



OAKLANDS COLLEGE

Minutes of the Board meeting held at the St Albans Campus at 1800hrs on 8 January 2018.

Present	Christine Chisholm	June Cory	Sue Grant
	Zoe Hancock	Vicki Hocking	Kerry Hood
	Ginny Kerridge	Geoff Lambert	Peter Marshall
	Neil Myerson	Rob Payne	Phil Thompson (Chair)
	Bella Wilson		
In Attendance	Nicola Caiger (Dir Curr)	Ralph Devereux (Clerk)	Steven Fox (UCSA) (Item 27-29/17 only)
	Paul McCormack (Dir Fin) (Item 27-32/17 only)	Liam McGrath (Dir Curr)	Nicole Sadd (Commercial Dir) (Item 27-30/17 only)
	Sean Scully (Dir StExp)	Kirsty Steer (DP)	
Apologies	Jay Wheeler		

The Chair welcomed all to the meeting, which had been unavoidably postponed (inclement weather) from the planned date of 11 December 2017. It had not been possible to arrange another meeting in advance of the mandatory submission date for the AFS and they had been signed and submitted under Chair's action.

The newly elected staff and student members were present at their first meeting and there were mutual introductions around the table.

PART ONE

27/17 ELIGIBILITY, QUORUM, DECLARATION INTERESTS AND MEMBERS

- a. There were no apologies.
- b. No notice had been received of any Member becoming ineligible to hold office, the meeting was quorate and there had been no interests declared.

28/17 STANDING ITEMS

- a. The Minutes from the Corporation meeting (Part 1 & 2) held on 6 November 2017 were confirmed for electronic signature. (Delegated to Clerk) **(Action 1)**
- b. Matters arising. There were no matters arising.
- c. Actions. There were no actions outstanding from the previous meeting.
- d. Audit Committee (AC) Meeting (04.12.17) (unconfirmed). The AC Chair explained the outcomes of the Audit Committee meeting, in particular minute 04/16c(i) which recorded that one "Low" priority recommendation from the IAS had not been implemented. The issue relating to cyber security had been dealt with under college arrangements, which were explained and the Corporation recorded that it was content with the management decision. **(Action 2)** The meeting had discussed a wide range of issues and Corporation members had noted

in particular the committee recommendations (to inform their considerations of Chair's action) in regard of:

- (i) the External Auditors' Annual Report including the Management Letter, and the Annual Financial Statements (AFS) all to inform Item 3;
 - (ii) the AC Annual Report to the Corporation (to inform Item 3); and
 - (iii) the RM Annual Report to the Corporation (to inform Item 3).
- e. Search Committee. Proceedings of the special meeting held on 6 December 2017 would be considered at 34/17d; the minutes would be presented in February. **(Action 3)**

a. The information was received.

b. Actions had been identified (Table 39/17)

29/17 UNIVERSITY CAMPUS ST ALBANS (UCSA) (OUT OF AGENDA ORDER)

A brief verbal explanation of the background and status of the UCSA was provided to inform the new members and the report was then considered. General progress was at Appendix 1, progress against the original business plan was analysed at Appendix 2 and the end-of-year financial position and first quarter management accounts were at Appendices 3&4 respectively. Eight programmes were now being delivered, student numbers were 18 below target prompted largely by challenges associated with Health Care provision fully explained in Appendix 1 and wider plans for the current year had also been affected. The 3 main objectives for 2017/18 were clearly detailed and a full strategic review was planned to run until March/April which would clearly chart the way forward, however, the planned appointment of a "Prior Learning Innovator" would not be affected by the review. Application for registration on the Register of Apprenticeship Training Providers (RoATP) had been submitted and the result was expected shortly, registration would undoubtedly boost student numbers. The financial position was discussed and the small surplus for the previous year was noted and welcomed. The Health Care programme issues had prompted considerable revision to the current budget, however a break even end-of-year result was predicted.

The information was received.

Steven Fox left the meeting.

30/17 COMMERCIAL UPDATE (OUT OF AGENDA ORDER)

The Commercial Update was considered. The financial position was tabulated over the last 5 years and showed progressive annual increases in the annual contribution from 16.6% of activity in 2013/14 to 45.2% last year; members took comfort from the positive progress. Individual areas of activity were discussed with particular interest in the successful Town Planning Apprenticeships and the possible plans for expansion. There was general agreement that all was proceeding well and thanks were recorded to all concerned.

The information was received.

Nicole Sadd left the meeting.

31/17 MANAGEMENT ACCOUNTS

The management accounts accurate to 31 October 2017 were then considered and discussed. It was early in the year but the situation was favourable, an overall variance of c£381k against budget; income was also favourable by c£51k with all variances clearly tabulated as was payroll expenditure at positive c£57k, non-payroll costs were positive; again all variances were clearly tabulated. The balance sheet remained positive with a strong cash balance. Capital expenditure was £351k/£1m. Identified Risks and Opportunities were listed and were individually discussed, the suggestion that use of assets to mitigate LGPS collateral numbers was particularly noted.

The information was received.

32/17 ANNUAL FINANCIAL STATEMENTS (AFS)

The delayed cancelled December meeting meant that the AFS submission date would have been missed. In order to submit by 31 December 2017, the Corporation Chair had taken the AC considerations and recommendations into account, had contacted all members electronically and had approved the necessary signature action under emergency powers; all necessary informing documents had been circulated for the planned meeting and accordingly Chair's action was fully endorsed and approved. **(Action 4)** The clean and unqualified accounts had been signed by the External Auditors prior to submission.

- a. **The information was received.**
- b. **Actions had been identified.** (Table 39/17)

The Finance Director left the meeting.

33/17 PRINCIPALS REPORT

- a. Open events in November had been successful with applications increased over previous years.
- b. Congratulations were recorded to a former student, Jamie D'Ath who had been included in a group of 6 finalists in the Institution of Engineering Technology (IET) "Young Woman Engineer of the Year awards and she was placed first at the final ceremony held on 7 December 2017. It was unanimously agreed that this was an excellent achievement and the Chair would write personally to congratulate her. **(Action 5)**
- c. No new material or announcements had emerged from the Association of Colleges AoC annual conference held over 14/15 November.

Apprenticeships starts were in decline and the issue was discussed at length, detail included consideration of the past 6 months since introduction of the levy and the fact that over 50% of employers nationally had not registered. The introduction of "Trusted Partner" status, lifting the administrative burden from the employer, was also discussed and welcomed. Despite the importance of apprenticeships to the wider national strategy, the application process designed to cover funding for SMEs had been challenging

- d. Work Placements. Oaklands will receive a Work Placement Capacity and Delivery Fund (CDF) grant of c£330k; the grant will enable the opportunity to develop work placement practice in advance of the implementation of T levels from 2020.
- e. ESFA Letter. The termly letter from the outgoing ESFA Chief Executive was at Annex A.

- a. **The information was noted.**
- b. **Action had been identified.** (Table 39/17)

34/17 GOVERNANCE

There were several governance matters to consider:

- a. Chair of the Corporation. The Chair would reach the end of his term of office early in the next academic year, practically the July meeting would be his final task. As determined at the November meeting the Clerk had invited members to indicate their wish to be considered for the post and had received a positive response from only the current Vice-Chair Sue Grant; further candidates were invited and none came forward.

At the Chair's invitation Sue Grant withdrew.

Sue was an excellent and well-qualified candidate and had willingly volunteered to accept the position, however it was necessary to consider any possible conflict of interest since she was employed by the University of Hertfordshire (UoH). The Clerk confirmed that generally there was no conflict save in relation to the Joint Venture (JV) agreement with UoH specifically relating to the "Conflict Resolution" process, which required both Board Chairs to meet in the first instance to seek a speedy solution. The issue was discussed and it was unanimously agreed that, in such instance, the Corporation Vice-Chair would be the nominee and necessary documentation would be amended. **(Action 6)** Accordingly,

there was no obstacle to Sue's appointment and it was agreed, again unanimously, to offer the arrangement for her consideration

Sue Grant re-joined the meeting.

The arrangement was explained to Sue who agreed and re-iterated her readiness to take the Chair at the start of the next academic year and she was unanimously elected and appointed as Chair elect *wie*. **(Action 7)**

- b. Vice-Chair of the Corporation. Sue Grant's appointment now left a vacancy for a Vice-Chair and prospective candidates were invited to contact the Clerk for consideration at the next meeting *tbh* 12 February 2018. **(Action 8)**
- c. Search Committee Chair. The progression of Graham Lane to Chair the Together Training (TT) Board had left a vacancy to Chair the Search Committee. June Cory had indicated her willingness to take the post and, after invitation, there were no more candidates.

At the Chair's invitation June Cory withdrew.

June was considered a strong and very suitable candidate and was unanimously recommended.

June Cory re-joined the meeting.

June confirmed her willingness to take the Search Committee Chair and she was unanimously appointed as such *wie*. **(Action 9)**

- d. Vacancies. There were currently 2 vacancies on the Corporation and fortuitously there were 2 potential and strong candidates for consideration:
 - (i) Teresa Heritage. Teresa had indicated a willingness to join the Corporation and a special Search Committee meeting held on 6 December 2017 had considered her suitability, which they had strongly endorsed and recommended her appointment. Teresa was a busy local politician and there was some question whether her political interests could prove an obstacle, after discussion it was agreed to accept the recommendation with the proviso that the apolitical requirement for members should be included in her appointment letter. **(Action 10)**
 - (ii) Peter Thompson. Peter had indicated interest in joining the Corporation and had informally met the Chair. A Search Committee meeting would be arranged to consider his application.
 - (iii) Search Membership. Following Liz Bennet's resignation, a vacancy on the Search Committee exists. Potential candidates were invited to contact the Clerk for consideration at the next meeting *tbh* 12 February 2018. **(Action 11)**

a. The information was received.

b. Actions had been identified. (Table 39/17)

35/17 QUALITY UPDATE

The comprehensive Quality Update was considered and discussed;

- a. Corporate Audits. During this academic year 3 corporate audits had been completed, full reports were at Annex 1:
 - (i) English and Maths Functional Skills (EAMFS). The EAMFS provision was audited between 30 October and 2 November, led by a current Ofsted Inspector and 34 learning walks had been completed. Twelve "Strengths" and 10 "Areas for Development" had been identified and were fully detailed in the accompanying paper, all of which were noted. A full action plan, informed by the outcomes had been developed to build further on the improvements that had been noted and it was agreed that much remained to be done.

- (ii) Access to Higher Education (HE). The Access to HE provision was audited on 14-16 November, led by an appropriately qualified and experienced current Ofsted inspector. Seven learning walks had been completed. Seven "Strengths" and 3 "Areas for Development" had been identified and were fully detailed in the accompanying paper, all of which were noted. A full action plan had been developed to address the issues in the report.
- (iii) HE. HE provision was audited on 13-16 November, led by an appropriately qualified and experienced current Ofsted inspector. Twenty learning walks had been completed. Eleven "Strengths" and 5 "Areas for Development" had been identified and were fully detailed in the accompanying paper, all of which were noted. A full action plan had been developed to address the issues in the report.

Further Activity. Seven further audits were planned for the year and the details were noted.

b. Teaching Learning and Assessment.

- (i) Learning Walks (LW). There had been 172 (Learner Responsive (LR)) LW to 10 November 2017, these were tabulated by level and activity and were discussed; Members noted that the next round had started on 5 December. Full detail was at Annex 2.i. It was agreed that the information would be enhanced by further analysis and possible identification of common themes. **(Action 12)**
 - (ii) Observations. Detail of ER and Hertfordshire Family Learning Service observation were discussed and noted.
 - (iii) Personal Development Reviews (PDR). There was some discussion of the PDR arrangements and whether the time spent on the current process could be better applied. It was suggested that some direct liaison between students and the SMT might be valuable. **(Action 13)**
- c. Quality Improvement Plan (QIP). The QIP at Annex 3, had been informed by the College Self-Assessment Report (SAR), which had been approved at the last meeting; key areas for improvement were clearly listed in the document. Progress against the plan would be monitored at the monthly SMT meetings and reported to the Corporation.

a. The information was received.

b. Actions had been identified. (Table 39/17)

36/17 KEY PERFORMANCE INDICATORS (KPI)

- a. KPI. Performance against the challenging 2017/18 KPI (approved in July 2017) was tabulated at Annex 1 and was supplemented by textual updates, all were noted, the red-rated English and Maths attendance remained the challenge and the measures taken to improve it had been well rehearsed and assurances were given that focus on this issue would be maintained.
- b. Risk Management (RM). The Risk Register presented as a RAG rated table was considered. There were currently 15 Risks associated with the Strategic Themes, 1 High and 13 Medium and 1 Low; the information was noted.

The information was noted.

37/17 URGENT BUSINESS

There had been no urgent business requested.

38/17 DATE OF NEXT MEETING

The next meeting would be held at 1800 on 12 February 2018 at the Welwyn Campus.

39/17 ACTION TABLE

Action Table		Resp	Date
Action 1	28/17a. Minutes from 6 November to be electronically signed	Clerk	asap
Action 2	28/17d. IAS recommendation, college action endorsed.	PMc	wie
Action 3	28/17e. Search Committee minutes to next meeting.	Clerk	12.02.18
Action 4	32/17. Chairs action re AFS endorsed and approved.	All	wie
Action 5	33/17. Congratulation letter to Jamie D'Ath,	Chair	asap
Action 6	34/17a. JVC documentation to be amended.	PMc	
Action 7	34/17a. Sue Grant as Chair Elect.	All	wie
Action 8	34/17b. Expressions of interest in Vice-Chair to go to Clerk.	Clerk	asap
Action 9	34/17c. June Cory appointed as Chair of Search Committee.		
Action 10	34/17d. Teresa Heritage appointed subject to apolitical stance.	Chair	
Action 11	34/17d. Potential candidates for Search Committee to contact Clerk.	Clerk	
Action 12	35/17b(i) Learning walk analysis to be widened.	KS	
Action 13	35/17b(i) PDR process to be examined.	SMT	