

**OLDHAM COLLEGE  
FULL CORPORATION**

**Minutes of the Meeting held on Monday 18 December 2017**

<b>Present</b>	Anne Gornall	Governor – Vice Chair
	Riaz Ahmad	Governor
	Kashif Ashraf	Governor
	Graham Bradbury	Staff Governor
	Jonathan Edwards	Governor
	Graham Fleming	External Member
	Anthony France	Governor
	Alun Francis	Principal – Governor
	Alexandra Gardiner	Governor
	John Lancaster	Governor
	Shaid Mustaq	Governor
	Laura Smart	Governor
<b>Officers:</b>	Janet Frost	Clerk to the Corporation
	Allan Tyrer	Interim Director of Finance
	Debra Woodruff	Deputy Principal
<b>Apologies:</b>	Des Herlihy	Governor
	Abdul Jabbar	Governor
	Mike Jackson-Leafield	Governor

**21/17 Appointment of Interim Chair**

The Vice Chair began the meeting advising that Tim Mitchell had resigned from the Corporation with immediate effect.

On behalf of the Corporation the Vice Chair acknowledged the work that Tim had done for the College and the progress that taken place since he had taken on the position of Chair in 2016.

The Clerk advised that there would be a process to appoint a new Chair and that in the meantime there was a requirement for an Interim Chair to be appointed.

Riaz Ahmed nominated Anne Gornall as Interim Chair and this was seconded by Jonathan Edwards.

It was **RESOLVED** that Anne Gornall would act as Interim Chair until the appointment of the Chair takes place.

**21/17 Declaration of Conflicts of Interest**

Declarations of interest were made by Shaid Mushtaq and Riaz Ahmad should any discussion in the meeting relate to their areas of work.

**22/17 Apologies for Absence**

Apologies of absence had been received and were accepted from Des Herlihy, Abdul Jabbar and Mike Jackson-Leafield.

**23/17 Permission for Officers of the Organisation to be Present**

It was **RESOLVED** that officers present should remain in the meeting.

**24/17 Minutes of the Meeting held 31 October 2017**

The minutes of the meeting of the Corporation held on 31 October 2017 had been previously circulated to members for consideration.

It was **RESOLVED** that the minutes reflected a true record of the meeting and were accepted and signed by the Chair as a correct record.

**25/17 Matters Arising from the minutes of the 31 October 2017**

The following points were raised:-

**Page 2 – Min 10/17 (iv) Marketing update** – it was agreed that a detailed report on the marketing initiatives and the impact achieved be reported to the next Resources Committee in March 2018.

**Page 4 – Min 11/17 (vi) C&Q Summary Report** – it was reported that an update on predicted success variations was provided at Item 10 of the current agenda

**Page 5 – FEC Visit** – a copy of the final FEC Assessment Stocktake report (October 2017) be circulated to members and also a copy of the confidential minute from the meeting held on 31 October 2017 to be circulated to members following the meeting

It was **RESOLVED** that:-

- (i) a detailed report on the marketing initiatives and the impact achieved be reported to the next Resources Committee in March 2018
- (ii) a copy of the final FEC Stocktake Report (October 2017) and the confidential minute from the meeting held on 31 October 2017 to be circulated to members following the meeting.

**26/17 Rolling Actions**

**31 October 2017 Min 10/17 - Finance and Resources Summary Report**

An option report relating to the Annual Pay Review be presented to the Resources.

It was **RESOLVED** that this action was complete.

**31 October 2017 Min 17/16.2 Prevent and British Values Minutes of 17 October 2017**

Minutes to be presented to the March 2018 meeting.

It was **RESOLVED** that action was not yet complete.

**27/17 Students' Union Update (Item 7)**

A copy of the Student Union report had previously been sent to members for their consideration and members noted the outcome of the recent Student Union elections for 2017/18. The Clerk was pleased to report that Megan Brown and Sohail Siddique had been elected as Student Governors for the current year.

A member observed that the voice of students is exceptionally important and that a concerted effort should be made to ensure that members engage with students at different levels within the organisation to gain their views. This was supported by members and it was agreed that there was a need for a Link Governor for Student Voice and the Clerk agreed to follow this up.

It was **RESOLVED** that members noted the report and supported the appointment of a Link Governor for Student Voice.

**28/17 Principal's Report**

The Principal updated member's on the progress achieved since the previous meeting. In summary:-

**(i) FE Commissioner**

It was reported that the College had prepared a report (copy circulated to members) that demonstrated the case to remain as a Standalone college. It was noted that the report must be presented to the FE Commissioner by 19 December 2017. Members considered and approved the report as presented.

It was reported that the next meeting with the FE Commissioner to discuss progress and the way forward as part of the mini SPA was scheduled to take place on 17 January 2018.

An update on the position of Chair was provided and the Principal advised that Tim Mitchell had decided to stand down with immediate effect. A process had been put in place for a new Chair with the outcome being confirmed in the New Year. The Vice Chair thanked Tim for his huge contribution to the Corporation and specifically the progress that had been achieved in the past 12 months. Members offered their appreciation and agreed that it would be fitting to award Tim Mitchell with the UCO Honorary Fellowship in 2018.

**(ii) SCIF Bid**

The Principal advised that Oldham College and Dudley College had partnered to complete a SCIF bid which totalled £157k. The Principal announced that he had received confirmation the bid had been successful.

**(iii) OfSTED Stretch and Challenge Visit**

It was reported that the OfSTED visit original planned for the end of term would now take place on 25 January 2018.

**(iv) UTC**

The Principal advised that the UTC is currently being used by Oasis Academy. A meeting with the RSC is scheduled for 4 January to review the position.

**(v) Skills Capital – Construction Centre Bid**

It was reported that a meeting with partners to develop a Construction Bid was to take place with the likelihood that a bid would be submitted in March 2018. It was noted that the challenge would be the lack of matched funding.

**(vi) Opportunity Area**

A meeting is scheduled with stakeholders for mid January to review the Opportunity Fund and any implications for Oldham College. The Principal to report progress to the next meeting.

**(vii) Institute of Technology – Digitalisation and Industrial Strategy**

The Principal updated members on the strategy advising that there is a need to consider how the strategy will impact on the College and its learners, ensuring that the college extends its provision accordingly.

**(viii) Curriculum Reform and T levels**

The Principal advised that the first three T levels will be in Digital, Construction and Childcare and will enable young people to study a technical qualification at Level 3. The delivery will commence in 2019.

**(ix) Priorities for Spring 2018**

Reported that the Spring term will see a continued emphasis on staff CPD.

**(x) Principal of the Strategic Plan**

A copy of principles of the Strategic Plan for 2017-2020 had previously been circulated to members for consideration. Members reviewed the report and agreed that the mission, vision and values and the strategic objectives reflected the direction of travel for the College. It was agreed that members should reflect on the report and provide any comments to the Clerk before 15 January 2018.

It was **RESOLVED** that :-

- (i) members received the Principal's report and noted the progress that had been achieved
- (ii) agreed to reflect on the principles of the Strategic Plan and provide comments to the Clerk no later than 15 January 2018.

**29/17 Finance and Resources Summary Report (Item 9)**

A copy of the Finance and Resources Summary Report had previously been circulated to members for consideration. The Director of Finance advised that the Resources Committee had received detailed papers and discussed all at length at their meeting on the 28 November 2017.

The Director of Finance summarised key points from the report:-

**(i) Review Financial Statements for 2016/17**

A copy of the Financial Statements for 2016/17 had previously been circulated to members for their consideration and approval. He informed members that the accounts showed the College had achieved an EBITDA of £2m with a £300k operating surplus

before pension adjustment. It was reported that the balance sheet showed an improving position with the financial health rating of 'satisfactory' recorded.

A member noted that whilst the position was pleasing there was no room for any decline and asked what measures were being put in place to ensure ongoing improvement. In reply the Director of Finance reported that actions were taking place to ensure spend was minimised with a review of procurement and non pay costs continuously being monitored. In addition there is potential to grow income for UCO and Apprenticeships. In response to a question relating to future budget requirements for the UTC and T levels the Principal advised that option appraisals had been carried out based on different scenarios e.g. taking out the old buildings would provide 10% savings. C

A governor noted that the FEC benchmark target range for pay costs state that these should be below 65% and asked how was the College going to achieve this. In response the Principal reported that the staffing cost is slightly higher to address particular staffing needs in priority areas, however the FEC target of 65% remains the College target. Q

**(ii) Management Accounts to October 2017**

A copy of the accounts for October 2017 had been circulated to members for consideration and comment. It was noted that the College was on target to achieve the EBITDA and surplus as forecast for the year. C

**(iii) Cash Flow and Treasury position**

Members noted the position as reported

**(iv) Equality and Diversity staff data 2016-17**

The College's staff equality and diversity report was presented and members noted the content.

**(v) HR KPI's 2016-17**

A report on the HR teams KPIs and target was presented and members noted the content.

**(vi) Review of Financial Regulations**

It was reported that the Financial regulations had been updated and that there was one fundamental change which proposed a change to the College's tendering procedures. Members approved the changed as reported.

**(vii) College Staff Annual Pay Review**

The Director of Finance advised that the Resources Committee had received a report on the College's options and proposed actions relating to the 2017/18 pay review supporting a 1% pay-rise for all staff from the 1st January 2018, and that all staff receive a minimum pay rise of £250 per annum, with the additional guarantee that all staff, with exception of apprentices, are paid as a minimum the living wage hourly rate. Member supported the recommendation and agreed that the giving of a pay rise will build staff morale and send a message that the College is financially improving. A member asked the cost of the proposal and it was reported that it would cost £105k in 2017/18 and an annual cost of £160k. Q

**(viii) Contracts over £30k**

It was reported that there had been one new contract above £30k that had been entered into since the last meeting and this was with CAFM Explorer. Members noted the report.

It was **RESOLVED** that:-

- (i)** The report as presented was noted by members,
- (ii)** The Chair and Principal be authorised to sign the Financial Statements for the year ended 31 July 2017 and the letter of representation on the Board's behalf,
- (iii)** The management accounts to 31<sup>st</sup> October 2017 were received and approved by members,
- (iv)** Noted and approved the Cash Flow and Treasury position,
- (v)** Noted the Equality and Diversity staff data 2016-17 report as presented,
- (vi)** Noted the HR KPI's 2016-17 report as presented,
- (vii)** Received and approved the Financial Regulations,
- (viii)** Approved a 1% pay-rise is given for all staff from the 1<sup>st</sup> January 2018, and that all staff receive a minimum pay rise of £250 per annum, with the additional guarantee that all

staff, with exception of apprentices, are paid as a minimum the living wage hourly rate and,

- (ix) Noted and approved the report detailing new contracts awarded over £30k since the October 2017 meeting.

### **30/17 Curriculum and Quality Summary Report (Item 10)**

The Deputy Principal introduced the report referring to the pack that had previously been circulated to members for information.

The Deputy Principal advised that members had received each of the reports at its C&Q Committee on 5<sup>th</sup> December 2017 and the papers circulated provided further narrative on the progress being achieved.

#### **Curriculum Plan:**

(i) **2016/17 Self-Assessment Report and 2017/18 QIP**

Noted that the C&Q Committee had considered and recommended approval of the SAR and QIP to the Full Corporation. Members approved the SAR and QIP as presented.

(ii) **2017/18 Quarter 1 Self-Assessment and QIP**

**Report on Predicted Success Variations**

**KPIs and Performance**

It was reported that in line with the new Quality Cycle the C&Q Committee had received the Quarter One Self- Assessment Report and the updated Quality Improvement Plan. It was reported that at this point there was little change at headline level. A member requested that the reports must demonstrate the progress against impact measures so that it is clear where issues may be. In response the Deputy Principal drew members to attention to areas of the QIP noting:

- Retention of 16-18 year olds remained an area of focus
- The number of no shows was higher than projected with many being our own learners
- Target for retention after this half term is 98%
- 100% of observations had been completed
- The College Improvement partner and Tom Sherrington had carried out joint observations which had proved useful
- Noted the areas with the most variability and discussed the targeted planned interventions
- Noted that an area of focus is the awareness of all students to be aware of their milestones.
- Improving attendance remains an area of focus

In response to governors' questions relating to actions and interventions to improve the current position the Deputy Principal advised that SLT were relentlessly monitoring actions to improve attendance, pace of learning and stretch and challenge.

The Chair requested an additional meeting be scheduled with members in early January to review impact and progress on those faculties with the greatest variability.

(iii) **HE Curriculum and Quality Summary Report**

The Deputy Principal had provided a summary report on UCO. She drew members attention to key points in the report, of note:-

- Overall full time student numbers are slightly higher than the previous year at 517, though lower than plan
- The National Student Survey (NSS) response rate target was met.
- The Quality Assurance Agency (QAA) Review visit will take place w/c 12 March 2018
- Reported that UCO will not be eligible to go forward for a full TEF award, but will apply for a provisional TEF Award by opt-in letter (deadline 18<sup>th</sup> January 2018).

(iv) **Safeguarding Termly Report**

The Safeguarding Termly Report was received by members and the work of the Safeguarding Team noted.

It was **RESOLVED** that members received the C&Q Summary report as presented and:-

- (i) Noted the progress in delivering the Curriculum Plan,

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- (ii) Noted and approved the 2016/17 SAR and 2017/18 QIP,
- (iii) Noted that members would convene in January 2018 to review the progress of those Faculties with the greatest variability,
- (iv) Received the HE Curriculum and Quality Summary Report as presented and,
- (v) Received and approved the Safeguarding Termly Report

### **31/17 Audit Summary Report (Item 11)**

A copy of the Audit Summary Report had been prepared by the Director of Finance and previously circulated to members for consideration and information. The Director of Finance reported that each of the reports had been scrutinised at the Audit Committee held on 30 November 2017. He drew member's attention to the following:-

- The **Internal Audit Annual Report 2016/17** was noted by members
- **The Internal Audit Assignment Reports;** The outcome of two reviews were reported; Review of the College's Financial Strategy and Budgetary Controls which provided substantial assurance and Review of HE Systems and Processes which provided reasonable assurance. Members noted the actions that had been taken to improve the processes
- **Risk Management Annual report for 2016/17** – members received and approved the annual report as presented
- **Risk Management Register and Action Plan** – It was reported that the Audit Committee had agreed a new risk register format. This would now be updated and presented to the next meeting
- The Audit Committee had received the **Financial Statements for 2016/17** as presented at the current meeting with no changes recommended
- The Audit Committee had received the **Audit Findings Document Audit Management Letter** and recommended both to the Full Corporation for approval.
- **The Audit Committee Annual Report for 2016/17** was received by the Committee and recommended to the Full Corporation for approval
- Members received a **report on GDPR** and the progress the College had achieved in implementing the procedures to ensure compliance
- The **Audit Committee Self-Assessment** identified the need for new members to strengthen the existing membership and it was noted that additional governors have been identified to join the

It was **RESOLVED** that members noted the report as presented and:-

- (i) Received and approved the Risk management Annual Report for 2016/17
- (ii) Received and approved the Annual Report of the Audit Committee for 2016/17
- (iii) Noted that the Risk management Register would be updated in the new format and presented to the Full Corporation at its March 2018 meeting.

### **32/17 Corporation Membership and Election of Chair (Item 12.1)**

A report had previously been circulated that advised members on nominations for the role of governor. Members noted that two nominations had been received with one nominee expressing an interest in the position of Chair also.

Members discussed the skills and attributes of each nominee and agreed that they each would add strength and bring new skills to the current Board and supported their appointment for a four year term in the category as 'governor'.

The Clerk continued and advised that the search for a new Chair would commence and the timeline was reported. It was noted that there had been interest so far from one internal member and an external candidate.

It was **RESOLVED** that the Corporation:-

- (i) Approved the appointment of Bob Harrison as Governor from 1 January 2018 for a four year period ending 31 December 2022 and,
- (ii) Approved the appointment of Richard Guy as Governor from 1 January 2018 for a four year period ending 31 December 2022
- (iii) Noted the process for the appointment of the Chair of the Corporation.

### **33/17 Governance and Search Summary Report (Item 12.2)**

A copy of the Governance and Search Summary Report had been prepared by the Clerk and previously circulated to members for consideration. The Clerk advised that the report provided a summary of the information that had been received at the G&S Committee held on 28 November 2017. Of note:-

- Members acknowledged the work that was taking place to implement a recruitment and succession plan to ensure that in the next 12 months to 2 years there is a balance of new governors whilst retaining the experience
- The progress in achieving the performance indicator's for the first term was noted
- The Corporation continue to review its performance against the Code of Good Governance for English Colleges and it was reported that the majority of the performance criteria are met and members noted where actions remained outstanding
- The Link Governors had visited the College throughout the autumn term and a number of positive reports had been provided to the Clerk. Further visits are planned for the spring term.
- A copy of a letter received from CEO at ESFA advising on the importance of good governance and accountability had been provided to members for information.

It was **RESOLVED** that members received and noted the report as presented.

### **34/17 Use of College Seal (Item 13)**

The Clerk reported that the College Seal had not been used since the previous meeting.

It was **RESOLVED** that the report be noted.

### **35/17 Minutes and Reports from meetings:-**

#### **35/17.1 Curriculum and Quality Committee 5 December 2017 (Item 14.1)**

The Chair reported that the minutes of the C&Q Committee held on 5 December 2017 had been circulated to members for formal receipt and there was no further discussion required on any of the items.

It was **RESOLVED** that the minutes of the meeting be received as a true record of the meeting

#### **35/17.2 Governance and Search Committee 28 November 2017 (Item 14.2)**

The Committee Chair reported that the minutes of the G&S Committee held on 2 November 2017 had been circulated to members for formal receipt and there was no further discussion required on any of the items.

It was **RESOLVED** that the minutes of the meeting be received as a true record of the meeting

#### **35/17.3 UCO Advisory Board 30 November 2017 (Item 14.3)**

The Committee Chair reported that the minutes of the UCO Advisory Board held on 30 November 2017 had been circulated to members for formal receipt and there was no further discussion required on any of the items.

It was **RESOLVED** that the minutes of the meeting be received as a true record of the meeting

#### **35/17.4 Resources Committee 28 November 2017 (Item 14.4)**

The Chair reported that the minutes of the meeting of the Resources Committee held on 28 November 2017 had had been circulated to members for formal receipt and there was no further discussion required on any of the items.

It was **RESOLVED** that the minutes of the meeting be received as a true record of the meeting.

#### **35/17.5 Audit Committee 30 November 2017 (Item 14.5)**

The Chair reported that the minutes of the meeting of the Audit Committee held on 30 November 2017 had had been circulated to members for formal receipt and there was no further discussion required on any of the items.

It was **RESOLVED** that the minutes of the meeting be received as a true record of the meeting.

### **36/17 Workplan Deviation Report (Item 15)**

A report detailing the changes to the proposed Workplan for 2017/18 had previously been circulated to members for information. Members noted the changes to the reporting sequence as detailed.

It was **RESOLVED** that members noted the report.

**37/17 Any Other Business**

**End of Term Address**

The Principal advised that the End of Term Address had take place on Friday 15 December 2017. The event had been very well received by staff.

**37/17 Dates of Future Meeting**

Tuesday 27 March 2018

Tuesday 3 July 2018

**6.50pm - Officers and Staff members retired from the meeting to allow a confidential item to be considered.**

**Confidential Items**

**38/17 Remuneration Committee – 28 November 2017 (Item 19.1)**

Members considered the key discussion points and recommendations that had taken place at the Remuneration Committee on the 28 November 2017. The meeting had considered the appraisal and salary considerations of the Principal, the review of senior post holders and the review of the Clerk to the Corporation’s appraisal and contract.

It was **RESOLVED** that a separate confidential minute would be produced on the items for distribution to governor members other than staff and student members at the next meeting.

**Meeting finished at 7.10pm**

**Minutes Approved.....Date.....**  
**Chair**

**Full Corporation 31 October 2017  
Rolling Action List**

<b>Meeting Date and Item No.</b>	<b>Rolling Action List</b> (Outstanding actions from previous meeting(s) to be carried forward, listed below, and not removed until completed/closed.)	<b>Actionee</b>	<b>Reported as Completed at meeting of:</b>
31 10 17 Min 10/17	<b><u>Finance and Resources Summary Report</u></b> An option report relating to the Annual Pay Review be presented to the Resources Committee in November 2017.	Director of Finance	Resources 28 11 17 Min 34/17
31 10 17 Min 17.16.5	<b><u>Prevent and British Values Working Group 17 October 2017</u></b> Minutes to be presented to the next meeting in March 2018.	Clerk	