



## OAKLANDS COLLEGE

Minutes of the Board meeting held at the St Albans Campus at 1800hrs on 9 March 2020.

<b>Present</b>	Christine Chisholm	Jean Fawcett	Philip Fulton
	Zoe Hancock (Principal)	Kerry Hood	Ginny Kerridge
	Peter Marshall	Tinshe Mutanhu	Neil Myerson (Chair)
	Rob Payne	Peter Thompson	Victoria Robertson
<b>In Attendance</b>	Laina Baftjari (Dir Curr)	Nicola Caiger (Dir I&P)	Ralph Devereux (Clerk)
	Ana Guimaraes (Dir Curr)	Harpreet Nagra (DP)	Paul McCormack (FD)(Items 62-64 only)
	Sian Williams (Dir Curr)		
<b>Apologies</b>	Sue Grant (Chair)	June Cory	

The meeting was preceded by an informal students/members networking forum the “speed dating” format where small individual groups of mainly residential students, and members held informal lively and interactive exchanges. The Chair thanked the students for their support in making the time so valuable.

### PART ONE

#### 62/19 ELIGIBILITY, QUORUM AND OPENING REMARKS

- a. The apologies were accepted. No notice had been received of any Member becoming ineligible to hold office, the meeting was quorate and there had been no interests declared.
- b. The Chair welcomed all to the meeting and asked that those who had participated in the pre-meeting event send him an email detailing the exchanges, he would then collate and circulate. **(Action 1)**
- c. The Finance Report would be considered as the first item to allow the FD to leave the meeting.

**a. The information was received.**

**b. Action had been identified (Register 73/19)**

#### 63/19 STANDING ITEMS

- a. The Minutes from the Corporation meeting (Part 1 & 2) held on 10 February 2020 were confirmed for electronic signature. (Delegated to Clerk) **(Action 2)**
- b. Minutes of the Audit Committee (AC) held on 2 March 2020. The minutes were explained by the Committee Chair and, Minute 14/19b was considered. There had been some feeling that the current 9 month interval between Corporation meetings and publication on the College website should be scrutinised, the thinking articulated in the minute. This had been considered by those Corporation members present following the recent Quality Advisory Group (QAG) meeting and they recommended that the policy should remain but held under review for re-examination in 12 months and that was agreed. **(Action 3)**

- c. Matters arising. There were no matters arising from either meeting.
- d. Actions. There were no actions outstanding from the previous meeting.

See referenced minute for full detail		Status
<b>Action 1</b>	48/19. Both Policies approved for implementation.	<b>Complete</b>
<b>Action 2</b>	49/19a. Last minutes confirmed for signature.	
<b>Action 3</b>	48/19b. Additional members sought.	
<b>Action 4</b>	51/19c. Adherence to regulations in the RR.	
<b>Action 5</b>	51/19f. Assumptions for 2020/21 budget approved (amended).	
<b>Action 6</b>	51/19g. Capital expenditure approved.	
<b>Action 7</b>	51/19h. Pay rise sequencing to be re-examined.	
<b>Action 8</b>	51/19h. Detail for IFM approved. 3-Year plan to Strategic day.	
<b>Action 9</b>	52/19. Comments on Measures of Success to Principal.	
<b>Action 10</b>	54/19a. PT re-appointed for 4 years.	

- a. The information was noted and received.
- b. Actions had been identified (Register 73/19)

## 64/19 FINANCE

- a. The management accounts (Annex 1) accurate to 31 January 2020 were considered and discussed; the accounts were noted as in scope. At the halfway point in the year the re-forecast situation was favourable with an overall positive variance of c£13k against budget; income was unfavourable by c£141k with all variances clearly tabulated, generally timing related; payroll expenditure was positive c£365k, non-payroll costs were positive by c£50k; again all variances were clearly tabulated. The balance sheet remained positive with a strong cash balance. Capital expenditure was £643k/£1m. The Management Accounts and the updated numbers were **noted**.
- b. Key Performance Indicators (KPI). The recently revised KPI schedule (Annex 2) had been considered and discussed at the last meeting and remained as presented. Financial Health was expected to remain at “Outstanding” for the current year with 250/300 points.
- c. Risk Management (RM). The Risk Register, at Annex 3, had recently been reviewed by the SMT (25.02.20) and AC (02.03.20); the scoring methodology leading to the residual grades summary on the “Heat Map” was explained in the document. The “Heat Map” was then scrutinised and the changes to M12 were explained and noted. There were currently 24 Risks associated with the Strategic Themes, 3 Red, 16 Orange and 5 Green, the information was noted. The RAG ratings were discussed and the RM detail was **noted**. **A new risk relating to the coronavirus had been added to the risk register – see 66/19 c.**
- d. Purchases over £100k. There was one purchase **noted**, for £365,419.20 to Wilmott Dixon Holdings Ltd (PSCA stage for Phase 2).

- a. The information was received.
- b. Action had been identified (Register 73/19)

### The FD left the meeting

## 65/19 QUALITY UPDATE

- a. Apprenticeships. The challenges faced by and corrective measures in apprenticeship delivery and the SAR judgement of Requires Improvement (RI) had been considered at the last meeting; several frameworks and one standard had now fallen below the Education and Skills Funding agency (ESFA) minimum standards for delivery. The consequent report (Annex 1) had been submitted and was noted, a response was awaited.
- b. An electronic presentation, delivered by the DP (Annex 4), included further background to teachers’ profiles and a breakdown of the sequence of the observation arrangements, including for probationary teachers, the teaching, learning and assessment (TLA) profile generally and re-observation criteria. Assurance was sought and provided that observed standards were progressively improving.

- c. Quality Advisory Group (QAG). The QAG had recently met and had considered a wide range of issues, the outcomes were explained, in particular:
- (i) the curriculum audit process had been amended to include more specific information on areas that “did not meet” requirements and how they would recover to “good” for the next Ofsted Inspection. There was then a lively discussion during which several challenges emerged, full and detailed replies indicated that curriculum areas were selected for audits using a risk-based system, designed to focus on lower achieving areas and this process had identified departments that merited “intensive support”. Associated measures, detailed in the document, were noted. Corrective action was discussed, informed by the accompanying papers and directed by members’ questions arising from the detail.
  - (ii) the wider ranging “Governors’ Advisory Pack” was being drawn together to inform individual members of relevant issues which would provide useful background for Ofsted enquiries. Answers to simple questions, such as how best to describe college culture would be included. It was also important that members generally understood students’ philosophy and driving forces and the effect for example of others’ behaviour on the learning environment.
  - (iii) Curriculum Mapping (Annex 2) was considered at some length, and the exchanges would inform content of a wide ranging information suite, to be presented to the Corporation at the 5-6 training session before the meeting in May. **(Action 4)** The numbers of the grading’s had been correct at the time of drafting and they had improved and it was important to know that the detail related to internal assessment processes and were not directly related to Ofsted criteria. The DP explained that Annex 2 was prepared on the basis that it was to show, internally, progress towards perfection in the aims that the Quality team had for each subject area. As to whether the college would be able to secure a “good” rating, the DP advised that it was not necessary to achieve “good” in all areas, to achieve an overall “good”. The DP made it clear that there was detailed supporting documentation to demonstrate to inspectors the considerable changes made and the progress achieved. It was accepted that the area with a large cohort, was an area which was a source of concern, but not necessarily a bar to securing an overall “good”.
  - (iv) MiDES and IDSR provided in-year benchmarked intelligence reports on key themes (recruitment, curriculum, value added progress measures, retention and progression).The detail at Annex 3 provided valuable comparative data.
  - (v) Further queries around provision of data generally to inform Members arose and after discussion it was agreed to consider the practicality of detailing a “data menu”, elements of which would be sequentially presented. **(Action 5)** It was also agreed that such data could be posted and updated on-line and considered out of meetings. **(Action 6)**

The final assurance on these detailed considerations was that progress was evident and could be evidenced to the inspectors, the strength of the progress was growing and would continue to do so.

- a. **The information was noted and received.**
- b. **Actions had been identified** (Register 73/19)

## 66/19 PRINCIPAL’S REPORT

The Principal’s Report updated on points not included on the agenda or considered elsewhere, the report had been circulated well in advance of the meeting and was received but of particular note were:

- a. Key Performance Indicators (KPI). The KPI (Annex 1) were studied and discussed; individual performance movements were considered and attendance at 87% was noted.

- b. Further Education Commissioner (FEC) Report. (Annex 2) included detail on 2 colleges with significant spontaneous deficits and 4 which had moved into formal FEC intervention.
- c. HAS. The HAS annual report would be considered later in the meeting however the Covid-19 (Coronavirus) issue was currently under review with government and wider advice being continuously monitored from a wide range of local and national sources; management was acutely aware of the need for constant readiness for necessary action. There were specific plans established for residential students. Advice to all at college was regularly updated and there were a few self-isolation cases.
- d. This was the elected staff member Peter Marshall's final meeting before he left the College and the Principal recorded personal thanks for his support and contribution; a sentiment echoed by all and he was wished well for the future. **(Action 7)**

**b. The information was received.**

**b. Action had been identified (Register 73/19)**

## 67/19 CURRICULUM

The Curriculum Development Plan was considered; the planning framework was fully detailed, informed by the accompanying document; the 5 fundamental principles; the key national influencers were integrated and fed through the 5 cycles of the Curriculum Development Framework. This led into the Development and Timeline for the coming year. The effect of the Department for Education (DfE) Education Reforms, which had withdrawn funding from some older and redundant Qualifications and Credit (QCF) qualifications to support transition to new Regulated Control Framework (RQF) qualifications was considered, informed by:

- a. Annex One. Study Programme Hours;
- b. Annex Two. Timetabling Protocols; and
- c. Progression Plan. The current state of the planning and provision included in the Progression Plan was noted.

During discussion of the presentation the answer to the question of "what is the learning experience like at this college" was raised (see also 65/19) **(Action 8)**. The process for internal progression, designed to smooth the transition, was complimented. Although comments had been raised in the pre-meeting discussions with students that external progression to Higher Education (HE) was less robust; that matter would be followed up but the revised processes detailed within this presentation would resolve such issues.

**c. The information was received.**

**b. Action had been identified (Register 73/19)**

## 68/19 ENROLMENTS

Members were reminded of the extant application and support processes, the discussion was informed by,

- a. Annex One. First choice application trends;
- b. interview evening statistics (Welwyn Garden City (WGC)); and
- c. interview evening statistics (St Albans)

As at 27 February there had been 1747 first choice applications (2019 – 1685). Whilst some areas had seen a significant increase (see Annexes) , there were 6 (highlighted in red) that were less popular; applications led into "Interview Evenings" (Annex 2&3) which were held regularly between November and June and outcomes from these events were analysed. The format of these evenings was currently under review and the outcome would be brought to the Corporation for comment. **(Action 9)**. The detail prompted a full discussion. In response to queries it was explained that enrolment and marketing processes were integrated and reactive, enrolment patterns prompted changes to address and appeal to changed target population; the process for determining individual departmental enrolments had been considered in the previous Item. The Student Progression Plan (Annex 4) was also noted and welcomed as

complementing comments made in the previous item. The enrolment issue would be more fully explored and wider information on process, including number of new enrolments and progressions would be presented. **(Action 10)**

**a. The information was received.**

**b. Action had been identified (Register 73/19)**

**69/19 EMPLOYER ENGAGEMENT (EE)**

The Apprenticeship allocation and associated performances were fully detailed in the paper and were noted. The newly appointed Business Development Manager had introduced an exciting marketing programme together with a detailed study into financial effectiveness. The employer satisfaction survey was imminent, with an interim sounding being taken in this month and a comparative analysis in July, which would inform how the revised employer engagement strategy had been received, the results would be included in the next EE report to the Corporation.

**The information was received and noted.**

**70/19 HAS**

a. Annual Report. The HAS Committee with wide-ranging responsibilities met each half term and was supported as necessary by qualified advisers. The SMT received comprehensive monthly reports including detail of all accidents, incidents and “near misses”, total for 2019/20 – 166 (2017/18 – 184) and training on accident recording continued; none had been RIDDOR reportable. The Discovery Centre fire had been fully considered in the document. Significant risks were specifically included in the HAS action plan. The IAS had completed an audit in December 2018, resulting in 3 medium and 3 low recommendations, and a follow up is planned in May to verify the actions. There was a discussion around the timing of the annual report and it was agreed as more appropriate to receive the information at the end of the academic year at the July meeting. **(Action 11)**

b. Policy. The HAS Policy had been amended to include a wider range of staff and visitors in the scrutiny and enforcement of the requirements and these changes addressed some concerns raised at the last AC meeting. The Document had been separated and:

(i) the Policy was at Annex 1; and

(ii) the HAS Statement was at Annex 2. The Statement contained clear indications of matters which were the direct responsibility of the Corporation. The future reports would make clear that the Corporation requirements had been met to provide assurance.

It had been rigorously scrutinised and validated throughout the amendment process and was now presented for approval, which was unanimously agreed. **(Action 12)**

**a. The information was received.**

**b. Actions had been identified. (Register 73/19)**

**71/19 URGENT BUSINESS**

There had been no urgent business requested.

**72/19 DATE OF NEXT MEETING**

The next meeting would be held at 1800 on 11 May 2020.

**73/19 ACTION REGISTER**

See referenced minute for full detail		Resp	Date
Action 1	62/19b. Exchanges with student detail to Chair.	all	asap
Action 2	63/19a. Last minutes (10.2.20) confirmed for signature.	Clerk	wie
Action 3	63/19b. Confirmed minutes posted to web after 9 months.		
Action 4	65/19c(iii). Curriculum Mapping to Strategy Day. Pre meeting Training May	ZH	11.05.20
Action 5	65/19c(iv). Sequential “data menu” to be considered.		asap

Action 6	65/19c(iv). On line data detail for remote information tbc.		
Action 7	66/19d. PM thanked for contribution and wished well.		<b>wie</b>
Action 8	67/19. Wider detail oh the college ethos to be informed.		
Action 9	68/19c. Revised Interview Evening format to Corporation.		<b>asap</b>
Action 10	68/19c. Enrolment processes to be further considered.		
Action 11	70/19a. HAS Annual Report presented at end of academic year.		<b>13.07.20</b>
Action 12	70/19b. HAS Policy approved.		<b>wie</b>