads in Surrey and has significant difficulties in recruiting staff for work in Surrey and currently transports staff into Surrey, principally from the Hastings area. There is no

history of people being training in Surrey to fix roads both in Surrey and London (this option would be less expensive than bringing up from Hastings). The College is working with Kier to redress this problem.

- FGB/03/18/39 Institute of Technology: The project continues but no longer fits the criteria of DofE funding. The constituent partners continue to develop an Innovation South virtual campus which will have an IT platform hosting multifarious bite size learning modules which students and employers may pick and complete to build up credits – staff may then add credits to achieve a degree/certificate/diploma qualification. This is an innovative way of supporting 20% off the job training. Canon, Hitachi and Heathrow have expressed interest in this project.
- FGB/03/18/40 The Chair asked how closely does our curriculum offer meet employer demand? The Principal advised that the College continues to ensure that its curriculum offer best meets the needs of both students and employers. New initiatives such as Keir Construction and highways needs further development.
- FGB/03/18/41 The meeting noted the KPIs, most of which have been discussed during earlier items.
- FGB/03/18/42 The Guildford College Group preferred merger party is Activate Learning, which is principally based in the Thames Valley and Cherwell areas, currently including Banbury and Bicester College, City of Oxford, Reading and most recently working towards a merger with Bracknell College. The Group also includes schools, UTCs and colleges in Saudi Arabia. Guildford College staff were advised of this this morning. The Principal has no further information regarding why Activate Learning were chosen.

**Item 12 Update regarding the development plans for Ashford and Weybridge**

- FGB/03/18/43 In the absence of the Capital Strategy Committee Chair, the Principal advised the meeting that all the specialist consultants had been appointed.
- FGB/03/18/44 The Principal and Fusion have met with Elmbridge BC Planning and Development officers who want to work with College going forward. There are 2 possible routes:
1. Special Circumstances whereby Elmbridge expects the College to develop enough green belt land to support College's sustainability/much needed investment in the estate. This option does not require a consideration of affordable housing but is a measure, which may only be utilised once.
  2. Convert green belt to non-green belt, which will require up to 50% affordable housing

The College is looking to pursue both routes at this stage but currently prefers the Special Circumstances option.

- FGB/03/18/45 Fusion working on a timetable with a view to a final report before the end of the summer term. Fusion and the consultants will be making a presentation at the next Capital Strategy meeting on 3<sup>rd</sup> May.

**Item 13 Student Governor Items**

- FGB/03/18/46 The meeting noted the Term Two report from the Ashford Student Governor. The Weybridge Student Governor is taking her GCSE Maths mock examination this morning. The Ashford Student Governor studied at Weybridge for 2 years before commencing a further year's study at Ashford. The Student Governor advised that there was little for the Ashford Students to do at lunchtime on site. The Principal advised that the Progression Mentors are looking into this.
- FGB/03/18/47 The Vice Chair asked how governors might help student governors in a reciprocal way. The Clerk confirmed that student governors are appointed for one year but may be re-appointed for a subsequent/second term. The Student Governor confirmed that she felt supported in her role but that there is a lack of understanding of the role of student governors amongst the student bodies at both Weybridge and Ashford and suggested wider advertisement of the roles especially at the beginning of the academic year.

- FGB/03/18/48 The meeting discussed the possibility of holding the July FGB meeting at Ashford. The Principal advised them that would be no catering but would look into this. In the past Capital Strategy meetings were held at Ashford. Action: Principal
- Item 14** **Chairs Business**  
**Item 14.1** **Review of Board business for Emerging Risks**  
FGB/03/18/49 The Chair advised that there were no new emerging risks from the meeting.
- Item 15** **Any Other Business**  
FGB/03/18/50 The Vice Principal advised the meeting that February Audit Committee had approved the updated Risk Management Strategy and asked the Board for any comments by 16<sup>th</sup> April.
- FGB/03/18/51 The meeting recorded their thanks to Brian Harris for his time as a governor (2012-2018) Brian will be attending some of the summer College events.
- Item 16** **Date of next meeting**  
FGB/03/18/52 Wednesday 4<sup>th</sup> July at 8am.

The Part One meeting closed 10.45

Decisions made.

1. The Board approved the Fees Policy for 2018/19
2. The Board ratified the email decision to award the cleaning contract to Hayward.
3. The Board approved the appointment of Rupert Moor as an Associate Governor.
4. The Board approved the appointment of Marcus Youden and Nick Vaughan-Barratt as full Governors.
5. The meeting agreed that the Chair may remain as a governor after retiring as Chair should he wish to do so.
6. The Board recommended the renewal of Steve Brice as a full governor until April 2019.

Actions:

1. The Clerk will circulate details regarding the process for electing a new Chair of Governors for 2018/19
2. The Principal will look into the possibility of holding the July FGB meeting at Ashford.