

Brooklands College

Minutes of the Full Governing Body
co-ordinated remotely via 'Zoom' meeting platform software
across various domestic locations, commencing 18.00hrs on 1 July 2020.

Present:	Andrew Baird	Chair
	Dr Barbara Spittle	Vice-Chair
	Andrew Barrett	Staff Governor
	Fred Gray	Chair of Resources
	Dr Andrew Gilchrist	Chair of Audit
	Melanie Harding	
	Mary Hughes	Safeguarding Governor
	Hilary Omissi OBE	
	Jackie Pearson	Chair of Curriculum & Performance Review
	Christine Ricketts	Principal
	Teresa Roberts	Staff Governor
	Paul Stedman	

In Attendance:	Dr Stephen Dowbiggin OBE	(Interim CEO)
	Jonathan Lipscomb	(Clerk to the Governing Body)
	Chris Dearnley	(ESFA Observer)

Apologies: Shereen Sameresinghe Chief Operating Officer

PART 1

1. Action in the event of fire

Action to be taken in the event of fire was left to each individual.

2. Welcome and apologies

There were no apologies for absence save that the Chief Operations Officer had been unable to attend.

The Chair of Resources encountered difficulties in connecting and did not join the meeting fully until 18.27.

3. Declarations of Interest

- i. The Chair declared his other relevant positions as Chair of East Surrey College, Chair of the Educational Administration Advisory Group at Hadlow College
- ii. The Vice-Chair declared that she was formerly Chair at East Surrey college.
- iii. The Interim CEO declared his position as Chair of the Sainsbury's T-Level Committee.
- iv. Paul Stedman declared that he was a Project Director for St Georges', a wholly owned subsidiary of The Berkeley Group and, as in the past, he would absent himself from any discussions relating to the property strategy.
- v. Chris Dearnley was attending as an observer and as such he, and the ESFA, are not party to any decision made by the Governing Body.

- vi. Dr Andrew Gilchrist declared that he was a Governor of Croydon College.
- vii. No other declarations of interest were made.

4. Notification of Any Other Business

There had been one item of AOB reported – consideration of the number of papers received by Governors, requested by Governor, Hilary Omissi.

5. Draft minutes of the Full Governing Body Meeting on 25 March 2020 (Part 1).

The Part 1 Minutes of the meeting were approved subject to the expansion of a reference to the 'I&A' (Instrument and Articles) on page 3. the minutes will be signed by the Chair when circumstances allow.

6. Matters Arising and Action Points from the Minutes of the Meeting held on 25 March 2020 (Part 1).

Noted:

- i. All Action Points had been completed save for those covered elsewhere on the agenda.
- ii. Subject to the approval of the Financial Regulations at this meeting, the Clerk would then begin the process of cross-referencing the various elements of the College's Constitution.
- iii. With respect to the recruitment of new Governors as referred to in the minutes of 25 March, the Chair reported having interviewed Nicholas Woolf OBE but that Nicholas had not wished to take the matter further until the 'Funds at Risk' matter had been satisfactorily determined.

Furthermore, four further potential candidates had emerged, all based locally and with expertise in education and the leadership of large organisations and Charities. One is an entrepreneur and former student at the College.

It being too late in the academic year to respond to FEC recommendations by appointing a Student Governor, the President of the Student Union had been briefed on recent proceedings by the Principal.

Items for Consideration and Approved

7. Clerk's Report [FGB 20-20]

The Clerk reported that the initial work to update the various individual elements of the constitution will be completed with the examination of the Finance Regulations at this meeting. The remaining task will be to make sure that the various elements dovetail and do not contradict each other. The Clerk intended reporting to the next scheduled Governing Body meeting that this work had been completed.

7.1 Governing Body Membership

Noted:

- i. The Clerk presented a Governing Body membership list in tabular form confirming the membership as it stands, ahead of the 2020/21 academic year and the vacancies to be filled.

- ii. The Support Staff governor had since his appointment to the Governing Body, become a member of the teaching staff. This does not affect his current position but if on 31 December, when his term expires, the Governing Body require a member of the Support Staff to fill that position then he would no longer be eligible for re-election.

Agreed:

- i. It was agreed that references to 'Associate Governors' be removed as the term was now redundant at the College.

7.2 Business Timetable 2020/21

Noted:

- i. The Clerk presented a timetable of meetings for the 2020/21 academic year predicated largely on that for the current 2019/20 year and adjustments were made to reflect Governors' availability.
- ii. The current SPA process and 'funds at risk' issue may upon resolution, require adjustments to this timetable and/or additional meetings.
- iii. The Chair of the Curriculum and Performance Review Committee asked colleagues to note that she might not be present at the meeting of the Planning Remuneration and Governance Committee on 26 January 2021.

Agreed:

- i. It was agreed that all meetings would commence at 18.00 except Curriculum and Performance Review which would commence at 16.00.
- ii. All meetings would take place on Wednesdays with the following exceptions:
 - Audit Committee on Tuesdays (20 October 2020, 9 February 2021 and 25 May 2021).
 - Joint Audit and Resources on Tuesday 8 December 2020.
 - Planning Remuneration and Governance Committee on Tuesday 26 January 2021.
- iii. Every effort would continue to be made to distribute papers five working days ahead of meetings.

7.3 Chair's Action

Legal Advice in connection with the recovery of funds from Company A and Company B.

The Clerk reported that since the last meeting of the Full Governing Body of Brooklands College held on 6 June 2020, Chair's Action had been taken with respect to legal action now being taken against former alleged providers of apprenticeships (Company A and Company B). Both have been written to with the support of legal advisors and the cost of this had been discussed by the Chair and the Chair of Resources:

The Chair had approved the provision as an exceptional item, of the expenditure of up to £10,000 (Ten Thousand Pounds Sterling) to cover the cost of advice from Eversheds, specifically in connection with requests for repayment of funds from each of two companies, which will require detailed and specialist legal drafting.

Resolved:

- i. The action taken by the Chair in this respect was approved.

[18.27 Fred Gray joined the meeting]

8. Strategic Plan KPI's Term 3 Update [FGB 20-21]

These formed part of the Principal's Update [item 10.] and the meeting considered that agenda item next.

10. Principal's Update [FGB 20-23]

Noted:

- i. The report covers in particular a detailed report of the KPIs and 'distance travelled' by the College, a summary of outcomes from the OfSTED view of remote learning, the College's response to the COVID-19 crisis and communications & marketing.
- ii. In December 2019, the College had been inspected with a 'Good' outcome.
- iii. The Digital Strategy and the launch of Google Classroom at the start of the 2019/20 academic year had enabled the College to move swiftly and effectively to remote learning in March.
- iv. In June 2020, the College volunteered to participate in the OfSTED review of Remote Learning along with fifteen other Further Education colleges nationally. OfSTED reported favourably on Brooklands' applied digital platform.
- v. During the lockdown period the College has continued to operate, swiftly creating a communal learning environment, and sustaining the focus on our key priorities.
- vi. In 2019/20 communication across the College has improved significantly. In the recent staff survey 90.9% of staff said that they had a good understanding of the College's business direction and aims, compared to 61.6% in 2018/19.
- vii. The Marketing team have demonstrated an innovative and creative approach during the lockdown period to adapt our events, student's awards and all staff briefings for the virtual environment, with good participation rates. At the 'all staff' briefing, attended by the Chair on 26 June there were 195 participants (up from 145 participants in the initial staff presentation at the beginning of June).
- viii. There had been a relentless focus on Quality Improvement during 2019/20 as had been demonstrated by one OfSTED inspection and another subsequent review.
- ix. SLT are working well together, with energy and enthusiasm and are focussed on a sustainable future.

KPI highlights are as follows:

- a. Predicted achievement 16-18 forecast to be 90% (exceeding target of 87%)
- b. High grade achievement in GCSE English and Mathematics has improved and is predicted to be above the target of 21%, particularly in Mathematics.
- c. Predicted achievement for apprenticeships is 66.6% overall (slightly below target of 68.7%) but anticipated to be much improved for the age group 18 to 19 which had been at 56.1%.
- d. Significant progress had been demonstrated in a recent staff survey with 91.5% staff satisfied with the College as a place to work (target >80%) compared with (74.4% in 2018/19).
- e. 94.4% students rate their teaching as good with 93.1% students reporting that they are making good progress on their course.
- f. 1006 students participated in the student survey compared with 683 in the previous year.

- g. The KPI target for curriculum contribution rates for 2019/20 of 50%, was achieved and confirmed at the Performance Reviews in June 2020. The contribution rate is forecast to be 55% for 2020/21 as an outcome of improved curriculum planning.

COVID-19 and preparations for the new academic year

- a. 'Business Continuity Group' focussed on plans for a phased return to site and this started in June. Currently, 186 students have access to the campus (128 in Weybridge and 58 in Ashford).
- b. To date there has been full compliance with the Health & Safety practices being maintained across the College. During the Summer period implement plans for a September start in line with any Government guidelines.
- c. Currently it is planned to have a 'one week in – one week remote-delivery' programme for everyone, excluding SEND students.
- d. Establishing remote delivery spaces for teachers by installing cameras in designated classrooms.
- e. English and Mathematics to follow a similar model but may use more remote delivery.
- f. All Summer enrolment will be online.
- g. During results week planning is in place for small groups of students to come in for a formal induction programme and relevant Health & Safety training. Training sessions expected to be of about two hours' duration.
- h. Similarly, transition-induction sessions are planned for SEND students on the same basis.
- i. SLT remaining flexible in their response to evolving Government guidelines.
- j. In summary, the Principal was proud of the way in which the Senior Team have worked together, sustaining the focus on their priorities and making improvements, despite these unexpected challenges.

Governors commended the engagement with both staff and students in the current circumstances and noted what they considered to be remarkable achievement levels and particularly the survey results, under the prevailing conditions.

In discussion, further points were made by the Principal:

- i. Re-sits of A-Level and GCSE exams, being suggested for November 2020 would take place in schools not the College.
- ii. Full-time 14-16yrs students will be inducted in a similar manner to other groups.
- iii. There will be no school links on-site before January 2021.
- iv. With respect to 16-18yrs achievement, the 48% Term 2 figure should be treated with caution as it had probably been understated. The increase to 90% therefore, may not be as dramatic as it seems. We were already predicting a rise in achievement but post COVID we have had better levels of student engagement. This has been the case in particular with those who were at risk as they have had targeted support along with additional parental intervention.
- v. SLT will reflect on the lessons to be learned from this period and how we can take matters forward. It is clear that some activities have been more effective in a remote environment than they would have been on site.
- vi. The Interim CEO commented that SLT had challenged effectively the predicted achievements. Looking at the trajectory when COVID-19 hit, it could be seen that retention and completion of work etc. were already well ahead of where they had been in the previous year. SLT are therefore comfortable that

their assumptions are based on a reasonable starting point. There may be an external challenge but the College has a strong evidence base, on the back of a solid piece of work by the Principal and Vice-Principal.

- vii. In GCSE English and Mathematics, the College set targets above national rates whereas in previous years these had been lower. Some colleges demonstrate much higher achievement at 55-60%, but Brooklands aims to be above the national rate in the first instance and to continue to build from there. 'Distance travelled' is the basis for OfSTED benchmarking.
- viii. The College still needs to improve but straightforward comparison with Colleges whose students need very little encouragement to achieve grades does not necessarily assist in assessing our performance with students who have in fact made significant progress even if the ultimate grade outcome is moderate.
- ix. The College is not complacent, and the discovery that students enjoy remote learning has opened up opportunities for the College to progress.
- x. Achievement rates have to be verified. The student predictions are based on trends established by tracking their performance throughout the course. These are submitted and pass through two levels of internal review. The Vice-Principal checks with the Line Manager and in turn the Principal checks that outcome for Quality Assurance purposes involving the sampling of tracking documents and the raising of queries. A final decision, also taking into account such indicators as attendance is taken and the predicted grades submitted to the awarding bodies who decide their own grade boundaries. The College is confident that in terms of systems and processes, our predictions are accurate. The awarding bodies are strict after all. It is impossible to overstate the work done in this area.
- xi. Now that we have a process in place – albeit as a result of force majeure, it may well be worth turning it into an annual process.
- xii. Construction students have been able to catch up with practical learning. Students have returned to site to complete tasks and no issues have been raised. It was thought that electrical installation students would have to sit an exam but ultimately the examining body only required us to submit a predicted grade. Some concern was expressed about this.
- xiii. Bricklaying students were off-site for a time but otherwise, attendance across the department has been good. Adaptations have been made to level 2 and 3 courses and attendance for various matters has been required. There has only been one instance of a student declining to return.
- xiv. Parents don't want students to miss out so have encouraged them to come in.

9. Draft Minutes of the Curriculum and Performance Review Committee Pt 1.

Noted:

- i. The draft minutes of the meeting held on 3 June 2020 had been circulated.
- ii. Digital elements and remote learning were covered in the QIP.
- iii. OfSTED involvement in a remote learning review will be good for the College.
- iv. Highlighted a reported data breach but not serious and no action taken against individuals.
- v. Attendance is being addressed and achievement has been discussed above.
- vi. Apprenticeship targets are not likely to be achieved.
- vii. The QIP shows how well the team have worked to keep student applications buoyant.

- viii. The football academy project was discussed with the FE Commissioner more recently who advised giving the matter serious thought before proceeding. The Principal and Vice-principal will meet to revisit it. COVID-19 had hampered communications, but the other party remains keen. Concerns were reiterated over starting something that is not sustainable.
- ix. The College is not being permitted at present to offer T-Levels (an initiative that it was hoped we would be part of) owing to the outstanding 'funds at risk' matter.
- x. Safeguarding procedures have been in place followed up as well as possible

Agreed:

- i. Clerk to correct S7. (v) reference to 'O-Levels' in the Curriculum and Performance Review minutes.

11. Draft minutes of the Resources Committee Pt 1.

Noted:

- i. The draft minutes of the meeting held on 10 June 2020 had been circulated.
- ii. The 'Funds at Risk' matter is the background against which all Resources matters must be considered.
- iii. There had been no instances of Capital Expenditure to approve.
- iv. A review of the Management Accounts had revealed that the College is not going to achieve cash neutrality by the end of July though every effort is being made to do so, nor is the College set to achieve its staff costs target of 65% but again, every effort is being made to do so.
- v. Discussions with the bank are ongoing and they continue to be accommodating. The matter of our having breached our covenant with them is being managed and there is currently no reason to believe that it will become a major problem.
- vi. The 2018/19 accounts remain incomplete for reasons already alluded to.
- vii. The Finance Regulations were reviewed and updated. This involved mainly minor updates save for the absorption of the Capital Strategy Committee back into the Resources Committee. If in future a separate committee is again deemed worthwhile then one will be reconstituted. In the interim, the Chair of Resources and Interim CEO will keep a watching brief.
- viii. The budget has been reviewed and appears elsewhere on this agenda [item 12.]

Resolved:

- i. The Financial Regulations for 2020/21 were approved.

12. Budget 2020/21 [FGB 20-24].

Key points from the budget were highlighted by the Director of Finance.

Noted:

- i. I&E proposes a deficit of £1,000 appendix. Minor variations had been made to the version seen by the Resources committee, mainly owing to the impact of the COVID-19 crisis.
- ii. Increase in operational cash of £481K (does not include Hair & Beauty clawback from 2019/20).
- iii. Subject to Governors' approval, the College will submit a detailed cashflow and commentary to the ESFA by 31 July as required.

- iv. Staffing costs expected to be 66%.
- v. Allocations for 16-18yrs and for AEB had been included, although it is acknowledged that there might in fact be an increase in that 16-18yrs allocation depending on recruitment levels.
- vi. High Needs funding has again been requested of Surrey CC at the current level, but this has not yet been confirmed.
- vii. Apprenticeship income was reviewed and reduced slightly owing to the impact of COVID-19.
- viii. An increase in expenditure on staffing is planned for, to take into account a larger allocation in the AEB and there has also been an increase in LGPS pension contributions so there will need to be some further savings made on staffing.
- ix. A Capital Budget of £135K is proposed and itemised for which approval is sought and there will be restructuring costs of £100K.
- x. Risks associated with COVID-19, largely centre around income, notably apprenticeship income and income from full cost provision along with the staffing budget and our ability to meet the AEB provision targets. The worst case scenario (a combination of the aforementioned risks crystallising whilst not making effective savings) could mean a deficit of £800K.
- xi. In terms of cashflow, the lowest point is always March (1.2M). The Ashford Hair & Beauty cash outflow will also impact on next year.
- xii. A contribution analysis worked on during year with the teams is included in the report along with further analysis and detail of other income streams.
- xiii. The Chair stated that the ICT budget upgrade of £100K was a provision at this stage.
- xiv. Asked if it was permissible to set a budget in deficit, the Interim CEO reported that whilst not technically permitted there was a tolerance of 5%. He believed that the budget was cautious in places in terms of income. The priority had to be recovering full AEB income.
- xv. The Interim CEO emphasised that 'cash is king' in these cases. The accounts are carrying a high level of depreciation which does not impact on cash. He noted that other colleges have a much higher exposure to non-government income which in the current crisis is a great deal less certain than it has been.
- xvi. Money is no longer being held as a provision for water main repairs but there is a cash reserve for contingencies such as that.

Resolved:

- i. The draft 2020/2021 budget was approved.
- ii. The capital expenditure budget for 2020/2021 of £135K was approved.

13. Chief Operating Officer's Report [FGB 20-25].

In the absence of the Chief Operating Officer, the Interim CEO outlined the key points of her paper.

Noted:

The Report covers both the risk assessments and other work undertaken to cater for the challenges of COVID-19 and furthermore asked Governors to consider the following:

- i. A Tender exercise in respect of the College's insurance policies will need to be ratified by Governors.

- ii. It had been necessary to restructure the catering (Aramark) as it was making a loss, moving from a full seated offering to a 'grab and go' approach. The College was approached by Aramark for a cash subsidy but the Principal agreed instead that we take the operation back in-house once more on a 'grab and go' basis (on the Weybridge campus) using students, for example developing them via apprenticeships.
- iii. The difficulty lies in the way that the contract is structured in that Aramark have invested capital in the scheme to be being depreciated over the life of the contract and we would have a liability in respect of any overhang. This nett liability may be as much as £38K though that will be tested in negotiation. The fallback position will be to propose to SLT, capitalising the cash value as a priority and covering it from within the capital expenditure budget already approved.
- iv. Either way, the intention is to take back control and to assess any educational benefit to be extracted from offering such provision in-house.
- v. The Principal is keen for students to be involved in any future canteen offering, either as part of the apprenticeships programme or by providing placements for SEND students.
- vi. TUPE is unlikely to come into play as Aramark staff will probably be re-allocated and as student skillsets differ from regular professionals it will be possible to differentiate the roles.
- vii. Governors welcomed the opportunity to provide a better offer. It has been difficult to compete with local outlets the use of which impacts on attendance. A persuasive offering will keep students on site rather than their visiting local outlets not always resulting in a timely return to the classroom.
- viii. Ashford could contract with the Weybridge campus for example to deliver sandwiches.
- ix. Catering will be very limited in September and October anyway, with COVID bubbles, so can ease the change in.
- x. Attention turned to the COVID Risk Assessment which required approval. Asked if it would help with cleaning and other hygiene matters if students were to bring in their own laptops and/or phones, the Principal noted that not all students possessed laptops (though the College had done its best to make them available). It was also as much of an issue to risk having contaminated personal equipment brought into the College.
- xi. The College should consider the opportunities for encouraging students in future to supply their own equipment, effectively investing in their own future.
- xii. The Principal accepted that there were opportunities for additional rigour in the management of student behaviours, for example smoking will no longer be permitted on the site. There will be zero tolerance of anyone not adhering to the new Health & Safety measures.

Resolved:

- i. The COVID-19 Risk Assessment as presented was approved.
- ii. The Chair of the Resources committee was to decide whether the insurance tender bids were both reasonable and within range of the budgeted allowance. He was delegated the authority to decide the matter or to refer back to the full Governing Body if thought fit.

14. Draft Minutes of the Audit Committee.

Noted:

- i. The draft minutes of the meeting held on 20 May 2020 had been circulated and a couple of key points arose.

- ii. The annual accounts for 2018/19 are still not finalised. An extension had been granted until the end of June and a further extension would be requested at a forthcoming case conference.
- iii. Recent discussions with the PMO suggested and we are back to looking at the original proposal, which is being actively discussed.
- iv. The College is much nearer to settling the ILR audit and agreeing the final income from the ESFA which leaves the sole remaining issue the 'funds at risk'.
- v. The Committee had reviewed the proposed scope of work for Internal Audit in the coming year. Members were not convinced of the need for a review of Capital Project Planning as it is not known which projects will be going ahead. Nor was it thought appropriate to be assessing Student and Staff mental health and wellbeing which was properly the province of the Human Resources team. Otherwise, the proposed scope of the audit work was recommended to the Board.
- vi. The Committee had also reviewed the proposed scope of the External Audit work for the year ahead, though working without the ESFA's guidance on this which had not been published at the time. This had now been published.
- vii. There had been a subsequent discussion of fees but in the absence of the Chief Operating Officer, no update on this was possible.

Resolved:

- i. The Internal Audit Strategy for 2020/21 was approved.

15. Interim CEO's Report [FGB 20-26].

Noted:

- i. The Interim CEO's paper had been circulated.
- ii. With respect to the 'funds at risk', exciting options are being explored regarding the estate and its proposed development. Both the College and the ESFA understand that a solution is required which meets the needs of both parties.
- iii. In the draft report of the recent FEC 'Stocktake' the College is tasked with establishing a forum by which to negotiate with the ESFA so as to ensure co-ordination and sharing of information as we move forward. Already an 'Estates Liaison Group' has met to explore how we work together. And terms of reference for this group are now required. At the first meeting, it was agreed that the ownership of the College's capital development remains with the Governing Body but that the ESFA need to be in a position to reassure themselves that their interests are being protected, as indeed will Barclays.
- iv. This has been reinforced recently by two additional conditions which have been added to the letter of funding, just issued. One relates to the need for a mechanism for cooperation and the other requires the College to recognise the 'funds at risk' as a priority.
- v. The Estates Liaison Group will meet again on Friday (3 September) and the Terms of Reference proposed in the Interim CEO's paper will be considered. They may be changed in negotiation. The Group is an ESFA vehicle which reports to the ESFA Case Conference Committee (Chaired by Chris Dearnley) and this is important as they are monitoring the College's progress towards a solution but we also need the Group to report back to the Governing Body. The proposal is that the minutes of these meetings will be seen by the Resources Committee.
- vi. The meetings also enable us to draw down the expertise of 'Locat-ed', who have strong people in their planning department, and we will benefit from their advice in informing our decisions.

- vii. The ESFA Observer noted that this Group had emerged from another which will need to continue to meet separately, certainly without Barclays or the FE Commissioner. Nevertheless, he understood the need to keep both the FEC and Barclays informed. It was agreed that Barclays be kept informed separately and that the FE Commissioner receive the minutes of the meetings should he request them. The ESFA are nonetheless responsible for delivering the project.
- viii. In answer to a question as to how these activities dovetailed with the SPA, the Chair explained that to some extent the issue of the 'funds at risk' was an independent matter. The Terms of Reference of the SPA nevertheless make it clear that a solution to these property issues will have been found and made known to all parties expressing serious interest moving forward, hence the time pressure on negotiations.
- ix. The SPA process will result in there being two or three institutions expressing serious interest in putting together merger proposals and the College will also give input at this stage.
- x. There are three possible outcomes from the SPA
 - a) Type 2 Merger with another FEI – Brooklands Governing Body dissolves itself.
 - b) Form a 'group' with an HEI – Brooklands would continue as a part of the university group.
 - c) Standalone option
- xi. In all three situations, where we have arrived at with respect to the property strategy will be material.
- xii. At the first SPA Steering Group meeting, it had been made clear that in the event of merger, Governors would want to put in place, educational covenants such as would secure provision on the Weybridge site, a matter which is also of great importance to Elmbridge Council. The FE Commissioner has, given the College's strong underlying financial position and its performance at inspection, agreed that this will be permitted.
- xiii. The Interim CEO wished to record the improvement in Governance in the College, highlighting the work of the Clerk and in particular the Principal.

Resolved:

- i. The draft Terms of Reference for the Estates Liaison Group (as amended by Friday's forthcoming meeting), were agreed subject to removing the representative from Barclays and any FEC observer but a commitment to keeping Barclays informed and with minutes of Group meetings being made available to the FEC on request.

16. Any Other Business

There being no other business, the meeting was closed at 19.48hrs.

17. Date of Next Meeting

The next meeting of the Full Governing Body is scheduled for 23 September 2020, but it may be necessary to meet before then in which case Governors will be notified.

In lieu of a Governors' Strategy Day a lengthy discussion will need to be held once a firm position has been established vis-à-vis the 'funds at risk'.

Andrew Baird

Chair of Governors

Jonathan Lipscomb

Clerk to the Governing Body