

**OLDHAM COLLEGE**

**RESOURCES COMMITTEE**

**Minutes of the meeting held on Tuesday 2 October 2018**

<b>Present:</b>	<b>Members:</b>	Raiz Ahmad	Governor (Chair)
		Kashif Ashraf	Governor
		Jonathan Edwards	Governor
		Alun Francis	Governor (Principal)
		Laura Smart	Governor
	<b>Officers:</b>	Janet Frost	Clerk to the Corporation
		Rebecca Johnson	Asst. Director of Finance
		Allan Tyrer	Finance Director
		Gill Ellis	HR Director
	<b>Apologies:</b>	Debra Woodruff	Deputy Principal

**1/18**      **Election of Chair**

The Clerk reported that as this was the first Resources Committee meeting of the new academic year, members were required to elect a Chair and Vice Chair of the committee for 2018/2019.

The Clerk invited nominations for Chair for 2018/2019 and Riaz Ahmad was nominated by Kashif Ashraf and this was seconded by Laura Smart.

**Election of Vice Chair:**

The Chair asked for nominations for Vice Chair and Kashif Ashraf nominated Laura Smart and this was seconded by Jonathan Edwards.

It was **RESOLVED** that:-

- (a) Riaz Ahmad be appointed as Chair for the academic year 2018/19 and,
- (b) Laura Smart be appointed Vice Chair for the academic year 2018/19.

**Riaz Ahmad took the Chair**

**2/18**      **Apologies for Absence**

An apology for absence had been received and accepted from Debra Woodruff.

**3/18**      **Declaration of Conflicts of Interest**

All members and officers present declared that they had no interests, personal, fiduciary, or otherwise in any item on the agenda.

**4/18**      **Minutes of the Previous Meeting held 5 June 2018.**

The minutes of the previous meeting held 5 June 2018 had been circulated to members prior to the meeting for their consideration.

It was **RESOLVED** that the minutes of the meeting be approved and signed by the Chair as a correct record of the meeting.

**5/18**      **Matters arising from the minutes of the previous meeting**

There were no matters arising.

**6/18**      **Rolling Action List Update****6/18.1 5<sup>th</sup> June 2018 Min 44/17.1 – Management Accounts**

Present the management accounts to 30 April 2018 to Full Corporation on 3 July 2018.

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

**6/18.2 5<sup>th</sup> June 2018 Min 44/17.2 – 3 Year Plan**

Present the draft budget for 2018-19 and financial section of the Integrated Recovery Plan for 2017/8 - 2020/21 to the Full Corporation meeting on the 3 July 2018.

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

**6/18.3 5<sup>th</sup> June 2018 Min 46/17 – People Strategy**

(i) The HR Director contact Oldham Council to review their health and well-being programme,

(ii) Members review the People Strategy and forward any comments to the Clerk following the meeting

(iii) Final version of the report to be presented to a future meeting of the Resources Committee

It was **RESOLVED** that (i) and (ii) were complete and (iii) the final version of the People Strategy would be presented to the next meeting.

**6/18.4 5<sup>th</sup> June 2018 Min 51/17 – Scheme of Delegation**

Present the Scheme of Delegation to the Full Corporation at its 3 July 2018 meeting.

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

The Chair proposed a change to the sequence of reporting with Item 12 – HR / People Plan Update and Item 15 – Equality and Diversity Annual Report including E&D Policy being taken in advance of Item 7.

It was **RESOLVED** that members accepted the change to the sequence of reporting.

**7/18**      **Equality and Diversity Annual report and E&D Policy (Item 15)**

The HR Director had previously circulated the Equality and Diversity Staff Data report for 2017/18 including the latest E&D Policy. She advised that whilst the report focussed on staff, there was some comparison to the overall student population of the College and Greater Manchester Region.

The HR Director drew member's attention to key points within the report:-

- Noted that compared to the previous year the number of BME teaching staff had reduced slightly and continued to not reflect the cultural and ethnic mix within our student population and the Oldham Boroughs in general. This was similar level to Hopwood Hall and Manchester College
- Reported that employees who have recorded they have a disability has reduced this year to 3% (4.8% 2016/17) whilst in contrast the number of employees who have recorded a "prefer not to say" when asked whether they have a disability has increased to 15%. This will be investigated further to establish why staff do not disclose either way
- Noted the majority of our employees are between the ages of 30-59 years; this age demographic is mirrored in all of the sample colleges in the Greater Manchester region, and seems to be a national correlation

- Noted that the Gender information has remained constant in recent years and reflects the overall picture in colleges across Greater Manchester. It was also reported that the same demographic applies to our students with 55% being female and 45% being male
- The recording of sexual orientation along with other E&D information has improved although there still seems to be a high proportion of employees who would “prefer not to say” what their sexual orientation is.

The HR Director reported that the E&D Policy was presented with no changes from the previous version, and governors noted the document.

The Chair thanked the HR Director for her presentation.

It was **RESOLVED** that:-

- Members received the report as presented
- Approved the Equality and Diversity Policy

### **8/18** HR / People Plan Update – Presentation (Item 12)

The HR Director reported that the People Plan would now be updated with the E&D data that had been provided to the current meeting and the final version submitted to governors for approval.

She continued and provided governors with a presentation that showed the outcome of the Employee Survey for 2018. The survey was completed by 53% of staff, of which 34% were in Curriculum, 29% in Support Functions, 10% in Work Based Learning and the other 27% spread throughout the College and UCO. It was reported that the length of time staff had been employed varied from 29% 2-5 years to 28% over 10 years. The survey showed that the majority of staff enjoyed working at the college and the results of the ten questions reflected this.

It was reported that the next step would be to cascade the information to each area of the college and develop college wide action plans.

It was **RESOLVED** that governors noted the positive feedback received from the Employee Survey and endorsed the approach to develop action plans.

### **9/18** Principal’s Update (Item 7)

The Principal presented his report and highlighted key areas as follows:-

- Financial Pressure – The Principal was please to report that the FEC benchmarks had been met this year, advising that the financial management continues to be robust.
- Recruitment – It was reported that 16-18 numbers are broadly the same as at the same point last. The Principal explained the process that had taken place to ensure those students that had performed/behaved poorly last year had each had interviews and in some cases these students had not been re-enrolled. It was noted that Apprenticeships continues to grow whilst HE numbers had not yet achieved target.
- Estates – It was reported that there had been some delays with the planned summer work with G Block continuing to be used due to space restrictions. A standardised approach to wall decorations and presentations across faculties has been implemented which celebrates success and promotes English and maths  
Members were informed that the **Capital Bid** is progressing with the strategic case strong, however more work is needed on the details of the financial and design aspects, and we are liaising with the GMCA to provide this. This will include revising the project timescales and delivery plans. There is no deadline set for this as yet.

With regards to the **UTC**, the Principal reported that the Dept. of Education have agreed that the lease be made to the college with a sublease to Oasis Academy for the school use to 2020.

- (iv) Noted that a new Marketing and Communication Officer has been appointed and will join the College in November.
- (v) Advised that the Strategic Plan will be presented to the Full Corporation on 23 October 2018
- (vi) Advised that digitalisation is emerging as a critical area in the forward plan, both in terms of preparing learners for work, but also the potential to reduce teacher workloads and improve learner productivity. A project team is being set up to oversee this project, but it will need investment over time and this will need to be built in to the plan.

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

#### **10/18**      **Management Accounts to the Year Ended 31<sup>st</sup> July 2018 (Item 8)**

A report detailing the draft management accounts for 2017/18 had been prepared by the Finance Director and previously circulated to members for consideration. He advised that the EBITDA for the year was £2,361k (budget £2,329k) and the FRS 102 annual report indicated a reduction in net pension liabilities. Members were also advised that the College's Statement of Comprehensive Income would receive a credit making the reported surplus for the year, after pension adjustments £3.85m.

It was reported that the College's financial health status (based on the ESFA benchmarks) was 'satisfactory'.

The Finance Director advised that at the recent ESFA Case Conference meeting the feedback on the College's financial position had been positive. He continued and reported that whilst the overdraft facility would be needed in 2018/19 the plan would be to reduce this need in 2019/20.

Members received a report that demonstrated the contribution of each faculty noting those faculties that are doing well and those that were required to improve their contribution rate. Of note, the Construction Faculty in 2017/18 had invested in staff and resources and therefore this had reduced their contribution, whilst Caring Professions showed a high contribution rate but there was a need to invest this current year to improve outcomes and standards.

A governor asked what assurances could be given that Caring Profession outcomes would improve. The Principal advised that there was now a full complement of staff with the relevant industry qualifications and systems had been reviewed and improved.

It was reported that the HE contribution would improve to nearer 40% in 2018/19 (3.9% 2017/18) due to the changes in the staffing structure and improved curriculum planning.

Members welcomed the detailed report and requested the Contribution Report be presented at the March 2019 meeting, including the service area data also.

It was **RESOLVED** that:-

- (i) Member's noted the College's financial health status had remained at 'satisfactory' as at 31<sup>st</sup> July 2018, and
- (ii) Members received the management accounts as at 31 July 2018 and presented them for approval to the Full Corporation at its October 2018 meeting.

#### **11/18**      **ESFA Two Year Financial Plan Ending 31<sup>st</sup> July 2020 (Item 9)**

A copy of the two year financial plan for year ending July 2020 had previously been circulated to members for information noting that this had received approval at the July 2018 Corporation meeting.

The Finance Director drew member's attention to the FEC benchmark report commenting on the progress that had been achieved in improving the College's overall performance. He advised that the plan projects the College to be achieving all of its benchmarks by 31<sup>st</sup> July 2021.

In discussion a member asked what processes provide assurance that the targets will be achieved and the Finance Director advised that there has and will continue to be a period of consolidation for the college in terms of its development and basing its financial sustainability on limited growth. He added that the college had identified savings through curriculum efficiencies and service area rationalisation.

Member's noted the report.

It was RESOLVED that:-

- (i) Members received the report and adopted the two-year plan as reported, and
- (ii) Recommended approval to the Full Corporation.

#### **12/18 Treasury Position and Cash Flow (Item 10)**

A report detailing the cash and treasury position of the College had been prepared by the Assistant Director of Finance and previously circulated to members for consideration and information.

The Assistant Director of Finance presented the report advising members of the cash position as at 31 July 2018 for each loan and overdraft / cash balance.

The Assistant Finance Director drew members' attention to the following:-

- It was reported that the greatest use of the overdraft facility will be in April 2019 when there will be £2,083k headroom (2017/18 £1,350k)
- The current budget and forecast balance sheet for the year end indicate a cash position of £1,319. This is in line with the ESFA forecast model
- Santander had issued amended covenants on the 21<sup>st</sup> February 2018 due to the change in the treatment of reserves/net assets under FRS102 that no longer included capital grants as these are now deemed a long term liability and it was reported that the College was not in breach of any of the revised loan covenant.

It was **RESOLVED** that members noted the report as presented and endorsed the current position.

#### **13/18 Marketing Update (Item 11)**

The Finance Director summarised the work of Kenyon's over the past 12 months noting the successful launch of the new website and the positive feedback from students and stakeholders on the social media content.

It was reported that a Marketing and Communication Officer had been appointed and will join the College in November. Their role will be to drive communication and recruitment. A governor observed that marketing is essential and questioned the resources available, particularly if the intention is to rebrand the college in the near future. In answer the Finance Director advised that a reasonable budget has been made available to support the work.

It was **RESOLVED** that members noted the latest position with regards to Marketing.

#### **14/18 Risk Management Register (Item 13)**

A copy of the Risk Management Register had previously been circulated to members for consideration. The Finance Director reported that the key operational risks had been updated and the mitigated risk scores adjusted to reflect the current position.

Members discussed the risks that reflected a 'RED' score which included:-

- breaching the bank covenants,
- insufficient progress on improvements to achieve a 'good' OfSTED,
- failure to improve the quality of teaching and learning consistently across the college
- failure to achieve improved success rates in maths, English and underperforming SSAs timely success in Apprenticeships
- failure to continue to build on the financial and quality improvements as set out in the College Plan.

Members agreed that the above risks were reflected appropriately in the register and the controls indicated must take place to assure governors they are being managed effectively..

It was **RESOLVED** that members noted the Risk Management Register as presented.

- 15/18**      **Health and Safety Annual Report 2017/18**  
Deferred to the Full Corporation meeting on 23 October 2018.
- 16/18**      **Policies and Procedures**  
**16/18.1 Anti Bribery (Item 16)**  
A copy of the Anti Bribery Policy had been circulated to members for consideration and comment. It was reported that the only changes to the previous version related to names and job titles.  
It was **RESOLVED** that the members approved the Anti Bribery Policy as presented.
- 17/18**      **Contracts over £30k (Item 17)**  
The Finance Director had previously circulated a report that detailed contracts awarded over £30k since the last meeting. In summary, a new insurance contract with Butterworth Spengler has been entered into and contract negotiations with Caterlink, the company that has recently been awarded the catering contract, are at their final stage. Full details of this contract will be reported to the next meeting.  
It was **RESOLVED** that members noted the report as presented.
- 18/18**      **Workplan 2018/19 and Commentary on Changes (Item 18)**  
A copy of the Workplan for 2018/19/18 including changes to the reporting sequence for the current meeting was presented to members for consideration. Members noted the additional reports that had been discussed at the current meeting which included; Fees Policy, Refund and Compensation Policy, UCO Student Protection Plan, HE Course Closure and Procedure  
It was **RESOLVED** that members noted the report.
- 19/18**      **Any Other Business**  
None reported
- 20/18**      **Dates of future meetings for 2018/19**  
4 December 2018  
5 March 2019  
4 June 2019

**Meeting finished at 6.30pm**

