

Minutes of the Part 1 Corporation meeting held in the Evolution Centre Rooms 117 and 119, St Albans Campus, at 18:00 on 11 July 2022.

Present	Peter Thompson (Chair)	Jean Fawcett (Corporation Member)	Phillip Fulton (Corporation Member)	Neil Myerson (Corporation Member)
	John O'Sullivan (Corporation Member)	Rob Payne (Corporation Member)	Simon Counce (Corporation Member)	Kevin Ibeh (Corporation Member)
	Mairi Watson (Corporation Member)	Andrew Slade (Principal & CEO)		
In Attendance	Harpreet Nagra (DP Curriculum, Performance and Student Experience)	Paul McCormack (DP Finance, Resource and College Planning)	Barbara Jones (Interim HR Director)	Joseph Maggs (Clerk)
	Abid Hussain (Vice Principal Student Experience and Progression)			
Apologies	Ana Guimaraes (Dir Curr)	Massimo Merlo (Corporation Member)	Katy Henderson (Corporation Member)	Valentina Winch (Student Corporation Member)
	Tegan Jones (Student Corporation Member)	Jesmin Haq (Staff Corporation Member)		

PART ONE

<u>ITEM NO.</u>	<u>ITEM DISCUSSED</u>
	The Chair welcomed everyone to the meeting. He noted that it was the intention to hold the corresponding meeting for 2022/23 slightly earlier in the term next year, which would hopefully help with attendance.
55/21	APOLOGIES FOR ABSENCE
55/21.1	Apologies for absence had been received from: <ul style="list-style-type: none"> • Massimo Merlo • Katy Henderson • Valentina Winch • Tegan Jones • Ana Guimaraes
56/21	CONFIRMATION OF ELIGIBILITY AND QUORUM
56/21.2	No notice had been received of any member becoming ineligible to hold office and the meeting was quorate.
57/21	DECLARATIONS OF INTEREST
57/21.1	There were no new declarations of interest specific to declare.
58/21	GOVERNOR TERMS AND APPOINTMENTS
58/21.1	It was confirmed that no existing governor terms were due to expire before the next Corporation meeting.

58/21.2	The Corporation was informed that immediately prior to this meeting the Search, Governance and Remuneration Committee had met with a candidate (Luke Parker) for the position of Chair of the Audit Committee. The candidate was a partner at a local accountancy firm. The SGR Committee had agreed to recommend his appointment to the Corporation. The Corporation endorsed the SGR Committee's recommendation.
59/21	MINUTES OF THE PREVIOUS MEETING
59/21.1	The minutes of the previous meeting held on 28 March 2022 were approved as an accurate record of the meeting.
60/21	MATTERS ARISING FROM THE MINUTES AND ACTIONS
60/21.1	The Corporation noted the progress against actions arising from the previous meeting.
60/21.2	A verbal update was provided regarding action 44/21. The Deputy Principal Curriculum, Performance & Student Experience advised that a new system was being implemented in which students can choose from a range of devices, including those that are specific to their course.
61/21	PRINCIPAL'S REPORT – GOOD NEWS STORIES, POLICIES UPDATE AND ACTIVITY
61/21.1	The Principal & CEO presented the latest update on College good news stories, activities and relevant national policies and developments.
61/21.2	Key points highlighted included: <ul style="list-style-type: none"> • The St Albans and Harpenden School Games Commonwealth Games Legacy Day had been hosted by the College, • The College would feature in an upcoming article in the Herts Life magazine, • The annual meeting with the ESFA and FE commissioner had recently taken place, • The Staff Conference days (6 and 7 July) had been well received, • The Principal & CEO was continuing to meet with a wide range of key stakeholders. The new Deputy Principal for Strategy, Partnership and Business Development (due to start at the College in August) would help to continue to build these relationships once in post.
61/21.3	In terms of national policies and developments, the ONS review of the private sector status of colleges was highlighted as being of particular significance. If colleges were to become public sector organisations, Oaklands College's assets may transfer back to the County Council. The review was expected to be completed by September. The Corporation noted the update.
62/21	RISK REGISTER
62/21.1	The Corporation received the latest version of the Risk Register, which had been updated following the committee meetings held in June.
62/21.2	The updates following the committee meetings were: <ul style="list-style-type: none"> • 1 risk had been increased (Partner 1) • 4 risks had been reduced (M6, M1, M14 and S&B1) • After these changes, there were 11 risks in the red zone, 11 risks in the orange zone and 9 in the green zone.
62/21.3	The Corporation noted the report and latest position regarding the risks.
63/21	KPI DASHBOARD
63/21.1	The Corporation level KPIs were presented, following consideration of the composite elements at the previous sub-committee meetings.
63/21.2	It was noted that the sub-committees had been asked to review and provide feedback on any changes for the 22/23 dashboard. In this regard, it was noted that the People Committee had requested the development of KPIs relating to staff wellbeing and development opportunities.
63/21.3	KI asked if the KPIs were aligned with the draft strategic plan. It was explained that they had been assigned against the various components of the operating plan.

64/21	OAKLANDS COLLEGE DRAFT STRATEGIC PLAN AND OPERATING PLAN
64/21.1	The Principal & CEO presented the final draft of the College Strategic Plan 22-27.
64/21.2	PF commented that he supported the draft strategy and was pleased to see how it had developed, having been unable to attend the recent Corporation Strategy Day at which the draft strategy had been discussed. JF agreed it was a good document that she could see would become a useful working tool.
64/21.3	The Principal & CEO advised that supporting materials and condensed versions for students and other stakeholders would now be developed.
64/21.4	He also advised that work was now taking place to look at how the appraisal process would support the implementation of the strategy and achievement of the aims and objectives, with the support of the People Committee Chair.
64/21.5	Progress against the Strategy would be monitored on an ongoing basis and an annual review would take place.
64/21.6	The Corporation endorsed the draft Strategic Plan 22-27.
65/21	STRATEGIC ALLIANCE
	<i>Note: Mairi Watson left the meeting at this point, due to the potential for a conflict of interest to arise because of her employment with the University of Hertfordshire.</i>
65/21.1	The Corporation received the draft document setting out a proposed strategic alliance with the University of Hertfordshire, following initial consideration by the Curriculum and Quality Committee at its recent meeting.
	<i>[Note: The discussion related to this item has been recorded as confidential minutes.]</i>
65/21.12	<i>Mairi Watson re-joined the meeting at this point.</i>
65/21.13	MW was informed that the Corporation had approved the Strategic Alliance document. She advised that the University had also approved it earlier in May, though she would share the updated version with the University. The Vice Chancellor was supportive of formally commemorating the launch of the alliance in some way.
	REPORTS FROM COMMITTEES
	PEOPLE COMMITTEE
66/21	MINUTES
66/21.1	JOS, Chair of the People Committee, presented a summary of the key points considered at the most recent meeting of the Committee. He reported that: <ul style="list-style-type: none"> • The Committee had discussed recruitment, KPIs and staff utilisation as part of its consideration of the KPI dashboard. • An area of concern in terms of the KPI metrics was appraisals. The Committee had discussed how to improve the process for next year. • The Committee had requested consideration be given to including additional KPIs regarding staff development and wellbeing for next year's dashboard. • The initial Investors in People results had been received and were being reviewed. • The Committee had received the latest update regarding safeguarding. There were several changes of personnel due to take place and the year end position in terms of case numbers was high, however more data analysis was needed to improve the qualitative analysis. • Good feedback overall, albeit with some learning points, had been received from the Herts Virtual School visit. • The Committee had received the EDI action plan. This was considered a thorough action plan with lots of work required and good governance processes to monitor its implementation.

	<ul style="list-style-type: none"> The Committee had also discussed the talent programme. Feedback had been received on the previous programme and more work was now needed to design the next iteration of the scheme. There had been an update provided regarding marketing and enrolments. The position was 711 applications in advance of the same point in the previous year. A practical plan for delivery had been presented.
66/21.2	On the last point, the Principal & CEO added that a new interim head of admissions had recently joined the College.
66/21.3	SC suggested that consideration of the appraisal process should also take into account succession planning. It was confirmed that appraisals were compulsory for all staff and in future they may be linked to annual pay increases. The current performance was deemed partly attributable to turnover of managers in some areas.
66/21.4	The Principal & CEO also informed the Corporation of a management restructure that was taking place in the curriculum areas
66/21.5	It was agreed that the People Committee would continue to have a focus on appraisals and keep the Corporation informed accordingly (ACTION).
67/21	EDI REPORT
67/21.1	The Corporation noted the EDI report, which detailed the EDI action plan.
68/21	SAFEGUARDING AND PREVENT REPORT AND POLICY
68/21.1	The Corporation approved the updated Safeguarding and Prevent Policy.
	CURRICULUM AND QUALITY COMMITTEE
69/21	MINUTES
69/21.1	The Chair of the C&Q Committee presented a summary of the key points from the recent meeting.
69/21.2	<p>The Committee had discussed key areas arising from the KPI dashboard:</p> <ul style="list-style-type: none"> English and maths attendance remained a concern. The Committee had spent some time looking at the NTI areas. Motor vehicles was close to becoming an NTI area and was an ongoing area of concern for the Committee. There were improvements in the existing NTI areas, with applied science due to move out of NTI. Work was also ongoing to address issues with underperforming staff in the NTI areas. The Committee had received a detailed report on the OfS compliance requirements. There had been a discussion regarding external quality assurance visits and the monitoring and improvement processes for teaching staff. It was noted that the College had hosted the FE tutorial network regional conference. Student numbers for 22/23 remained a challenge despite good work in difficult circumstances.
69/21.3	The Principal & CEO agreed student numbers would be critical. The College had identified that the academies were an area where there was growth in demand and additional in-year funding may be possible.
69/21.4	JF summarised that it had been a challenging first year for the C&Q Committee, and that was in part because of in-year management structure changes. However, she believed those changes would begin to result in benefits being realised in the following years. Availability and quality of data had also been a challenge which was continuing to be worked on.
69/21.5	The Committee had also considered an annual review of its effectiveness and discussed recommendations for changes for next year. One change that was agreed was that the Committee would move to a schedule of 6 meetings (plus 1 SAR meeting) from 22/23.

69/21.6	The Chair welcomed the summary and agreed that there were challenges in some areas, which were being worked on.
70/21	CURRICULUM STRATEGY AND IMPLEMENTATION PLAN
70/21.1	The Corporation received the final draft of the Curriculum Strategy, which was informed by the Curriculum review that had been commissioned and undertaken earlier in the year. The draft strategy and earlier versions of the review had been considered by the C&Q Committee previously. The Strategy contained an implementation plan which would be further developed to include a RAG rating system for monitoring.
70/21.2	JF asked about the link between curriculum planning and College finances. The Principal & CEO confirmed that there were costed business cases for any proposed new area of business. Each Head of Department recently went through a process of presenting their local business plans. Some areas were more advanced in terms of taking an evidence-based approach, but this was being requested from all teams going forward.
70/21.3	The Chair agreed that there was increasing financial awareness being demonstrated by the Heads of Department.
70/21.4	PF asked about the process for capturing the needs of the community in curriculum planning. The Principal & CEO said it had been collated as part of the curriculum review and there were ongoing relationships with key partners which would continue to inform the planning. The new Deputy Principal Strategy, Partnerships and Business Developments would also help to keep driving this forward.
70/21.5	The Corporation approved the Curriculum Strategy.
71/21	STUDENT DESTINATIONS DATA
71/21.1	The Student Destinations Data had not been available at the time of the C&Q meeting so had subsequently been submitted directly for consideration by the Corporation. The 20/21 data showed 92.6% of 16-18 learners went on to a positive destination. This was considered a relatively strong performance in the context of the challenging environment posed by the Covid pandemic.
71/21.2	JF said it would be good for the C&Q Committee to receive further detail behind the headline figures in future, such as the breakdown of further study destinations, the percentage that went on to their first choice, which courses led to work rather than university, etc. The Principal & CEO agreed that he would expect to see this information included as the reporting processes improved.
71/21.3	The Corporation noted the report and in the interests of time, were invited to provide any further comments outside of the meeting.
72/21	QUALITY MONITORING
72/21.1	The Corporation noted the update regarding Quality Monitoring.
	FINANCE AND RESOURCE COMMITTEE
73/21	MINUTES
73/21.1	The F&R Committee Chair took the minutes as read and highlighted that the key points discussed related to the items that were referred to the Corporation and were due to be discussed under subsequent agenda items.
74/21	2021/22 MANAGEMENT ACCOUNTS & CASH FLOWS
74/21.1	The Corporation received the latest management accounts and cash flow report, covering month 10. The predicted year end deficit now stood at £630k. The budget agreed at the start of the year had been for a smaller deficit, but in year changes (including Corporation agreement to pay a 1% non-consolidated pay award) had increased the forecast deficit. The College would have been on track to meet the original budget, had it not been for the additional non-consolidated payment to staff that was agreed. The Deputy Director also advised he would be providing

	financial data using the EBITDA format in future, which would improve the Corporation's oversight of the financial position, in particular in the context of the current major capital projects which impact on the College's depreciation figure and can obscure visibility of actual performance.
75/21	22/23 BUDGET
75/21.1	The Chair of the Finance and Resources Committee highlighted the key elements of the proposed budget for 22/23, following consideration and discussion at the previous FRC meeting. The aim was for a breakeven budget next year, working towards a surplus over the course of the three year financial plan. The capital budget was planned to be £1m in the first instance, but would be reviewed in year if required.
75/21.2	The Corporation approved the draft budget for 22/23 as presented.
76/21	FINANCIAL REGULATIONS
76/21.1	The College's Financial Regulations had undergone an annual review to ensure they remained fit for purpose. There were no material changes proposed on this occasion, following a comprehensive review the previous year.
76/21.2	The Corporation approved the Financial Regulations as presented.
77/21	SUBCONTRACTING STRATEGY AND FEES POLICY
77/21.1	The Deputy Principal Finance, Resource and College Planning presented an a paper regarding the College's subcontracting strategy and fees policy. It is an ESFA requirement for colleges to have an approved policy published on their website and for subcontracting to not exceed 25% of any funding income stream. Oaklands College was within the required range but was looking to further reduce the amount of subcontracting. There would be further discussion regarding a specific opportunity in relation to subcontracting at the Part 2 meeting.
77/21.2	The Corporation approved the policy and concluded the updates from the FRC by thanking the Deputy Principal for his work in supporting the College's financial position over the course of the year.
	AUDIT COMMITTEE
78/21	AUDIT COMMITTEE MINUTES
78/21.1	NM presented a brief summary of the most recent Audit Committee meeting. He highlighted that the Committee had received the findings of four internal audits: <ul style="list-style-type: none"> • Governance • Learner numbers / mock funding • Budget setting • Cyber security
78/21.2	Both the governance and budget setting audits had received 'substantial assurance' opinions. The cyber security audit received a 'reasonable assurance' opinion. The Learner numbers / mock funding report had not been finalised at the time of the meeting, but the draft report had identified a risk of clawback due to historic inadequate record keeping. The potential financial impact was in the region of £410k and it was the intention to discuss with the external auditors the possibility of increasing the provision in the accounts from £340k to £410k. However, there were also a number of actions that could be taken to mitigate the risk and dedicated resource had been identified and allocated to work through these mitigations.
78/21.3	The Corporation noted the report.
	SEARCH, GOVERNANCE AND REMUNERATION COMMITTEE REPORTS
79/21	GOVERNANCE SAR
79/21.1	The Corporation received the draft Governance SAR, which had been drawn up against the requirements of the Code of Good Governance for English Colleges. Overall compliance with the code was good, but areas for improvement had also been identified and would be monitored via the mid-year SARs.

79/21.2	The Corporation approved the Governance SAR.
80/21	INSTRUMENT AND ARTICLES OF GOVERNMENT AND STANDING ORDERS
80/21.1	The Corporation discussed the annual review of and proposed changes in relation to the Instrument and Articles of Government and Standing Orders.
80/21.2	In addition to the changes marked in track changes, the SGR Committee had also discussed and proposed that the process for appointment of staff governors should revert to the process that was in place prior to the change agreed in April 2022 in the interests of ensuring the process is open and transparent.
80/21.3	The Corporation approved the changes highlighted within the reports as presented, as well as the change referred to above regarding the Instrument and Articles of Government.
81/21	SCHEME OF DELEGATION
81/21.1	The Corporation received the draft scheme of delegation which set out the responsibilities of the Corporation and senior management at the College. This would be further supported by an accountabilities framework which was currently being developed.
81/21.2	The Corporation approved the Scheme of Delegation.
82/21	COMMITTEE ANNUAL REVIEWS AND TERMS OF REFERENCE
82/21.1	The Corporation noted the annual reviews of the People Committee, Curriculum and Quality Committee and Finance and Resources Committee, and endorsed the proposed changes to their respective Terms of Reference.
83/21	CORPORATION BUSINESS CYCLE 21/22
83/21.1	The current version of the Corporation Business Cycle was noted. An updated version would be presented at the 26 September Governor's Conference meeting.
84/21	PROPOSED MEETING DATES 22/23
84/21.1	The Corporation approved the calendar of meeting dates for 2022/23.

The Corporation then considered the Part 2 agenda.