



OAKLANDS COLLEGE

Minutes of the Board meeting held at the WGC Campus at 1700hrs on 9 December 2019.

Present	Christine Chisholm	June Cory	Jean Fawcett
	Philip Fulton	Sue Grant (Chair)	Zoe Hancock (Principal)
	Kerry Hood	Ginny Kerridge	Peter Marshall
	Tinashe Mutanhu	Neil Myerson	Rob Payne
	Victoria Robertson	Peter Thompson	
In Attendance	Laina Baftjari (Dir Curr)	Nicola Caiger (Dir I&P)	Ralph Devereux (Clerk)
	Steven Fox (Dir HE)(31&32/19 only)	Ana Guimaraes (Dir Curr)	Harpreet Nagra (DP)
	Paul McCormack (FD)	Sian Williams (Dir Curr)	

The Chair welcomed all to the meeting and explained that some items would be taken out of agenda order.

PART ONE

31/19 ELIGIBILITY, QUORUM, DECLARATION INTERESTS AND MEMBERS

- a. No notice had been received of any Member becoming ineligible to hold office, the meeting was quorate and there had been no interests declared. (Standing Sue Grant UH/UCSA).
- b. re 32/19e. The S&G Committee recommendation that Philip Fulton be appointed as a General Member for 2 years was unanimously accepted and he joined the meeting; all then introduced themselves. **(Action 1)**
 - a. **The information was received.**
 - b. **Action had been identified. (Register at 41/19)**

32/19 HIGHER EDUCATION (HE) (OUT OF AGENDA ORDER)

- a. University Campus St Albans (UCSA). A brief verbal explanation of the background and status of the UCSA, which provided for a different student profile from Oaklands HE informed the new members and led into an explanation of the current position and events. These were listed in the accompanying document and were individually considered. Nine programmes, (6xdegree and 3 accreditations) and 5 initiatives were being delivered or under development, these were explained and informed by detail in the accompanying paper. In summary UCSA was performing well and “punching above its weight” particularly with respect to degree apprenticeships and in the construction sector. The five ongoing focuses were explained and welcomed.
- b. Oaklands HE. The Office for Students (OfS) require assurance that the Corporation has fully considered action for continuous improvement of student experience and outcomes through appropriate methodologies. Detail below, fully explained the HE arrangements at Oaklands and each item was considered and discussed. The separate ownership of HE provision between UoH and the College, governance arrangements and student numbers, were fully tabulated together with outcomes of student surveys and were explained informed by comparative data in the appendices. The Report, which concluded with a Summary of Key achievements and Areas for Development, was received together with the

OfS Regulatory Checklist, enhanced monitoring for Condition B3 was particularly noted (Appx 1). The OfS letter at Appx 2 confirmed regulatory compliance and the B3 action plan was at Appx 3. The written data together with the verbal and positive update led to unanimous agreement of necessary assurance, which would be reinforced through IAS scrutiny in the coming year. **(Action 2)**

- a. **The information was received.**
- b. **Actions had been identified** (See table at 41/19 below)

The Dir(HE) left the meeting.

33/19 STANDING ITEMS

- a. The Minutes from the Corporation meeting (Part 1 & 2) held on 11 November 2019:
 - (i) re 18/19 Action 3. Correction (NM to S&G Chair not AC); and
 - (ii) 19c. After **(Action 7)** the following text was inserted “*Members were disappointed to see the decline in the self-assessment grade for adults and apprenticeships. They asked management to ensure that this, as well as study programme concerns, were clearly targeted in the Quality Improvement Programme (QIP). The QIP was to be brought to the next Corporation meeting so that members could scrutinise to ensure sufficient and timely action was being taken. (Action 8) After approval, the SAR became the source document for the QIP.*”

The minutes were then confirmed for electronic signature. (Delegated to Clerk) **(Action 3)**

- b. Matters arising. There were no matters arising from the Corporation minutes.
- c. **Actions.** There were no actions outstanding from the previous meeting:

See referenced minute for full detail.		Status
Action 1	16/19. ROI to be circulated to members.	Completed
Action 2	18/19a. Last minutes (14 October 2019) confirmed for signature.	
Action 3	18/19b. Regularity documents and SAR posted to Diligent.	
Action 4	18/19c. Urgent Business agreed	
Action 5	19/19a. SCIF value and “Workstream 1” detail to be circulated.	
Action 6	19/19c. Disruptive behaviour to be investigated.(comment below)	
Action 7	19/19c. SAR approved.	
Action 8	20/19a. Draft outturn noted.	
Action 9	20/19d Purchases >£100k approved.	
Action 10	20/19e. Risk grading of P2 to be reassessed.	
Action 11	24/19a. Include EAD Committee minutes in Principal’s Reports.	In progress
Action 12	24/19b. EAD Policy approved.	Completed
Action 13	25/19. Use of College Seal Approved.	

- (i) Action 6 was verbally confirmed with the student members and Dir Curr (SW); and
 - (ii) Action 11 to be posted to Diligent.
- d. Audit Committee (AC) Meeting (02.12.19) (unconfirmed). The AC Chair explained that in future the Committee would hold “Closed” sessions with both sets of auditors immediately before each meeting and would give additional attention to Risk Assurance. The last meeting had discussed a wide range of issues and Corporation members were asked in particular to note the committee recommendations in regard of:
 - (i) the External Auditors’ Annual Report including the Management Letters, and the Annual Financial Statements (AFS) (To inform Item 6);
 - (ii) the AC Annual Report to the Corporation (to inform Item 6), Para 9 of the Report included comments regarding the Mock Funding Review, which would be referenced in Item 6;
 - (iii) the RM Annual Report to the Corporation (to inform Item 6);
 - (iv) the IAS Annual Report (Not attached - to be circulated).**(Action 4)**

All were noted.

- e. Search and Governance Committee (S&G) Meeting (21.11.19) (unconfirmed). The S&G Committee Chair explained the outcomes of the Committee meeting; Philip's membership was confirmed as a General Member for 2 years (09.12.21) and he had already joined the meeting. **(See Action 1)**

- a. **The information was received.**
- b. **Actions had been identified (Register 42/19)**

34/19 QUALITY UPDATE

- a. The Quality Improvement Plan. (QIP) The QIP at Annex 1 and circulated in hard copy, had been informed by the College Self-Assessment Report (SAR), which had been approved at the last meeting and was attached at Annex 3, hard copies of this were also circulated together with tabulated information by relative size of provision type and numbers. Corporation were reminded that in October they had been provided with the self-assessment grade of each department which informed each departments Quality Improvement Plan. Many Corporation members had been present at the Self-Assessment panels where they had the opportunity to talk to students about their experience and be part of the judgements reached. In November Corporation then approved the College Self-Assessment Report where they expressed particular concern with the adult and apprenticeship provision. The QIP did address the issues raised in relation to this. The Plan addressed the Ofsted Education Inspection Framework (EIF) and had been updated to include identified key weaknesses, areas for improvement, including apprenticeship provision, all clearly listed in the document. Detail had been condensed to bring the necessary action into sharp focus with "Leads", completion dates, "Impact" measures and monitoring intentions clearly specified. The plan was flexible and living, to cater for differing achievement rates, with previously identified challenging areas requiring more time. Intensive support with rapid turnaround, identified from areas such as curriculum audits and student review boards would be the intention, with consequent evidence of impact clearly recorded. Such action was already in progress and it was agreed to bring the associated mapping data to the next meeting. **(Action 5)** Results against the plan would be monitored through a wide variety of processes and the information would be reviewed at monthly SMT meetings and reported to the Corporation. An offer of direct assistance from Members prompted a request for more learning walks and that would be forthcoming. **(Action 6)** There was a full discussion including reflection of the Ofsted Progress Report and the effect that had on the QIP. There was some consideration of the challenges associated with student destinations and assurance was provided that progress had been made. The QIP was approved. **(Action 7)** Members would be circulated with individual Ofsted support information packs including key college documents; the College was now stronger and more robust generally as a result of the continuing hard work. Corporation were informed that an interim Director of Apprenticeships and Quality had been employed until the academic year to make sure that there was rapid progress made in the apprenticeship provision to ensure all actions would be taken in a timely manner. Corporation welcomed this additional resource and focus.

- b. Student Review Boards (SRB). The first SRB had 3 objectives related to:
 - (i) student progress (5 areas);
 - (ii) identification of necessary cross-college interventions; and
 - (iii) Identification of emerging parameters to support a range of organisational issues.

The nine outcomes and eight associated actions from SRB1 were listed and informed discussions. It was agreed that these would be linked to the relevant actions in the QIP and would form part of the monitoring impact on the QIP moving forwards **(Action 8)**

- c. Teaching Learning and Assessment (TLA). A total of 169 teachers had been observed during the first six weeks of the year; 149 (88% - 2018 79%) had met expectations and were working with Quality Improvement Facilitators (QIF) to improve further, the remaining 19 (12%) who did not meet (DNM) were in remedial support and one had left. Curriculum audits

were now underway and had identified likely themes for Ofsted “deep dives” which had been contextualised around the Intent, Implementation and Impact (3 “I”s) philosophy. The first risk based audit had been Sports and Public Services, whilst individual lessons observed had “met” EIF expectations but Sport as a whole had not met expectations since Intent and Implementation had insufficient Impact. Further work was concluded and a full report was planned for the next Quality Advisory Group (QAG) meeting.

- d. First Impressions Survey. Headline data from the first impressions survey (2516 students) had been drawn together and was discussed; the outcome had been positive indicating higher levels of satisfaction with the College T&L and safety. Dissatisfactions had generally, been internally identified and would inform in year and next year’s processes together with improvements to interview and IAG and student support. Survey questions had been tabulated and RAG rated and were at Annex 2.
 - a. **The information was received.**
 - b. **Actions had been identified (Register 41/19)**

35/19 FINANCE

- a. The management accounts (Annex 1) accurate to 31 October 2019 were then considered and discussed. The situation was favourable, an overall year variance of c£13k against budget; income was unfavourable (-£259k) with the variances fully detailed and explained, payroll expenditure showed savings of c£272k. Non-payroll costs were negative all variances were clearly tabulated. The balance sheet remained positive with a strong cash balance. St Albans campus development fund stood at c£13m. Identified Risks and Opportunities were listed and individually discussed. Assurance was given that the policy of a “break even” outcome for the accounts still held and the accounts and the update were noted.
- b. KPI. The revised schedule was at Annex 2 and the strong performance against each was fully examined in the accompanying paper; of particular note was the “Outstanding” financial health with 250/400 points.
- c. Purchases over £100k. There were no purchases over £100k for consideration.
- d. Risk Management. Current inherent impact and likelihood scores were assessed for each overall risk rating, controls and actions were then applied and the residual grading determined and displayed on the “Heat Map” table. Changes since the previous meeting and from the AC Meeting were summarised. There were 3 Red risks, 16 Amber and 5 Green. After discussion it was agreed to add an OfS associated risk to the Register. **(Action 9)** If any member required a hard copy of the Register then they should contact the FD. The Register was noted.
- e. AC Annual Report. The Annual Report was to assure the Corporation that their statutory responsibilities were being met and to inform consideration of the AFS for approval. The Committee opinion had been formed after due deliberation of the IAS annual report and the External Audit information; the report was noted and received.
- f. Internal Audit Service (IAS) Annual Report. The IAS Annual Report had informed the AC Recommendation regarding the signature of the AFS and would be circulated to Members. **(Action 10)** Members’ attention was directed to AC Minute 03/19 which considered the Committee consideration of the mock Funding Audit; there would be a further IAS test of the area early in the New Year and that would be reported to the next meeting. Corporation reaffirmed the concern raised by Audit Committee around the outcome of the mock audit and asked Management to ensure that this was given high level focus and scrutiny. **(Action 11)**
- g. AFS. The accounts, essentially unchanged from those considered at the last meeting, had been closely scrutinised page by page by the AC and the document was explained and closely scrutinised, both the AFS and the Regularity audits had been unqualified; the following issues were noted,
 - (i) one observation relating to review of manual journals had been agreed; and

- (ii) thanks on the frank and open way in which the audit had been completed were recorded

After these considerations, it was unanimously agreed to accept the AC recommendation and the AFS was approved for signature. **(Action 12)**

- h. Letter of Representation. The AC had recommended that the letter of representation be signed and that was accepted.
- i. 3-year Financial Plan. The 3-year Financial Plan would be considered at the next meeting. **(Action 13)**

- a. The information was received and noted.**
- b. Actions had been identified. (Table 41/19 below)**

36/19 PRINCIPALS REPORT

The Principal's Report had been circulated, the following information was particularly considered:

- a. KPI. KPIs were detailed and signposted to the appropriate papers were noted, and listed at Annex 1; Corporation were pleased to note the impact of the quality improvement actions that had been made which had led to much improved attendance this year, particularly in relation to English and maths attendance. They also welcomed the work that had been done by the Quality Improvement Facilitators which meant that many more teachers were now meeting expectations in observed sessions.
- b. Investors in People (IiP). The IiP team had completed a review in the week of 18 November and had been impressed with the actions taken to address previous comments; the formal report had not yet been received but they had confirmed Oakland's "Silver" status and recommended to start towards "Gold" accreditation;
- c. Oaklands Student Union (OSU). The OSU had held their first student voice day, items considered were detailed in the document and were noted. The SLT had also met a group of students and during an open exchange had gained much detail to inform improvements. OSU members would meet the Corporation at the February or March meetings.

The information was received and noted.

37/19 COMMERCIAL UPDATE

The self-explanatory Commercial Update was considered. Information re the commercial activities was clearly detailed in the paper and was noted. Detail of the 4G pitch was discussed and the importance of appropriate HASAW measures was noted.

The information was received and noted.

38/29 GOVERNANCE

The current skills matrix and Register of Interests had been circulated for information. Comments from the former would inform future Members' CPD and profiles for potential members.

The information was received.

39/19 URGENT BUSINESS

There had been no urgent business requested,

40/19 DATE OF NEXT MEETING

The next meeting would be held at the St Albans campus 10 February 2019.

41/19 ACTION REGISTER

See referenced minute for full detail.		Resp	Date by
Action 1	31/19b. PF welcomed as a general member (09.12.21)	Clerk	wie
Action 2	32/19b. HE Assurance through IAS audit in 2020.	Dir (HE)	10.02.20
Action 3	33/19. Last minutes confirmed for signature.	Clerk	wie

Action 4	33/19d(iv). IAS Annual Report to be circulated electronically.	FD	asap
Action 5	34/19a. Mapping data to next meeting.	DP	10.02.20
Action 6	34/19a. Members to complete more learning walks.	Chair	wie
Action 7	34/19a. The QIP approved.	DP	
Action 8	34/19b. SRB outcomes to inform QIP.	FD	10.02.20
Action 9	35/19d. OfS risk added to Register.		
Action 10	35/19f. See Action 4.		
Action 11	35/19f. Detail of further Funding Audit to next meeting.		
Action 12	35/19g. AFS Approved for Signature		
Action 13	35/19i. 3-year Financial Plan to next meeting.		