

Minutes of the Part 1 Corporation meeting held in Sapsed Room, St Albans Campus, at 17:30 on 6 December 2021.

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| **Present** | Peter Thompson  (Chair) | Jean Fawcett | Phillip Fulton | Neil Myerson |
|  | John O’Sullivan | Rob Payne | Katy Henderson | Simon Caunce |
|  | Mairi Watson | Massimo Merlo | Kevin Ibeh | Andrew Slade  (Principal & CEO) |
|  | Kerry Hood |  |  |  |
| **In Attendance** | Harpreet Nagra  (DP) | Paul McCormack  (FD) | Barbara Jones  (Interim HR Director) | David Alder  (Dir Mar & Ad) |
|  | Sian Williams  (Dir Curr) | Joseph Maggs  (Clerk) |  |  |
| **Apologies** | Jesmin Haq | Ana Guimaraes  (Dir Curr) |  |  |

**Note: The meeting was preceded by a Safeguarding training session provided by Nicola Caiger (Director of Inclusion and Progression at Oaklands College up to the week before the meeting).**

**PART ONE**

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| **ITEM NO.** | **ITEM DISCUSSED** |
| **01/21** | **APOLOGIES FOR ABSENCE** |
| 01/21.1 | Apologies for absence were noted. |
| **02/21** | **CONFIRMATION OF ELIGIBILITY AND QUORUM** |
| 02/21.2 | No notice had been received of any member becoming ineligible to hold office and the meeting was quorate. |
| **03/21** | **DECLARATIONS OF INTEREST** |
| 03/21.1 | There were no declarations of interest specific to the agenda. |
| **04/21** | **GOVERNOR TERMS AND APPOINTMENTS** |
| 04/21.1 | It was noted that Philip Fulton’s term of office was due to come to an end on 8 December 2021.  *Philip Fulton left the meeting at this point.* |
| 04/21.2 | It was proposed and agreed by the Corporation that Philip would serve a further two-year term to run consecutively following the conclusion of his current term of office.  *Philip Fulton re-joined the meeting.* |
| 04/21.3 | The Chair noted that the term of office of Kerry Hood, Staff Corporation Member, was also due to come to an end later in December. Kerry had served the full four-year term permitted and so this would be his last Corporation meeting. The Chair thanked Kerry for his commitment and contributions over the years. |
| 04/21.4 | It was also noted that Peter Thompson’s term as a governor would originally have come to an end in February 2022, but had been superseded by his appointment as Chair in July 2021. Consequently, his term as chair was now due to finish (unless reappointed) on 11 July 2023. |
| **05/21** | **MINUTES OF THE PREVIOUS MEETING** |
| 05/21.1 | The minutes of the previous meetings held on 12 July 2021 and 27 September 2021 were approved as an accurate record of the meeting. |
| **06/21** | **MATTERS ARISING FROM THE MINUTES** |
| 06/21.1 | It was noted that the actions arising from the minutes had been addressed at sub-committee level or would be covered through subsequent agenda items. |
| **07/21** | **PRINCIPAL’S REPORT – GOOD NEWS STORIES** |
| 07/21.1 | The Corporation received the Principal’s Report which set out key issues not covered elsewhere on the agenda and summarised good news stories from the past term. |
| 07/21.2 | The Principal highlighted a selection of the good news stories:   * Daisy Cooper, MP for St Albans, officially opened a new teaching facility at Oaklands College’s St Albans Campus on Friday 26 November, marking the half-way point in its £62 million redevelopment. The event had been well received. * There were several noteworthy achievements in relation to student awards and representation on sporting teams, as highlighted in the report. * The College website had been moved to a new content management system, resulting in a number of improvements to the functionality. |
| 07/21.3 | The Principal also highlighted a large number of external engagement meetings that had been taking place over the term, focussing on building relationships with other organisations, showcasing the work of the College and exploring opportunities for partnership working. |
| 07/21.4 | The plans to commemorate the centenary of Oaklands college were discussed. Further activities were planned to cover the centenary year (October 21 – 22). |
| **08/21** | **RISK REGISTER AND RISK MANAGEMENT POLICY** |
| 08/21.1 | The Finance Director presented the Risk Register Report. The paper outlined the new process for consideration of risks across the Corporation’s four main sub-committees. Seven new risks had been added to the Risk Register and risk number: ‘Skills and Behaviour 4 - Apprenticeship poor achievement rates’ had been increased from amber to red following a referral from the Curriculum and Quality Committee. The report included a risk heatmap, showing that 7 risks are currently in the red zone, 17 in the orange zone and 8 in the green zone. |
| 08/21.2 | The Corporation discussed the number of risks and that some could potentially be mitigated and controlled more quickly than others. It was agreed this should be a focus for discussion at the next round of sub-committee meetings. |
| 08/21.3 | The Corporation **approved** the draft risk management policy. |
| **09/21** | **KPI DASHBOARD** |
| 09/21.1 | The Corporation received the draft KPI dashboard. It was highlighted that the metrics intended for consideration at Corporation were marked in blue. Having agreed on metrics at sub-committee level, the next step would be to create a process to enable the dashboard to be automatically populated. |
| 09/21.2 | The dashboard would be reviewed and used by SLT on a regular basis. |
| 09/21.3 | In response to a question, the Principal advised he anticipated it would take the remainder of the academic year for the production to become part of business as usual. The dashboard would be circulated on a monthly basis commencing Jan 22 (**ACTION**), though initially there will be gaps whilst the process is being established. |
| 09/21.4 | It was discussed and noted that the dashboard was likely to evolve over the year, but the Corporation endorsed the final draft that was presented, with the addition of some student survey data for HE and FE as well as the SLT lead (**ACTION**). |
|  | **REPORTS FROM COMMITTEES** |
|  | **PEOPLE COMMITTEE** |
| **10/21** | **MINUTES** |
| 10/21.1 | The Chair of the People Committee presented a summary of the key matters discussed at the meeting of the People Committee held on 3 November 2021, as detailed in the minutes of the meeting. |
| 10/21.2 | The following points were highlighted:   * The Committee conducted an initial review of the risks and KPIs assigned to it. It was the intention to schedule an additional meeting in January to deep dive further into the metrics and underlying issues. * There was a shortfall in student numbers that would have a corresponding financial impact for the College. * The College had a large number of bank staff and a process to review these positions was being considered. * The level of staff utilisation across the organisation was also being investigated (the College did not currently benchmark well in this area). * The length of time to hire was discussed. * The Committee had received an update regarding the College's EDI agenda. It was the intention to increase student involvement in this area. * The Committee received an update regarding safeguarding and had reviewed and endorsed the draft Safeguarding Policy for approval by the Corporation. |
| 10/21.3 | It was reported that it was the intention to be in a position to report back regarding bank staff and utilisation in January. The Interim HR Director added that there would be a number of benefits for staff by moving from bank to substantive contracts. |
| 10/21.4 | The Corporation discussed the process for approval of bank staff and contract extensions. This was now taking place via the SLT. |
| **11/21** | **ANNUAL EDI REPORT** |
| 11/21.1 | The Corporation noted the EDI report, as detailed above. |
| **12/21** | **SAFEGUARDING POLICY** |
| 12/21.1 | The Corporation approved the Safeguarding Policy. |
|  | **CURRICULUM AND QUALITY** |
| **13/21** | **MINUTES** |
| 13/21.1 | The Chair of the Curriculum and Quality Committee informed the Corporation of key matters discussed at the C&Q Committee meeting held on 8 November, referring to the minutes. |
| 13/21.2 | Key points included:   * Student attendance and punctuality was below the target level. Actions to address this were noted and performance would continue to be monitored. * The governor’s information pack was received and it was agreed this would be updated on an annual basis. * The student results for 2020/21 had been tabled at the meeting and consequently further discussion had since taken place offline. It was the intention to hold a session regarding the SAR and QIP in January 22 once the final Ofsted report was received (though there was an interim plan in place). * An update was received on the curriculum strategic development. * Student numbers were below target and the actions being taken to address this were noted. Reduced student numbers would also have a financial impact for the College. * The C&Q received a report regarding the Notice to Improve project. |
| **14/21** | **COMPLAINTS ANNUAL REVIEW** |
| 14/21.1 | The Corporation received the Complaints Annual Review. There were a total of 67 complaints in 2020-21 compared with 61 in 2019-20. Going forward, it was the intention to make better use of the data from complaints as a way of identifying patterns and trends to enable targeted interventions in-year. It was noted that the numbers were relatively consistent with the previous year and it was suggested that consideration be given to displaying the data in a more matrix format in future (**ACTION**). The Corporation noted the report. |
| **15/21** | **STUDENT RECRUITMENT AND FUNDING 2021/22** |
| 15/21.1 | The Corporation received the report regarding student numbers for 2021/22. Adult, AEB, HE and non-funded areas remained broadly on track. With regard to 16-18, the current position was 3,135 vs 3,221 funding allocation, with an anticipated additional 35-50 students in-year, though this could increase or decrease when data cleansing is completed and with possible January and in year enrolments. Additional measures to drive in-year numbers to secure this and support movement to the growth target, including campaigns to drive January starts, were underway. |
| 15/21.2 | In terms of recruitment for September 2022, the College was in a good position compared to the same point in previous years, however overall, the College was short on the 16-18 numbers compared to the three year plan. Course experience sessions were taking place and there was some discussion regarding the reputation of Oaklands College and how that can influence student recruitment. |
| 15/21.3 | There was discussion about engagement with schools and it was suggested that the College might be able to do this in a more coordinated way with other organisations – Katy Henderson (Corporation Member) and Director of Marketing and Admissions to discuss further offline (**ACTION**). |
|  | **FINANCE AND RESOURCE COMMITTEE** |
| **16/21** | **MINUTES** |
|  | The Corporation received an update from the Chair of the Finance and Resource Committee regarding the FRC meeting that took place on 15 November. He commented on the quality of papers considered at the meeting. Key points included:   * The Capital Advisory Working Group had now begun to meet as a sub-group of the FRC. Further detail would be provided in the private meeting. * The Committee had reviewed the finance and resource related KPIs. One of the key KPIs that was currently off target was relating to staff cost to income. * It was noted that the outturn had improved to a now favourable position compared with the deficit forecast presented at the previous meeting. * The FRC had reviewed the annual accounts, prior to consideration by the Audit Committee. * The 20/21 financials were noted as well as 21/22 management accounts and cash flows. The 21/22 forecast was for a deficit in line with the budget, but the finance team would look to improve on this position if possible. |
| **17/21** | **2021/22 MANAGEMENT ACCOUNTS & CASH FLOWS / TREASURY REPORT** |
| 17/21.1 | The Corporation received the paper regarding the College’s management accounts for the 3 months to 31 October, current view on the 21/22 full year forecast and the College’s cash position as at 31 July 2021 and budgeted cash flows for year ending 31 July 2022. It was noted that the paper had been updated since the FRC meeting to include reference to the College decision to apply a 1% pay award from 1st January 2022, in line with the Corporation approved budget. The national context in relation to pay increases was mentioned. |
| 17/21.2 | The Corporation noted the report. |
|  | **AUDIT COMMITTEE** |
| **18/21** | **AUDIT COMMITTEE MINUTES** |
| 18/21.1 | The Chair of the Audit Committee highlighted to the Corporation the key matters arising from the recent meeting of the Audit Committee, held on 22 November. These primarily related to the College Annual Report and Accounts 20/21. |
| 18/21.2 | In terms of the accounts, it was noted the College had asked the Internal Auditors to provide an assessment of provision against potential clawback relating to apprenticeship provision. The original £340k provision that had been allocated had been deemed adequate. |
| 18/21.3 | It was confirmed that the External Auditors had advised that as the College’s Ofsted report regarding the recent inspection had not yet been published, no amendments to the accounts were needed in this regard. |
| 18/21.4 | There was some discussion regarding the statement of comprehensive income and the reduction in income and increase in expenditure from year ending 31 July 2020 to year ending 31 July 2021. The Finance Director explained this was primarily related to the increase in pension liability. It was agreed that a finance training session for Corporation members would be scheduled (**ACTION**) and the FRC would continue to monitor key drivers for income and expenditure. |
| **19/21** | **EXTERNAL AUDIT UPDATE** |
| 19/21.1 | The paper provided an update on the College’s 20/21 Financial Statements. Following consideration of the items below, the Corporation **approved** that the College submits the Finance Record based on the Financial Statements presented, under the approval of the Principal & Chief Executive. |
| **20/21** | **ANNUAL REPORT OF THE AUDIT COMMITTEE** |
| 20/21.1 | The Corporation **approved** the Annual Report of the Audit Committee. |
| **21/21** | **2020/21 COLLEGE ANNUAL REPORT AND ACCOUNTS** |
| 21/21.1 | The Corporation **approved** for signature the 2020/21 Annual Report and Accounts, including Financial Statements. |
| **22/21** | **EXTERNAL AUDITOR REPORT** |
| 22/21.1 | The Corporation noted the External Auditor report. |
| **23/21** | **LETTER OF REPRESENTATION** |
| 21/21.1 | The Corporation **approved** for signature the letter of representation. |
| **24/21** | **STRATEGY DEVELOPMENT UPDATE** |
| 24/21.1 | The Corporation received an update regarding the development of the College strategy, following a working group held with sub-committee chairs on 24 November. |
| 24/21.2 | A short video with contributions from students beginning to ‘bring to life’ aspects of the narrative of the draft strategy was presented. |
| 24/21.3 | The Corporation noted the progress to date and that further discussion would continue to take place through the subcommittees agendas (**ACTION**) and at future meetings of the working group. JO’S was also meeting with AS to discuss story-boarding and the development of the strategy (**ACTION**). |
|  | **GOVERNANCE** |
| **25/21** | **COMMITTEE MEMBERSHIPS 2021/22** |
| 25/21.1 | The Committee noted and endorsed the Committee memberships for 2021/22, as outlined in the associated paper. |
| **26/21** | **COMMITTEE MEETINGS** |
| 26/21.1 | It was noted that additional meetings of the People Committee, C&Q Committee and Finance and Resource Committee were being scheduled, provisionally for late January. |
| **27/21** | **MEETING PLANNING SCHEDULE** |
| 27/21.1 | A proposed process for planning sub-committee agenda planning, report sign-off and preparation of the minutes was noted and supported. |

**The Corporation then considered the Part 2 agenda.**