

OLDHAM COLLEGE FULL CORPORATION

Minutes of the Meeting held on Tuesday 3 July 2018

Present	Jonathan Edwards	Governor – Chair
	Riaz Ahmad	Governor
	Kashif Ashraf	Governor
	Graham Bradbury	Staff Governor
	Megan Brown	Student Governor
	Graham Fleming	External Member
	Anthony France	Governor
	Alun Francis	Principal – Governor
	Bob Harrison	Governor
	Anne Gornall	Governor
	Richard Guy	Governor
	Mike Jackson-Leafield	Staff Governor
	Shaid Mushtaq	Governor
	Laura Smart	Governor
	Lorna Unwin	External Member
Officers:	Janet Frost	Clerk to the Corporation
	Allan Tyrer	Finance Director
	Debra Woodruff	Deputy Principal
Apologies:	Alexandra Gardiner	Governor
	Des Herlihy	Governor
	Abdul Jabbar	Governor
	John Lancaster	Governor
	Sohail Siddique	Student Governor
	Nigel Newton	Governor

68/17 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.

69/17 Apologies for Absence

Apologies of absence had been received and were accepted from Alexandra Gardiner, Des Herlihy, Abdul Jabbar, John Lancaster, Sohail Siddique and Nigel Newton.

70/17 Minutes of the Meeting held 27 March 2018

The minutes of the meeting of the Corporation held on 27 March 2018 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 Vice Chair as a correct record.

71/17 Matters Arising from the minutes of the 27 March 2018

There were no matters arising that were not covered on the agenda.

Clarity was sought on minute 60/17.i that referenced.... *UCO apprenticeships have also increased this year compared to last year.* A member asked which apprenticeships this referred to. In response the Deputy Principal advised that the Assistant Practitioner apprenticeship route had been increased its number compared to 2016/17.

72/17 Rolling Actions

72/17.1 Principal's Report – 27 March 2018 Min 59/17

Opportunity Area Fund – a copy of the plan to be circulated once completed.

It was **RESOLVED** that this action was not completed

72/17.2 Resources Summary Report – 27 March 2018 Min 60/17

Gender Pay Gap Report – A copy of the report be circulated to member's following the meeting.

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

73/17 Notification of Items of Any Other Business

None reported

74/17 Student Union's Update (Item 7)

A copy of the Student Union report had previously been sent to members for their consideration. The report detailed the Student Union accounts as at 20 June 2018 and members noted the financial position.

The Student Governor (MB) drew member's attention to the events that had taken place since the last meeting including a Diversity Event and Eid Celebration Event. To promote healthy living two smoothie bikes have been purchased which are a fun activity to take to promotional events.

The Student Governor reported that consultation had taken place with HE students to consider the student governor positions, and it was agreed that one of the governor positions should be reserved for HE students. In addition the SU have agreed to four new Executive Officer roles to assist with the increase in cross college work.

The changes in governor positions and the Executive Officer roles were reflected in the revised Student Union Constitution.

Member considered and supported the changes as reported.

It was **RESOLVED** that members approved the changes to the Student Union Constitution.

75/17 Principal's Report (Item 8)

The Principal had previously circulated a report that updated members on a number of key areas. He highlighted the key points as follows:-

- (i) **Finance and Recruitment** – Financial recovery remains on track to deliver the budget for 2017-18. Noted that this will be the second year that this has been achieved and represents a return to sound financial management.
- (ii) **Estates** – Noted that agenda item 11 would report in detail on the Estates Masterplan. The Principal reported that he had a meeting planned with the DfE to discuss the handover date of the UTC, adding that it was important that the agreed date of 2020 remained as the college strategy for T levels was based on acquiring the building at this time.
- (iii) **2017-18 Results** –The College remains on target to meet its improvement targets for 2017-18. This will mean a third year of improvement.

- (iv) **Self-Assessment and Improvement** - Noted that the College self-assessment for apprenticeships now gives it a Grade 2, whilst further review of the self- assessment will depend on the results. The Principal was pleased to report that quality of teaching, learning and assessment has substantially improved this year and is now moving to a new phase of embedding excellence, by training and appointing a team of Advanced Practitioners.
- (v) **FEC Report** – The report produced by the FE Commissioner following their visit in April, has now been received and shared with governors.
- (vi) **SCIF and Middle Management Capacity** – Reported that linked to the College improvement work with Dudley College, all middle managers have been on an intensive 2-3 day middle management programme in leadership and management. Further work is planned for the summer under the banner of managing high performance.
- (vii) **CPD** – A week of CPD, 3rd – 5th July, focussed on staff development with particular focus on behaviour management is taking place. The Principal advised that all support and teaching staff have benefitted from the training, with support staff being given the opportunity to learn more about Teaching for Distinction and the role they can play in implementing good practice in their roles.
In discussion members considered the implications of Oldham 6th Form as one of the providers chosen to deliver T levels in 2020/21 and agreed that it was in the interest of the College to continue to deliver its Strategic Plan as agreed.
- (viii) **External Projects** – The Principal reported the partners that the College continues to work collaboratively with including the Opportunity Area, Oldham Leadership Board, Local Safeguarding Children’s Board and GMCG
- (ix) **Key risks over the summer period** – The Principal identified the risks to be aware of including; delivering achievement, recruitment, strong induction, strong start in terms of behaviour and management of students in the first 42 days, managing external demands prior to inspection.
- (x) **QAA** – see confidential minute

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

76/17 **Strategic Plan – update**

A report detailing the work that had taken place to date in preparing for the completion of the Strategic Plan had been circulated to members for consideration and comment.

The Principal reported that all staff had been consulted on the draft plan and discussed the key themes and this had created opportunities of participation and engagement across the College.

Members discussed the report and observed:-

- The Strategic Plan must provide clarity on the growth in apprenticeships and the study areas C
- The Plan and the vision does not reflect the need for digital transformation. This is a challenge for the college and needs to be articulated as a priority. In addition the People Strategy needs to reference the enormity of the ICT challenge C
- Commented that in para 4b) A Great Place to Learn – it should include “the best place to learn.... for technical and vocational education C
- Commented that in para 4c) A Great Place to Work – add Succession Planning C

- Acknowledged in the report that staff wanted to foster departmental collaboration and the notion of a broader curriculum. This could be achieved by faculties crossing boundaries to create an environment of learning with subject disciplines. The college could use interpersonal skills to connect and break down barriers with digital usages enabling new types of innovation and creativity.

The Principal thanked members for their observations and agreed to liaise with BH regarding the digital requirements at the college.

It was **RESOLVED** that the draft Strategic Plan be updated to reflect the comments of the members.

77/17 People Strategy (Item 9.2)

A copy of the draft People Strategy had previously been circulated to members for consideration and comment.

Member's reflected on the report and commented that digital transformation should be referenced implicitly in the strategy. It was also agreed that targets rather than statements should be included.

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It was **RESOLVED** that the final People Strategy be presented at the next meeting.

78/17 Integrated Plan inc. Budget 2018/19 and Curriculum Plan (Item 10)

A copy of the draft Integrated Delivery Plan had previously been circulated to members for consideration and comment. The Principal guided members through the document advising that the document will be finalised in the next couple of weeks.

The Principal advised that the plan is capturing the progress that is being achieved i.e. improvement in quality, strategies to improve poor behaviour, increased engagement by employers. He added that the Teaching, Learning and Assessment Strategy is included in the plan and it is important that the approach in HE is consistent with this.

The Finance Director presented the financial plan 2018-2021 which showed a third year of recovery noting that the plan is based on limited growth, 5% in apprenticeships income and growth in HE numbers. He advised that this would be a period of consolidation in terms of its development with the need for dependence of an overdraft being removed by year 3.

It was reported that the IT Strategy identified spend of £1m over three years and there is a need to determine the spend of £450k for 2018/19. A member added that when budgeting for IT one should never under estimate the staff development costs.

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The Finance Director continued and explained how the growth in the plan had been determined acknowledging that little growth is not sustainable and the college must determine labour market need so the strategy reflects growth in the right areas.

Members reflected on the discussion and commented as follows:-

- Requested a training session on dynamic accounting to better understand the financial management approach
- In response to a question relating to agency staff, the Finance Director reported that he plans based on staffing positions being filled
- Discussed the apprenticeships figure and were advised that the busiest time for recruitment of apprentices is June and July and therefore the targets set will be achieved.

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It was also noted that final version of the plan will include framework and standards data.

Members agreed the approach and requested that the completed plan be circulated to the Chair for final approval.

It was **RESOLVED** that:-

- (i) Members approved the three year Financial Plan 2018-2021
- (ii) Agreed the final version of the Integrated Delivery Plan be sent to the Chair for final approval.

79/17 Estates Masterplan (Item 11)

The Finance Director delivered a presentation that updated members on the Estates Strategy advising that there are four phases of work.

It was reported that **Phase 1** includes adaptations to buildings to create improved teaching and learning space. The timeline for the works to take place is May 2018 to August 2018.

It was reported that phase 1 includes Salon 7 moving to C Building, improvements to take place in JT Hilton to accommodate improved space for LRC, tutorial and a training area and an updated student quarter. The library will move to A Building Level 1, the Science provision will continue to be delivered in the UTC building and adaptations are to take place to B Building to improve the visitor space and provide separate classrooms. Maths and English will be timetabled in each building and there will be improvements made to the High Needs space.

Phase 2 (June 2019 – June 2020) includes the proposed new build to accommodate Construction and adaptations to the ground floor of the Bellis Workshop

Phase 3 (June 2020 – August 2020) will include the demolition on the Bronte and Bevan buildings and landscaping works that could include a MUGA.

Phase 4 – Will include the demolition of the Bronte and Bevan buildings and landscaping of the area.

It was **RESOLVED** that members noted the progress taking place on the implementation of the Estate Masterplan

80/17 Resources Committee Summary Report (Item 12)

The Finance Director had previously circulated a report that summarised the plans, strategies and documents presented to the Resources Committee on 5th July 2018.

The Finance Director drew out key points:-

- i. **Management Accounts to 30 April 2018** –The management accounts to 30 April 2018 showed that the College was on target to achieve its EBITDA and surplus as forecast for the year.
- ii. **Cash Flow and Treasury Position** – The loan and overdraft position for each facility was noted by members.
Members were advised that Santander had issued amended covenants on the 21st February 2018 due to the change in the treatment of reserves/net assets under FRS102 that no longer include capital grants as these are now deemed a long term liability. Members noted the change and approved the signing of the Santander UK PLC amended covenants letter which had been presented to the Corporation.
- iii. **Budget 2018/19** – Reported that budget was based on a no growth strategy, i.e. whilst growth will be targeted the budget outturns do not rely on it being achieved. It was reported that growth had been included for HE based on the effect of higher fees working its way through and on same number of first years as this year. Of note the plan is to eliminate the overdraft by the summer of 2019.
- iv. **Skills Capital Bid** – The Finance Director updated members on the Bid advising that the college had been notified that it was through to the second round. Members acknowledged the progress achieved on the bid to date and gave approval to continue to the next stage of the bidding process. If successful build will commence January 2019.

- v. **Policy updates** – Reported that there had been a further change to the Fees Policy (para 3.5) since discussion at the Resources Committee, and members approved the change as presented.
Noted that the Resources Committee had approved the following policies; Refund and Compensation Policy, UCO HE Student protection Policy, HE Course Closure Procedure.
- vi. **Procurement Strategy 2018/19** – The Committee received the proposed Procurement Strategy for 2018/19 and approved its contents.
- vii. **Scheme of Delegation** - The Committee reviewed the Scheme of Delegation and agreed it was still fit for purpose and approved it accordingly.
- viii. **Risk Management Register** – Noted the report and its content
- ix. **Contracts over £30k** – noted the new contracts that had been entered into since the last meeting.

The Chair thanked AT for his detailed report.

It was **RESOLVED** that:-

- (i) Members noted the summary of the reports presented to the Resources Committee on 5 June 2018
- (ii) The management accounts to 30 April 2018 were received and approved by members,
- (iii) Members noted and approved the Cash Flow and Treasury position,
- (iv) Members approved the Santander UK PLC amended covenants letter dated 21 February 2018,
- (v) Members approved the amended Fees Policy 2018/19,
- (vi) Members approved the Procurement Strategy 2018/19,
- (vii) Members approved the Scheme of Delegation.

81/17 Curriculum and Quality Summary Report (Item 13)

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 19th June 2018 and the papers circulated provided further narrative and assurance on the progress being achieved.

Curriculum Plan 2017/18 including:

- SAR Half Termly Review – Section 2 and 4
- Quality Improvement Plan (QIP) Summary May/June 2018
- Quality Review Report
- Headline Achievement Report and 2017/18 Predictions
- Areas at Risk Update
- Quality Review 5 Summary Report
- HE and Higher Skills Strategy - An updated HE and Higher Skills Strategy Action Plan had been circulated to members for their consideration. It was reported that C&Q members had raised a concern that too much of the plan was still amber given it was near the end of its review period.
- UCO Progression Report – 435 applications have been received so far for 2018/19. This is significantly higher than last year. 67 applications have been received from Oldham College students, increased from 59 in the previous year.
- Safeguarding and Prevent Update – a detailed termly report had been presented to C&Q members
- Policies considered and recommended for approval to the Corporation included Data Protection Policy, Assessment Policy, English and Maths Policy, Freedom of Speech Code of Practice.

Of note it was reported that retention was 1% better than at the same time last year, and although attendance is 2% lower, it was now a robust measure of learners in class rather than including not required to attend learners.

Construction, Digital and Creative, English, ESOL, Maths and Finance and Professional retention are at or above target, whilst Caring Professions and Retail and Commercial have improved retention but are not at target. Performing Arts and Sport, Travel and Tourism and Uniformed Public Services (UPS) retention is lower than at the same time last year.

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

- (i) Noted the progress in delivering the Curriculum Plan,
- (ii) Received the HE Curriculum and Quality Summary Report as presented and,
- (iii) Received and approved the Safeguarding Termly Report
- (iv) Received and approved the following policies:- Data Protection Policy, Assessment Policy, English and Maths Policy, Freedom of Speech Code of Practice

82/17 Safeguarding and Child Protection Policy (Item 14.1)

A copy of the updated Safeguarding and Child Protection Policy had previously been circulated to members for review. The Deputy Principal highlighted the amendments and additional information contained in the policy.

It was **RESOLVED** that members approved the Safeguarding and Child Protection Policy as presented.

83/17 Student Behaviour Policy (Item 14.2)

A copy of the updated Student Behaviour Policy had previously been circulated to members for review. The Deputy Principal highlighted the amendments and additional information contained in the policy.

It was **RESOLVED** that members approved the Student Behaviour Policy as presented.

84/17 Audit Summary Report (Item 15)

A copy of the Audit Summary Report had been prepared by the Finance Director and previously circulated to members for consideration and information. The Finance Director reported that each of the reports had been scrutinised at the Audit Committee held on 14 June 2018. He drew member's attention to the following:-

- **The Internal Audit Assignment Reports** - The outcome of four reviews were reported; Internal Audit Follow Up Report 2017-18 and ESFA Mock Funding Audit both provided substantial assurance, Safeguarding – prevent Duty 2017/18 and Retention and Intervention 2017/18 both provided reasonable assurance.
- **Proposed changes to the 2017/18 Internal Audit Plan** to include an audit of GDPR readiness and compliance was agreed
- **Internal Audit Progress Report** was received and noted
- **Internal Audit Strategy 2017/18 -2020/21** including the Internal Audit Plan for 2018/19 was presented to the Audit Committee who recommended its approval to the Full Corporation
- **External Audit approach Memorandum and appointment of Financial Statement Auditors** - Grant Thornton presented their Audit approach which the committee accepted

as appropriate. The fees for the audit work were reported and noted. The committee recommended approval of the external audit plan and fees as reported to the Full Corporation.

It was also reported that the external audit service would be tendered in 2018/19.

- **Risk Management Register and Action Plan** – The Risk Register had been considered by the Audit Committee and presented to the Full Corporation with no changes
- **Financial Regulations** – The Audit Committee had considered the Financial Regulations and approved their content
- **Audit Rolling Tracking Tool** – it was reported that the Audit Committee had requested prompt action be taken to ensure old actions are cleared before the next meeting.
- **Use of Consultants** – members were advised of the use of consultants since the previous meeting and noted the scope of their engagement.
- **Post 16 Audit Code of Practice 2017/18** - The revised Post 16 Audit Code of Practice was presented to the committee and members noted the changes and the necessary modifications that had been made to the Audit Committee Terms of Reference to reflect these and recommended approval of the revised TOR to the Full Corporation.

It was **RESOLVED** that:-

- (i) members received the report and noted the content,
- (ii) received the Risk Management Register as presented
- (iii) members approved the Internal Audit Strategy 2017/18 – 2020/21 inc. Audit Internal Plan 2018/19,
- (iv) members approved the External Audit Approach Memorandum and appointment of Financial Statement Auditors, Grant Thornton, for 2018,
- (v) Members approved the revised Financial Regulations,
- (vi) Members approved the Audit Committee Terms of Reference.

85/17 SFA 3 Year Plan (Item 16)

The Finance Director presented the SFA 3 year plan providing clarity on the Statement of Comprehensive Income and reporting that the self-assessment financial health grade for 2018 was 'satisfactory' and this would improve to 'good' in 2019 based on the financial projections. Members considered the report and approved the plan.

It was **RESOLVED** that members approved the SFA 3 Year Plan as presented.

86/17 Governance and Search Committee Summary Report

A copy of the Governance and Search Summary Report had been prepared by the Clerk to the Corporation and previously circulated to members for consideration and information. The Clerk reported that each of the reports had been scrutinised at the G&S Committee held on 5 June 2018. In summary:-

- (i) Re-appointment and appointment of members – The G&S Committee recommended approval of the following members to the Corporation in the category of 'governor' for a four year term; Jonathan Edwards, Anne Gornall, Anthony France, Nigel Newton and Graham Fleming. Members approved the appointments as reported.
- (ii) Resignation – received the resignation form Alexandra Gardiner as at October 2018. The Chair thanked Alex for her contribution to the Corporation and wished her well in her future career

- (iii) Committee membership – members received and approved the committee membership structure for 2018/19
- (iv) Noted the progress in achieving the Governance Pl's
- (v) Considered the approach set out in the Framework for Evaluation of Governance and supported its implementation

It was **RESOLVED** that members approved:-

- (a) The re-appointment of Jonathan Edwards in the 'governor' category for a four year term commencing for the period 1 September 2018 – 31 August 2022,
- (b) The re-appointment of Anne Gornall in the 'governor' category for a four year term commencing for the period 1 October 2018 – 30 September 2022,
- (c) The re-appointment of Anthony France in the 'governor' category for a four year term commencing for the period 1 October 2018 – 30 September 2022,
- (d) The re-appointment of Nigel Newton in the 'governor' category for a four year term commencing for the period 1 June 2019 – 31 May 2023,
- (e) The appointment of Graham Fleming in the 'governor' category for a four year term commencing for the period 1 August 2018 – 31 July 2022
- (f) The committee structure for 2018/19.

87/17 Use of Seal (Item 18)

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

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

88/17 Minutes and Reports from meetings:-

88/17.1 Curriculum and Quality Committee 19 June 2018 (Item 19.1)

The Chair reported that the minutes of the C&Q Committee held on 19 June 2018 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

88/17.2 Resources Committee 5 June 2018 (Item 19.2)

The Chair reported that the minutes of the Resources Committee held on 5 June 2018 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.

88/17.3 Prevent and British Values Sub Group 13 March 2018 (Item 19.3)

The Chair reported that the minutes of the Prevent and British Values Sub Group held on 13 March 2018 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.

88/17.4 Prevent and British Values Sub Group 19 June 2018 (Item 19.4)

The Chair reported that the minutes of the Prevent and British Values Sub Group held on 19 June 2018 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.

88/17.5 Governance and Search Committee 5 June 2018 (Item 19.5)

The Chair reported that the minutes of the Governance and Search Committee held on 5 June 2018 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.

88/17.6 Audit Committee 14 June 2018 (Item 19.6)

The Chair reported that the minutes of the Audit Committee held on 14 June 2018 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

89/17 Any Other Business

None to report.

90/17 Dates of Future Meeting

Dates for 2018/19 were circulated to members for consideration and approval.

It was **RESOLVED** that members approved the dates 2018/19 Corporation and Committee meetings as presented.

Meeting finished at 5.45pm

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

**Full Corporation 3 July 2018
Rolling Action List**

Meeting Date and Item No.	Rolling Action List (Outstanding actions from previous meeting(s) to be carried forward, listed below, and not removed until completed/closed.)	Actionee	Reported as Completed at meeting of:
27 03 18 Min 59/17 03 07 18 Min 72/17.1	Principal's Report Opportunity Area Fund – a copy of the plan to be circulated once completed.	Deputy Principal	
27 03 18 Min 60/17	Resources Summary Report Gender Pay Gap Report – A copy of the report be circulated to member's following the meeting	Clerk	03 07 18 Min 72/17.2
03 07 18 Min 77/17	People Strategy The final version of the People Strategy be presented at the next meeting	Principal	

03 07 18 Min 78/17	Integrated Delivery Plan Agreed the final version of the Integrated Plan be sent to the Chair for final approval	Principal	
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