



OAKLANDS COLLEGE

Minutes of the Board meeting held at the WGC Campus at 1800hrs on 11 November 2019.

Present	Christine Chisholm	June Cory	Sue Grant (Chair)
	Zoe Hancock (Principal)	Kerry Hood	Ginny Kerridge
	Rob Payne	Tinashe Mutanhu Victoria Robertson	Neil Myerson Peter Thompson
			Ralph Devereux (Clerk)
In Attendance	Ana Guimaraes (Dir Curr)	Harpreet Nagra (DP)	John McMahon (TT MD) (Items 16&17)
	Sian Williams (Dir Curr)	Laina Baftjari (Dir Curr)	Nicola Caiger (Dir I&P)
Apologies	Jean Fawcett	Paul McCormack (FD)(Attendee)	Peter Marshall

The Chair welcomed all to the meeting, in particular Tinashe Mutanhu and Victoria Robertson the Student Representatives to their first meeting.

PART ONE

16/19 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. The Register of Interests was currently being updated and on completion would be circulated to all members. **(Action 1)**

- a. **The information was received.**
- b. **Actions had been agreed. (Register 27/19)**

17/19 TOGETHER TRAINING (TT)(out of agenda order)

- a. General. The briefing was introduced with a reminder of the TT Board membership (the Principal, The DoF and Ginny Kerridge) and the consequent interests were noted. Access to £133m of levy funds had been lost as deadlines were overtaken, this had resulted in a surge in activity as employers tried to limit their losses The Institute of Apprentices had introduced 504 new standards and it was hoped that, as the breadth of training available became clear, increased applications would result. The MD had recently attended training on issues including the “levy transfer” procedure, which was working well in certain focused areas of the country; particularly Small and Medium Enterprises (SME) who were working with new providers although there was still some uncertainty over the April 2020 deadline. Locally, strong prospects included the SWR Group in Hemel Hempstead (HH), and JMP at Watford, levy transfer partners included University of Hertfordshire (UoH) and Hertfordshire County Council (HCC). There were now 99 employers on TT books, 126 apprentices had been profiled and £842k contract value had been delivered. The current number of 83 apprentices was expected to grow to 102 in line with the forecast. Replying to a query the differences between “Standard” and “Framework” provision was explained; all of the latter provision would cease by the end of 2020. Members were reminded that TT was not generally a “sub-contractor” save in some limited and specific construction areas, which were the subject of separate agreements.
- b. KPI. The Performance Dashboard was scrutinised and it was noted that Attendance, Retention and TLA were Amber while all others, including EAM were Green. These

numbers were discussed and noted; retention was particularly good partly due to the strength of the induction process.

- a. Ofsted Visit. The initial Ofsted visit report and had now been received and had focused on 3 key themes:
- (i) Leadership, how had leaders ensured meeting all requirements? (Reasonable Progress) Ofsted had confirmed that TT met local needs and triangulated well with employers, enrolment skills scans, end-point assessment processes and evidence, progression and recording were all sound. Development: more evidence of OTJ/improvement comparison with skills scan and individual skills development;
 - (ii) Training Quality and Outcomes, how had high-quality training leading to positive outcomes been progressed? (Reasonable Progress) Ofsted had confirmed that TT apprentices used acquired skills in workplace, Inspectors observed good challenge and use of OJT. Development; new learning and job impacts, OJT processes and scrutiny of work with new skills; and
 - (iii) Safeguarding, how had safeguarding arrangements been effected? (Significant Progress). Ofsted had confirmed that SCR, training and development all up to date. A full inspection would follow within 2 years.

Members took comfort from a sound report, which, together with the financial contribution now being made to the partner colleges, justified the establishment of the company and thanks were recorded for the commitment of all involved.

**The information was received.
The TT MD left the meeting.**

18/19 STANDING ITEMS

- a. The Minutes from the Corporation meeting (Part 1 & 2) held on 14 October 2019 were confirmed for electronic signature. (Delegated to Clerk) **(Action 2)**
- b. Matters arising. Re 09/19b. Governance. The Chair of the Search and Governance (S&G) Committee confirmed that comments on the Corporation Regularity Documents and the SAR invited at the last meeting had now been incorporated and the amended versions would shortly be posted to Diligent.**(Action 3)**
- c. Actions. There were no actions outstanding from the previous meeting:

See referenced minute for full detail.		Status
Action 1	01/19c. SG to remain as Chair for 2019.20	Complete
Action 2	02/19a. Last Minutes (08.07.19) confirmed for signature.	
Action 3	02/19e. Chair's action approved. (NM to AC Chair).	
Action 4	03/19c. Detail on "Orders > £100k" to be widened.	
Action 5	03/19d. Quarterly investments approved.	
Action 6	03/19e(i). RR approved.	
Action 7	03/19e(i). Enrolment numbers report to Nov/Dec meeting.	Item 8
Action 8	03/19e(ii) RM Policy(Annex 5) reviewed and agreed.	Complete
Action 9	03/19f. Insurance arrangements to be extended.	
Action 10	03/19g(i). "Bourneville" response approved.	
Action 11	03/19g(ii). Regularity Report revision approved.	
Action 12	05/19. SLT scrutiny report outcome to Corporation.	Continuing
Action 13	06/19c. Detail to enhance Action 7 to be provided.	Item 8
Action 14	07/19a. Engagement opportunities to be circulated.	Complete
Action 15	07/19a. Survey research and apprenticeship data to next meeting.	2219
Action 16	08/19. JC & Dir(I&P) to research "Safeguarding" elements.	In progress
Action 17	08/19. Safeguarding Policy approved.	08/19
Action 18	09/19a. All Corporation Regulatory Documents approved.	17/19b
Action 19	09/19b. Corporation SAR provisionally approved.	

- d. It was agreed to consider use of the College Seal as Urgent Business. **(Action 4)**

- a. **The information was received.**
- b. **Actions had been identified** (Register 27/19)

19/19 **QUALITY UPDATE (INC SELF ASSESSMENT REPORT (SAR))**

- a. Strategic College Improvement Fund (SCIF). The SCIF initiative had provided an opportunity to:
 - (i) improve the quality of the provision; and
 - (ii) mobilise and strengthen improvement capacity within the sector.

Oaklands had received the grant in October 2019 and the considerable and successful partnership with West Herts College (WHC) was completing a successful programme, of which one notable element had been development of the “independent learning profile” an essential tool for, amongst other aims, individual indicators of progress and future study parameters; details of the programme, tabulated in the “Project Timeline” were explained and discussed. The Quality Assurance Group (QAG) had overseen the advances, which would be externally moderated before the end of term. In response to a query on the total spend on the initiative it was agreed to circulate details electronically, together with updated details on “Workstream One” content. **(Action 5)**

- b. Key Performance Indicator (KPI) comparisons against the same time last year had been tabulated to evidence progress. The full KPI report was then discussed and the clear progress was welcomed.
- c. SAR. Completion of the SAR was a complex and detailed process reflecting the widest possible input and interests to ensure responsive, high quality and relevant provision and the narrative, by individual teaching area had been supplemented by a comprehensive suite of tabulated data; all areas had been graded as Requires Improvement (RI)(Grade 3) other than High Needs provision which was judged Outstanding. Despite this cautious classification the considerable distance travelled in comparison to the position at the same point last year was clearly evidenced in the KPI extract at the conclusion of the Background detail in pare 2.1.4. Student member input confirmed that teachers’ expectations were considerably higher than at this time last year; some incidents of disruption to learning by students were still apparent and it was agreed to investigate the background to that comment. **(Action 6)** This progress had been ruthlessly evaluated and the overall judgement that the results were on the cusp of achieving a higher grade was accepted; the 16-18 numbers either met or exceeded the benchmark and were particularly welcomed. Less heartening issues such as adult attendance and performance were also discussed and noted. The tabulated and RAG rated detail informed a detailed discussion including consideration of work experience. Overall it was agreed that the assessment was honest and justified and the SAR was approved **(Action 7)** After approval, the SAR became the source document for the Quality Improvement Plan (QIP)

- a. **The information was received and noted.**
- b. **Actions had been identified.** (Table 27/19 below)

20/19 **FINANCE REPORT**

- a. Draft Annual Financial Statements (AFS) 2018/19. The draft AFS were discussed, the audit process had been uneventful and a sound outcome appeared likely. The document comprised a narrative, informed by comprehensive graphical and tabulated detail, including full information on all pension commitments and the positive surplus, in line with former advice, was welcomed. The last accounts scrutinised by the Corporation, on 14 October, showed a provisionally determined management outturn surplus c£21k and this has remained the same. There was a slight change to the previously reported financial statement outturn due to pension and property disposal adjustments.. The previously agreed position on the use of reserves for the capital project was re-affirmed and the minimum reserve of £4m remained. The associated Statement of Comprehensive Income (SOCI) (Annex 1) was explained and noted. The full AFS would be considered by the Audit Committee at the meeting tbh on 2 December 2019 and then presented to the Corporation on the 9th. The draft and the outturn was noted. **(Action 8)**

- b. Management Accounts (Annex 2). The management accounts were presented as a comprehensive narrative supported by tabulated data. The detail accurate to 30 September 2019 was then considered and discussed. The current position was a favourable variance of c£290k against budget; total income was favourable. Payroll expenditure was positive by c£91k, non-payroll variances were clearly detailed in the narrative. The accounts were then generally discussed. The balance sheet remained positive. The accounts and the cash information were noted.
- c. 2019/21 Risks and Opportunities. The lower than expected enrolment numbers had prompted some immediate savings. The 3-year plan tbc in detail at the next meeting would be informed by:
 - (i) in the coming year, Individual Learning Records (ILR) submission and the link between the number on roll and funding would be further considered; and
 - (ii) in 2020/21, the critical element, mitigation of the lower expected income (recent 16-18 enrolments), depreciation from St Albans development and the consequent cash flows.

Members would be updated on Risks and Opportunities throughout the year.

- d. Purchases (Annex 3). Expenditure in excess of 100k required Corporation approval, (generally delegated to the Principal if outside the approved budgets) and accordingly two were considered associated with the Local Plan:
 - (i) Montagu Evans LLP £150k; and
 - (ii) DLA Architecture £179.05k

Both were noted and endorsed, the structure to deal with Local Plan issue was now in place. **(Action 9)**

- e. Risk Management (RM). The Risk Register presented as a RAG rated table at Annex 4 had been reviewed by the SMT on 15 October. The last meeting had considered whether the forthcoming Ofsted Inspection should feature more prominently and the SMT had agreed; accordingly, the "People 2" (P2) residual risk had been increased to "High"; It was noted that the heat map showing the movement of the risk was incorrect (Likelihood and Impact ratings had been confused) and were not in line with the supporting detailed risk register. This will be corrected by the Finance Director. **(Action 10).**

a. The information was received and noted.

b. Actions had been identified. (Table 27/19 below)

21/19 PRINCIPALS REPORT

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

- a. KPI. KPIs were detailed and signposted and the appropriate papers were noted, and listed at Annex 1, particular points were:
 - (i) People. All people measures remained in scope;
 - (ii) Finance. The Finance Report had been noted and received. As discussed at the last meeting a full enrolment and funding report would be presented to the December meeting to inform consideration of the 3-year financial plan. Mitigation re the enrolment results had been applied during preliminary planning.
 - (iii) Curriculum. Attendance, including EAM had significantly improved through application of the revised attendance monitoring policy and 86% of teaching observations now met expectations. A small number of observations (8) had not taken place, mostly due to the sad and unexpected incident considered below, but these would be completed before the end of term
 - (iv) Partnerships. Corporation attendance was currently 91%.
- b. Stakeholder Activities. Four local event had directly involved the College and each was individually considered.

- c. People. Members were briefed on people events including the sad information that Surinder Juneja had unexpectedly died and appropriate support had been established for students and colleagues. Social and developmental events were detailed and explained including the initial open coffee morning – an exchange forum between the Principal, the HR Director and staff. Sir Frank McLaughlin's work with the senior leadership team was discussed and welcomed. As required by the last meeting full detail on actions taken after the IT fraud was discussed and mitigation action was noted, more detail included in the next paragraph. The process to inform students how to register on electoral roll were explained; personal tutors would be provided with a comprehensive brief to deliver to all.
- d. IT Security. Full detail was provided on an attempted hacking of the college web-site which is externally hosted; there had been no monetary loss, or misuse of personal data. The attempt had been to hijack the platform to facilitate transmission of a football match. A full forensic analysis had been completed and actions were being taken by the external company to enhance their security measures. The incident following that reported at the last meeting was being given the highest focus.

The information was received and noted.

22/19 STUDENT INCLUSION AND PROGRESSION

The Report included detail of student voice, careers, 14-16 students and the residential provision. Details of the refreshed Student Union and their planned focus for the year were received; the Presidents for the St Albans and Welwyn campuses, Tinashe and Victoria respectively had been welcomed as Corporation members. Previously advised improvements and refocus to the Student Services team would enable fulfilment of the "Gatsby Benchmarks" (detailed in the paper) as required by the end of 2020 and achievements during the half-term and plans for the next, were explained and received. Members were reminded of the exceptional circumstances in which students aged under 16 would be accepted; there were currently 30 on roll with attendance at 80% and the 14-16 co-ordinator was continuously and actively involved with their wellbeing and performance. Association and participation with local agencies were discussed and noted. Residential students had settled in well, with no incidents, other than sporting injuries to report; attendance at 93%, 5% above the College average was noted and welcomed. The student, considered at the last meeting, for poor attendance had been sent home to recuperate from a sports injury and would continue to be closely monitored.

The information was received.

23/19 APPLICATIONS AND ENROLMENTS

Discussions at the previous meeting had prompted the detailed consideration of the enrolment processes, emerging issues and changes to future practice. The traditional cycle was fully described and discussed including application systems, interviews process, how the enrolment process was established each year and finally how the actual enrolment was achieved supported by four detailed and specialised annexes containing tabulated data. Differences for those progressing or returning students were explained. Marketing processes were included. This led into consideration of feedback from the 2019/20 process and consequent planned improvements for 2020. Further analysis would continue and members updated on progress. The collateral effect of low enrolment and funding prompted this important issue as a high priority and competition from schools sixth forms and other agencies was well realised.

The information was received.

24/19 ANNUAL REPORT AND POLICY

- a. Report. There was one annual report and one Policy for review. The comprehensive Report was discussed, in detail in particular the representation of cross-college ethnicity balances ranging from the Corporation, the Students Union and other agencies; active measures had been implemented to address these matters and it was additionally agreed that the minutes of the College Equality Access and Diversity (EAD) meetings would be uploaded onto Diligent for Corporation to be able to review. **(Action 11)** The Report was received and noted.

- b. Policy. The Policy had been updated for personalities and other minor changes and it was confirmed that there was nothing of note to bring to the attention of the Corporation; the EAD Policy was approved. **(Action 12)**

- a. **The information was received and noted.**
- b. **Actions had been identified.** (Register 27/19)

25/19 URGENT BUSINESS

The College Seal had been used twice since the last meeting;

- a. 4 October 2019. A deed of variation (overage and underage) Authenticated by the Principal and the Corporation Chair, who had signed the document; and
- b. 21 October 2019. Area 1 release from charge (Taylor Wimpey). Authenticated by the Corporation Chair and Vice-Chair.

The use was approved. **(Action 13)**

- a. **The information was received and noted.**
- b. **Actions had been identified.** (Register 27/19)

26/19 DATE OF NEXT MEETING

The next meetings would be held at St Albans campus 9 December 2019.

27/19 ACTION REGISTER

See referenced minute for full detail.		Resp	Date by
Action 1	16/19b. ROI to be circulated to members.	Clerk	asap
Action 2	18/19a. Last minutes (14 October 2019) confirmed for signature.		wie
Action 3	18/19b. Regularity documents and SAR posted to Diligent.		
Action 4	18/19d. Urgent Business agreed		
Action 5	19/19a. SCIF value and "Workstream 1" detail to be circulated.	DP	asap
Action 6	19/19c. Disruptive behaviour to be investigated.	Chair	wie
Action 7	19/19c. SAR approved.		
Action 8	20/19a. Draft outturn noted.	DoF	asap
Action 9	20/19d Purchases >£100k approved.		
Action 10	20/19e. Risk grading of P2 to be corrected on the heat map.	Principal	asap
Action 11	24/19a. Upload EAD Committee minutes into Diligent for Corporation to be able to review		
Action 12	24/19b. EAD Policy approved.	DP	wie
Action 13	25/19. Use of College Seal Approved.	Chair	