

OAKLANDS COLLEGE



100+ YEARS
TEACHING EXCELLENCE



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TODAYS SESSION

- Oaklands overview
- Discuss ways in which colleges are engaging with employers to have meaningful conversations about local, regional, and national skills requirements.
- Explore the skills development requirements you have, to create a talent pipeline into the future workforce.
- Understand how you can utilise government funding to part or fully fund CPD training and development to support retaining great staff
- Discuss how the college can engage with employers & stakeholders more effectively



Hertfordshire
Chamber of
Commerce

Women in
Leadership



DEVELOPING OAKLANDS A STRATEGY FOR EXCELLENCE



- **History** - 100 years of transformational education - destination of choice
- **Reputation** - Internationally known, nationally recognised, regionally relevant and locally significant
- **Strategic partnerships** - crucial to our development
- **Skills agenda** - stakeholder and industry informed Strategic and Curriculum Plan
- **Key Strategic Themes** - Sustainability, SMART, EDI and Happiness and Wellbeing
- **Ambitious campus investment** - £62 million investment
- Aspirational Estate Master Plan
- Women's Sport
- Disability Sport

OUR COLLEGE



Our Estate

3 Campuses,
a farm & a
zoo

Our Estate

462 Acres

Our Learners

7000+
learners

Our Courses

Covering all
curriculum areas
Entry level to
Higher Education

Developing Excellence

Centres of
excellence

THE AMAZING THINGS WE HAVE DONE THIS YEAR

- Ofsted
- Capital Development - launch Aspirational Masterplan
- Industry Boards launched
- Student successes e.g. TESLA
- School Taster & Open Days booming
- Strong partnerships & new employer links
- New income streams - adult & commercial growth
- Creative & Construction Developments – BSKYB
- Staff engagement - cross college meetings - staff voice



OUR ATHLETES



- **Over 40 International Athletes including:**

- James Arnott IWAS World Juniors 100m Silver 200m Gold IPC 100m Final Silver CWG Silver 2018. Commonwealth Games 100m 2022
- Ojie Edoburun, 100m WY Silver 2013 Gold Euro Juniors 2015, DL, Senior GB Relay 2016 Olympics 2022 Commonwealth Games semi finalist 100m
- Darryl Neita, 100m 4th Euro Juniors, DL, Senior GB Relay 2015 2022 commonwealth games 100m bronze 100m World Championships 2022 semi finalist
- Ama Pipi, Euro Junior and England relay 2015 Commonwealth Games 2022 400m 4th
- Esme O'Connell, Para Long Jump 2021
- Mia McIntosh, 2022 Euro Youth 100m gold
- Dejaune Linguard, 2022 Euro Youth 100m 5th
- Alannah Fashanu, Euro Junior Relay 2021

STRATEGIC DEVELOPMENTS



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OUR VISION

By 2027 we will be a sustainable educational trailblazer, inspiring our learners and our wider community to achieve their potential in a changing world

Grow learner numbers to 10,000+

Grow training services to employers by 50%

Reduce our carbon footprint by 15% by 2027

Develop our strategic partnerships

ASPIRATIONAL GOALS



- Develop our **brand identity**, an employer & 'Skills Partner' of **choice**
- **Increase reach** through learner, stakeholder and employer engagement
- **Develop Centre of Excellence** and outstanding provision in all areas
- **Grow** training provision & commercial opportunities
- Achieve a **carbon neutral estate** by 2050, exemplar for sustainability
- Achieve our **Estates (& Aspirational) Master Plan** - SMART Campus
- Ensure students' satisfaction and attainment rates are in the **top quartile**
- Working to **co-development & design of curriculum with employers**
- Fully embedded our '**GetCareerReady**', and **Employer Advantage** scheme

'A sustainable exemplar College'

OUR ESTATE DEVELOPMENTS



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CURRENT CAPITAL DEVELOPMENT



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COMPLETED REDEVELOPMENT PHASES



Phase 1 - The Homestead
Opened: September 2020

- Residential accommodation for 80 students
- Communal areas and en-suite rooms
- Air source heat pump heating / EPC rating = A
- Completed in June 2020, opened in September



Phase 2 - Evolution Centre
Opened: November 2021

- Large, general teaching centre Provides 49 new classrooms
- Houses our Pathway 4 special needs provision
- Solar PV panels, EPC rating = A
- Opened to students in November 2021

UPCOMING REDEVELOPMENT PHASES



Phase 3 – Construction Centre & Sports Pavilion Completion: 2023

- Construction workshop – c 3,000m²
 - Industry-standard construction workshops
 - electrical, plumbing, gas
- Pavilion – c 1,070m²
 - Six new pitch-side changing rooms
 - Physiotherapy rooms, gym, fitness studio



Phase 4 – The Creative Gateway Completion: 2024

- c. 3,100m²
- New fully-equipped learning resource centre
- Student support and administration areas
- Creative Hub with outside performance space
- Reception & Campus café, Virtual lab

NEW REDEVELOPMENT PHASES HIGH NEEDS BUILDING



ENGAGING WITH EMPLOYERS



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PARTNERSHIPS & BUSINESS DEVELOPMENT



#GETCAREERREADY

Industry Insights

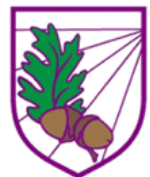
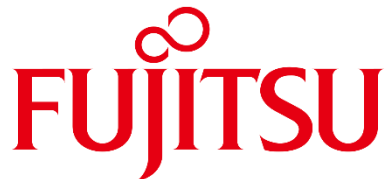
Industry Boards

WAYS TO ENGAGE



- Capital development engagement
- Work experience including T-levels
- Live project briefs
- Employers at Freshers fayre & Careers events
- Sponsorship
- Leadership & coaching academies
- Innovation & enterprise activities
- Skills & employment boards with district councils
- Through CPD of your staff

RESPONDING TO REGIONALS SKILLS NEEDS



YOUR TALENT PIPELINE



NEW ENTRY TALENT



DEVELOPING YOUR PEOPLE

UTILISING GOVERNMENT FUNDING FOR STAFF CPD



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MULTIPLY

- 49% of the UK adult population are underconfident about Maths and as a result Multiply has been launched as part of the government's UK Shared Prosperity Fund (UKSPF) programme, by the Department for Education (DfE).
- FREE 12-16hr numeracy courses for UK residents who are:
 - 19+
 - Have not yet achieved a GCSE C or equivalent in Maths
 - Those that want to develop numeracy skills for progression
 - Individuals that want to brush up and develop their numeracy skills for everyday life



SKILLS FOR JOBS



As part of the government's commitment to supporting people to gain skills for life, any adult aged 19 and over, who does not have a level 3 qualification (equivalent to an advanced technical certificate or diploma, or A levels) or higher, now has the opportunity to access a fully funded course.

In addition, from April 2022, any adult in England earning under the National Living Wage, will also be able to access these qualifications for free, regardless of their prior qualification level.

Example of online & fully flexible courses at Oaklands;

- Level 3 Principles of Customer Service
- Level 3 Understanding Mental Health
- Level 3 Supporting teaching & Learning in Schools
- Level 3 Understanding the Principals of Dementia Awareness
- Level 3 Principles of End of Life Care

ONLINE CPD QUALIFICATIONS



As part of the Oaklands commitment to the development of local people we are offering 49 Level 2 online qualifications for FREE. These include;

- Awareness of bullying in children & young people
- Mental health Awareness
- Counselling
- Information, advice & guidance
- Behaviour that challenges
- Autism awareness
- Digital marketing
- Caring for children & young people

Plus, over 50 short CPD courses at a minimal cost.

SECTOR-BASED WORK ACADEMY PROGRAMMES



The programme is designed to help jobseekers, who are claiming either Universal Credit, Jobseeker's Allowance (JSA) or Employment and Support Allowance (ESA), to build confidence, improve job prospects and enhance CVs.

SWAPs last up to six weeks, are directly linked to an employer and consist of three parts:

- Pre-employment training – a short module of vocational training run by a local college or training provider,
- Work experience with an employer in the industry, where they can learn new skills on the job,
- At the end of the programme, either a job interview with an employer or if an interview cannot be offered, help with the application process.



EFFECTIVE COMMUNICATION



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Back up slides Below

A STRATEGY FOR EXCELLENCE



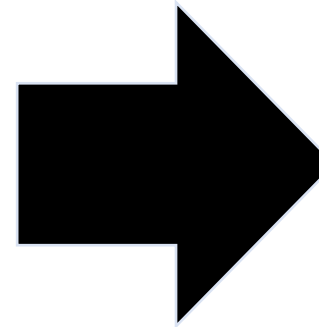
- **Aims:**

- Outstanding teaching, learning and assessment
- Beneficial partnerships and relevant curriculum
- Sustainable SMART campus
- Inclusive and thriving College community
- Sustainable financial health

- **Key cross cutting themes:**

- Sustainability & the environment
- SMART digital
- Happiness & Wellbeing
- Equality, Diversity & Inclusion

- Understanding of scale and condition of Estate
 - St Albans (c 118 Ha / 11Ha = “developed education provision”)
 - Welwyn GC (2.4Ha / built area = c 10k sq m)
 - Borehamwood (2 classrooms + 1 workshop)
 - Home Farm (66Ha exc’g Highfield Park Trust)
- Updated Estates Strategy
 - 7 S’s
- Funding options
 - Grants
 - Local Plan
 - Land sale



Oaklands:

- Vision
- Mission
- Strategic aims

Key Curriculum drivers 2022/23



1. Education Policy Drivers – ONS, Qualification reform
2. College external positioning – political, government, employers etc.
3. Continuing to build on our skills work
4. A good or better Ofsted rating (positioning)
5. Realising strategies, staffing, structures, process and data requirements
6. Achieving our Estates Master Plan linked to skills needs

Strengths

- A wide and varied curriculum offer which allows for progression and positive destinations 98% Positive
- Good quality of Education: 95% Graded Good (Ofsted 2021)
- Robust quality processes to support curriculum implementation and impact
- Good Student and Apprenticeship outcomes
- Commissioning of a Curriculum Review to inform Curriculum Strategy
- Effective working with the LEP, District and County Councils and the Chamber of Commerce and employers
- Curriculum developed to meet the Hertfordshire Skills Plan
- Strategic Alliance with the University of Hertfordshire to ensure progression through to HE

FINANCE



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Finance Challenges & Opportunities

Pay : income ratio

- Pay scales
- Remove the bar
- Realignment of staffing
- Best pay deal – timing / quantity

Energy costs/inflation

Apprenticeships – Offset & Audit

Growth & development

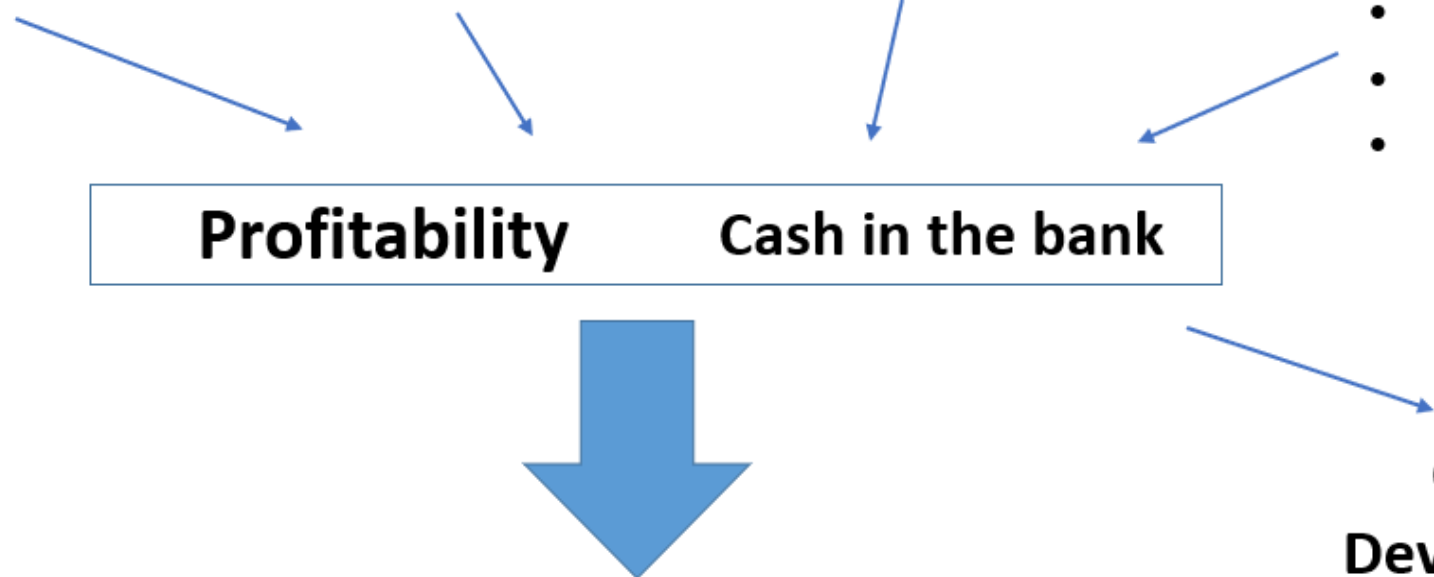
- Bus dev't
- Commercial
- Partnership dev't

Profitability

Cash in the bank

Capital Development

Outstanding Financial Health



Oaklands approach to date

- Income Growth
- Protect jobs
- Rectify legacy pay issues, job families and artificial ‘bars’
- Corporation
 - supportive in backing the College’s growth strategy
 - supportive of the College paying staff the best affordable wage

21/22 Pay Changes



21/22 – Oaklands paid:

- Average increase of 2.7%, once include:
 - Jan pay increase
 - non-consolidated payment
 - adoption of Real Living Wage

	<u>Equivalent average pay inc</u>
Pay Changes made in 21/22	
Pay increase - all staff 1%	1.0%
Non-consolidated payment £300	1.0%
Real living Wage increase + est of in year jaob family increases	0.7%
Total	2.7%

Pay – Jan 2023



- **Overall 5% pay increase made up of:**
 - Already paid: Non-consolidated payment (£750 or £500 = 2%)
 - 3% Pay increase – from 1st Jan 2023
- **Additional – up to 11% increase:**
 - Real Living Wage – increase to £10.90 / hour from Jan 2023
 - “Remove the bar” for Teachers pay – from Jan 2023
- **Plus:**
 - Review of contractual arrangements for bank staff – Spring Term
 - Review of job families at lower scale points – Spring Term

Union's Request

- For 21/22, a pay award of 5% backdated to 01 January 2022.
- For 22/23, a pay award of 10%, with a minimum uplift of £2000, to be backdated to 01 August 2022
- Based on the assumption that the Unions do not recognise the bar in teachers' pay - If adopted:
 - Oaklands' pay: income ratio would increase to c 74%
 - Oaklands would move from financially Outstanding to Satisfactory (equivalent of Requires Improvement)
 - If forced to get close to FE Commissioner's benchmark of 65%, the College would be forced to reduce its payroll by c £3.2m

ADJACENCIES GROUND FLOOR PLAN



PRIORITIES MOVING FORWARD



- Ofsted due May 2023 onwards
- Energy & cost of living crisis - review of pay structures
- Review of curriculum structures – getting feedback on improvements
- Strong financial health
- Skills - Implementation of the #GETCAREERREADY Strategy
- Curriculum planning for 2023/2024
- Identifying quick wins and longer-term solutions (Fusion)
- Strong external links and reputation
- Potential to drive income and desire to further increase staff pay and competitive pay bands

REALISING OUR POTENTIAL



- All **our staff are valued** and their commitment is recognised
 - **Pay** - national issue – our pay scales
 - **Inflation and energy costs** etc real issue now
 - We want to offer the **best benefits**, pay and support
- Curriculum **challenges/opportunities**
- Take the **future into our hands** - grow and develop ourselves
- **Cultural change** - feedback from staff/students vital
- College **structure** allows for growth

GOVERNANCE



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GOVERNANCE DEVELOPMENT



- Formerly operated under Carver model
- March 2021 - moved to Board and sub-committee model
- Five core sub-committees reporting into Corporation termly, plus additional Strategy Day and Governor Conference meetings
- Recruitment to enhance governor skill range
- Link governor scheme implemented
- Recent internal audit report: 'Substantial assurance'
- External governance review being planned for 22/23

Updated Organisation

- New organisation implemented through out 21/22
- Structure rationalised under 3 Deputy Principals (SPH level):
 - Finance, Resources & College Planning
 - Curriculum, Performance & Student Experience
 - Strategy, Partnership & Business Development

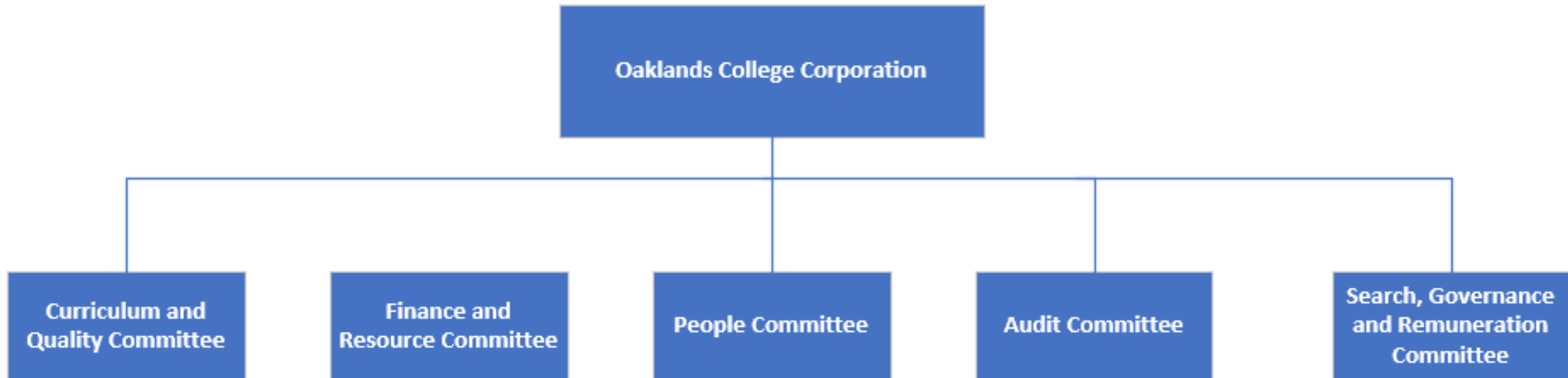
Reporting

- Systematic reporting across committees linked to AoP and Risk Register
- Continuous review and enhancement of KPI reporting

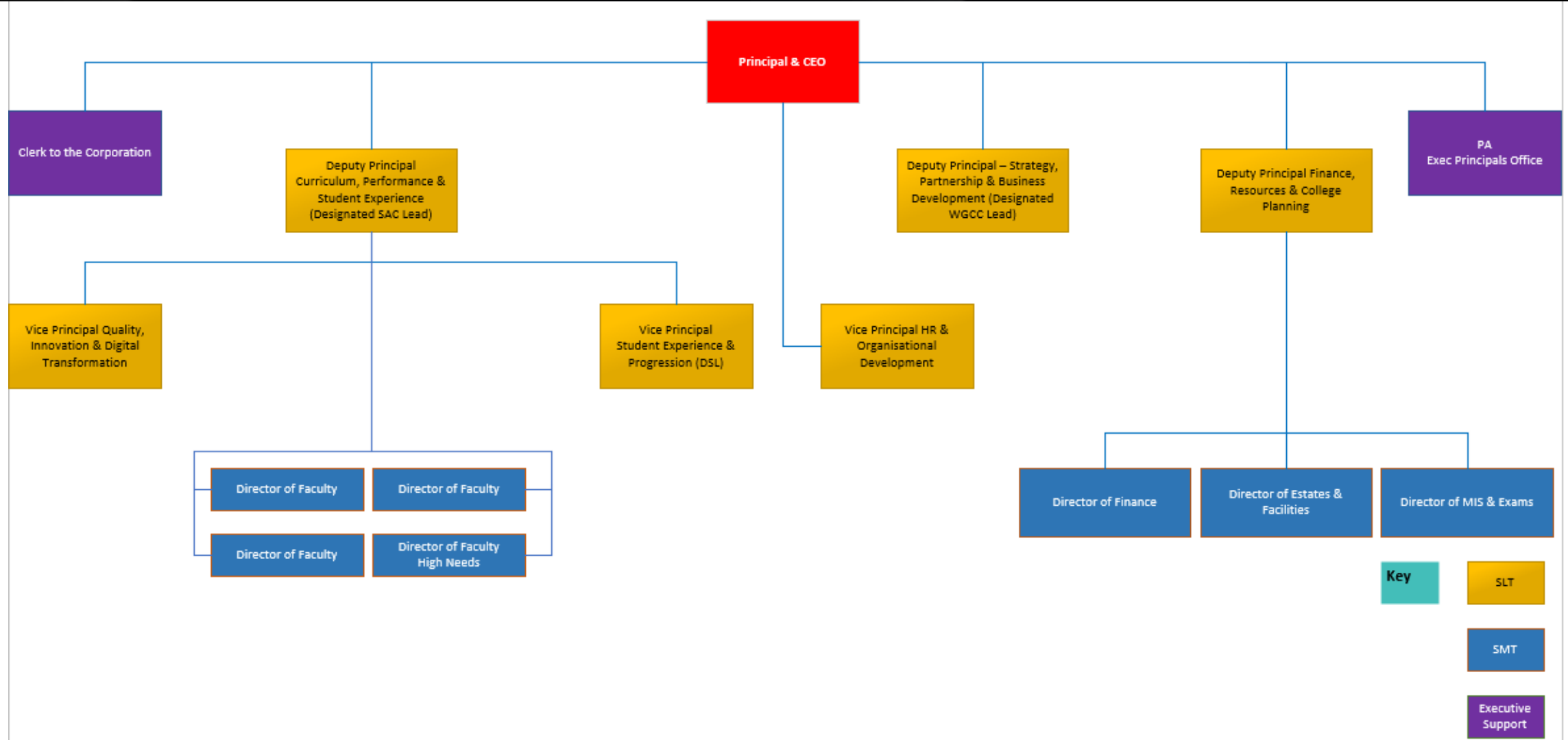
Risk management

- Risk management policy updated in line with new meeting structure
- Risks relevant to each sub-committee reviewed at each meeting
- Audit Committee retains oversight of the risk register as a whole

GOVERNANCE MEETINGS



STRUCTURE



CURRICULUM REVIEW – 16-18 College



- **Achieve 16-18 growth:**
 - Meeting latent demand by improved marketing, particularly through integrated communications.
 - Overhaul of application and enrolment processes which put the customer first.
 - A cross-college Task Force to work with schools to build confidence and provide a full picture.
 - Provide travel information on the website and at events which removes the perceived travel barrier.
 - Rapidly implement SAR actions to improve achievement rates, on a par with GFE competitors.
 - 16-18 growth through new T-Level roll out.
 - Risk of removal of funding for vocational courses “over-lapping” T-Levels.
- **“Get Career Ready”**
 - Advantage scheme for students.
 - Developing “what employers would like” in students – The Hertfordshire Skills Framework.
 - Students build a broader and wider portfolio of skills, using projects and live briefs.
 - Entrepreneurial opportunities within every area of the curriculum.
- **English and Maths**
 - Develop a new project-based curriculum.
 - Work with employers and curriculum areas to weave English and Maths into the curriculum.
 - Create more meaningful ways of teaching, learning and assessment.

CURRICULUM REVIEW

A-Levels & Adults



- **A-Levels.**
 - Implement a specialist A-Level offer to support the Sports Academy programme, providing the opportunity for learners to select A-Levels which meet their needs, whilst withdrawing from a general A-Level offer.
- **Growing Adult Delivery**
 - Address latent demand through improved marketing of adult programmes, particularly by simplifying the search facility on the website.
 - Implementing plans by Heads of Department identified in the 2022 Curriculum Planning Round to provide new courses.
 - Introduce an online or blended learning programme for adults, particularly in areas such as business, personal development and health and social care. (e.g. Learning Curve).
- **Employability Training, Project-based Funding and Diversifying Apprenticeships.**
 - An “Employer Champion” to work with JCP to create non-contracted provision, SWAPs and Skills Bootcamps.
 - Strategic Development Fund Projects (to become LSIP statutory funding from 2023/4).
 - Utilising any spare capacity in Apprenticeships to develop and market an employer offer.

CURRICULUM REVIEW

Higher Education



- **Growth in Higher Education.**
 - Develop a new Higher Education Strategy for the college.
 - Strategic Alliance with University of Hertfordshire.
 - Close, mutually beneficial, supportive, wide-ranging partnership.
 - Deliver products & services that benefit communities but otherwise would not exist.
 - Open up new markets and different ways of working together.
 - Focus for HE – Engineering, Professional Development.
 - Close the student satisfaction gap between University of Hertfordshire & Oaklands College provision.
 - Develop a suite of Higher Technical Qualifications, either drawn from Pearson kite-marked qualifications or by University/college partnerships (Skills for Jobs 2021)
 - Link the HTQ programme to local skills needs and market as a new offer to help learners and employers develop new skills or gain accreditation to remain in employment. Be an early adopter?



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CURRICULUM REVIEW

Commercial & Marketing



- **Develop the Commercial Offer**

- Market quick-win commercial opportunities, such as: Gas Assessment, CSCS, CISCO and Cyber Essentials.
- Base the commercial offer on a retail-based approach – “places on courses”.
- Develop new commercial products and services based on Industry Group feedback.
- Develop Partnerships

- **Marketing and Promotion**

- The college re-brand provides an opportunity to reset and better promote the Oaklands of today.
- Establish Centre of Learning identities through a family of sub-brands.
- Through integrated marketing communications get stakeholders to “tell the college story”.
- Centres for Development (e.g. Engineering, Robotics and AI, Health Tech Centre, Early Years Educator Centre in partnership with Hertfordshire County Council.)

Oaklands College 3 year Finance Plan



£'m	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Income	33.0	32.6	33.1	32.7	34.3	35.5	37.4	38.8	39.8
Pay	(22.9)	(23.7)	(24.0)	(23.3)	(24.3)	(25.0)	(26.1)	(26.9)	(27.5)
Non-pay	(8.2)	(6.9)	(6.8)	(7.8)	(7.7)	(7.7)	(7.8)	(7.9)	(8.0)
Dep'n / int	(1.9)	(1.8)	(2.2)	(2.2)	(2.3)	(2.5)	(2.8)	(2.9)	(2.9)
Income/(loss)	0.0	0.2	0.1	(0.6)	0.0	0.3	0.8	1.1	1.3
Cash generated			1.3	-	0.7	1.1	1.9	2.3	2.6
Pay : income			71.0%	69.8%	69.6%	69.4%	69.1%	68.8%	68.7%

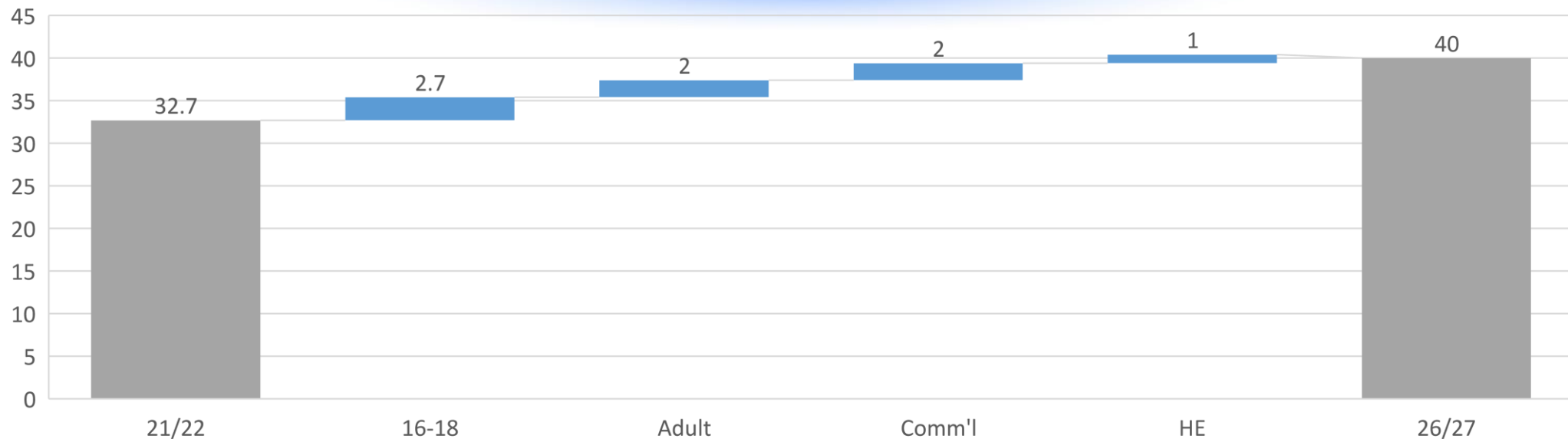
Notes:

- above numbers are per management accounts and so exclude statutory adjustments e.g. pension cost changes
- pay: income calculation is as per Finance Record calculation
- 1.5% points = approx. impact of HNF, 2.5% points = approx. impact of Academies

£40m turnover by 26/27

- Enrolment
- Apprenticeships mitigation
 - Apprenticeship audit
 - Structures in place
- Staffing

Turnover growth 21/22 to 26/27



Pay – Impact of Jan 2023 changes

				<u>22/23</u>	<u>22/23</u>	<u>22/23</u>
				<u>£'000</u>	<u>% impact to individual staff</u>	<u>average cost %</u>
From Jan 23						
all staff (ie all job grades)		3% pay increase		405	3%	3%
National Living Wage (7 mths in 22/23)				111	0% - 10%	0.8%
Already paid						
Non consolidated payment - Sep 22				322	1% - 3.75%	2%
TOTAL COST INCREASE				838	4% - 16%	5.80%
Teaching pay - "removing the bar"				337	0% - 6%	8.30%

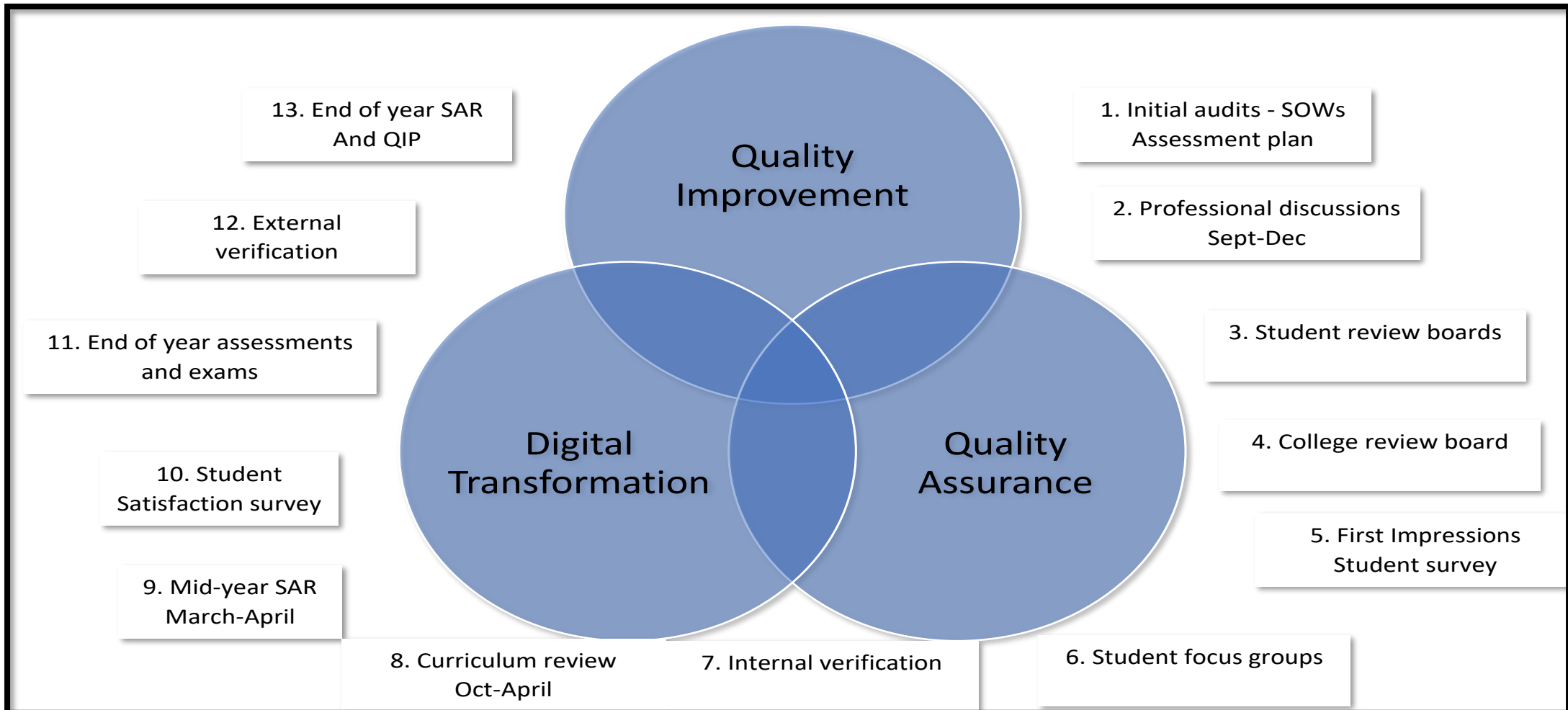
Weaknesses

- Grade Inadequate from Ofsted and subsequent Grade RI overall
- Marketing so communities know who we are and what we provide
- Curriculum management structure
- Data reporting

Threats

- Removal of BTEC Programmes/ Not yet a T-Level Provider
- Student Numbers for the next academic year to convert to enrolments
- Staff Recruitment to meet demand
- Ofsted Monitoring Visit being successful due to lack of clarity during the inspection
- Funding for new provision and growth

QUALITY ROAD MAP TO OUTSTANDING



Continuing professional development

OAKLANDS COLLEGE 100 1921-2021 YEARS TEACHING EXCELLENCE

QIF POP UP WORKSHOP

Wednesday 27 April
Welwyn Garden City - 9am
St Albans - 3pm

BEHAVIOURS AND RESILIENCE

TOP TIPS:

What behaviours do we want to see in the learning environment?

- Students are on time and engaged in active learning.
- They show respect and kindness towards others.
- Good progress is made to achieve their goals.

How can we help develop our students' resilience?

- Promoting a positive and growth mindset.
- Share the importance of well-being.
- Encourage goal setting.
- Develop collaborative problem-solving approaches.
- Reminding ourselves of positive achievements.

- **'Road to Outstanding'** - QIF workshops took place throughout the year drawing from areas for development within Curriculum Reviews
- **Very successful Curriculum Conference:** Two days in July - themes - supporting positive student behaviours and blended learning.
 - Fantastic external speakers, Educationalist Victor Allen, colleagues from Harlow College and the EdTech Demonstrator programme with workshops from our Quality team.
 - Amazing food too



OAKLANDS WOLVES

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