

**OLDHAM COLLEGE  
FULL CORPORATION**

**Minutes of the Meeting held on Tuesday 22 October 2019**

<b>Present</b>	Jonathan Edwards	Governor – Chair
	Alun Francis	Principal – Governor
	Anne Gornall	Governor
	Richard Guy	Governor
	Bob Harrison	Governor
	Sue Kershaw	Governor
	Shaid Mushtaq	Governor
	Mark Preston	Student Governor
	Nigel Newton	Governor
	Graham Bradbury	Staff Governor
	Katrina Hann	External Member
	Mike Jackson-Leafield	Staff Governor
	Lorna Unwin	Governor
	<b>Officers:</b>	Janet Frost
	Allan Tyrer	Interim Director of Finance
	Debra Woodruff	Deputy Principal
	Cath Inchbold	Project Manager
<b>Apologies:</b>	Laura Smart	Governor
	Anthony France	Governor
	Riaz Ahmad	Governor
	Abdul Jabbar	External Member

**1/19 Declaration of Conflicts of Interest**

Declarations of interest were made by Shaid Mushtaq and Elaine Buckley should any discussion in the meeting relate to their area of work.

**2/19 Apologies for Absence**

Apologies of absence had been received and were accepted from Riaz Ahmad, Anthony France, Abdul Jabbar and Laura Smart.

**3/19 Minutes of the Meeting held 2 July 2019**

The minutes of the meeting of the Corporation held on 2 July 2019 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.

**4/19 Matters Arising from the minutes of the 2 July 2019**

**GM Bus Pass Support** – The Principal reported that ESFA had confirmed their support to the scheme and it had been operational since September 2019. The funding agreed by the College to support the scheme was capped at a maximum of £202k.

**5/19 Rolling Actions**

**5/19 (i) 2 July 2019 Min 70/18 - Integrated Plan 2019/20**

The Integrated Plan was approved subject to the KPIs and results for 2019 being incorporated.

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

## 5/19 (ii) 2 July 2019 Min 75/18 - C&Q Summary Report

Safeguarding Policy to be presented to the October 2019 meeting for approval.

It was **RESOLVED** that following discussion this item was complete.

## 6/19 Notification of Items of Any Other Business

None received

**The Chair requested a change in reporting sequence and this was approved by all members.**

**Item 10.1 Capital Skills Build – Update Report was taken next on the agenda.**

## 7/19 Capital Skills Build – Update Report (Item 10.1)

A report had previously been circulated that provided members with an update on the progress with the College's Construction Skills Centre and detailed the current key issues, risks and actions required to ensure progress. A copy of the floorplan for the build were presented also.

Cath Inchbold, Project Manager introduced the report. The key points reported included:-

- Stage 3 design has been signed off
- A comprehensive suite of surveys have taken place and identified a number of areas that require attention. Action on these will take place during October half term
- Intensive work is ongoing to develop and agree the Grant Funding Agreement (GFA) with the Combined Authority and to fulfil the general and project specific conditions within it, many of which have been closed off
- Progress is being made on the legal documents that will underpin the GFA
- Instruction by Santander (at the College's expense) of a valuer (GVA) and legal adviser (Weightmans) to inform and execute the charge respectively has been confirmed
- Work is being finalised that will provide more definite timings and costings for the College's matched funding programme. This will include a review of works to be carried out before Willmott Dixon start on site
- Partners to the project (the College and our Quantity Surveyor, Wilmot Dixon, the independent Monitoring Surveyor and the Combined Authority) have piloted the claims process for project spend up to the end of August and a claim for £147,571 has been agreed. This represents 77.5% of Wilmot Dixon and College costs. This will be processed by the Combined Authority upon grant approval
- The planning application was submitted to Oldham Council on 11 October 2019.
- Stakeholder consultation took place on 22 August 2019 and received a positive response
- The Travel Plan, which updates the College's 2014 Plan, is underpinned by travel surveys for staff and students which took place during September
- The project risk register has been kept up to date and linked to the overall College risk register. The key risks currently are:-
  - Delays in determination of the planning application by Oldham Council
  - Oasis do not move out of UTC by July 2020
  - Live campus during construction and demolitions.

In discussion a number of questions were asked including:-

Qu: Is the Project Manager confident that the planning permission will be received on time?

A: The planning application was presented to OMBC on 11 October 2019. It is currently three days behind schedule. The application has not yet been validated and this gives concern as to whether the council will give planning permission within the 13 week deadline. Q

It was agreed that the PM would continue to chase the local authority and should it be necessary members of the Corporation would lobby the council to get the permissions in the 13 week timeframe.

Qu: Would it be beneficial to speak to the GMCA to request an extension to the deadline to mitigate any delays with the planning application?

A: Ongoing lobbying is taking place to reduce the risk of not achieving the timeline and this will continue.

Qu: The report states 'The Stage 3 cost plan presented to the College on October 8<sup>th</sup> indicated an overspend on the project of £400k' is this a concern?

A: This amount has now been reduced to £200k. College advisers and staff are reviewing which College funded works Wilmot Dixon will carry out and which are best done by the College. A thorough review of the cost plan will take place with Wilmot Dixon during the coming weeks to ensure the project on track.

The PM assured members that the design of the build was affordable and the design would not be compromised in any way.

Qu: When will the Grant Funding Agreement be confirmed as a delay is a potential risk?

A: The majority of the grant conditions have been closed off and there are no expected delays. It is anticipated that the GFA will be agreed by the end of October.

The Chair thanked Cath Inchbold for her report.

### 5.30pm – Cath Inchbold retired from the meeting

#### 8/19 **Students' Union Update inc. Accounts as at 31<sup>st</sup> July 2019 (Item 7)**

A copy of the Student Union report had previously been sent to members for their consideration.

The Student Governor presented the report and highlighted key points, in summary:-

- The Student Union accounts as at 31 July 2019 were presented to members for noting
- Noted that the Student Union By-Elections were planned for October with results announced early November
- Reported that annual Fresher's Fair had been very popular with new students

It was **RESOLVED** that members noted the progress by the Student Union.

#### 9/19 **Principal's Report (Item 8)**

A copy of the Principal's Report had previously been circulated to members for consideration prior to the meeting.

The Principal presented the report, welcoming questions and comments. Key updates and discussion included the Board recognising and sharing congratulations to staff on the College's numerous awards and prizes that had been received.

Other key points the Principal referred included:-

- 2018/19 saw strong result with quality showing an increase of 1.5% in the results for 16-18 (which based on last year's data would make Oldham College 20<sup>th</sup> out of 200 colleges)
- The College was narrowly short of meeting its target grade of 'good' financial health (refer to the Resources Summary Report Min 11/19)
- Recruitment to date has been positive and the college is cautiously optimistic that numbers will continue to increase
- Reported that the number of high needs students has increased this year
- The Principal updated members on the government's announcement of funding for FE, however the detail on allocation is yet to be revealed
- The new Head of Marketing has joined the college and will present the Marketing Strategy to the Resources Committee at its next meeting
- It was reported that the college have been looking at good practice with three outstanding north west colleges; Blackpool, Nelson and Colne and Burnley.

It was **RESOLVED** that members noted the Principal's Report as presented.

#### 10/19 **Strategic Plan 2019-24 – Delivery Model (Item 9)**

The Deputy Principal presented a report which summarised the approach to deliver, manage, monitor and report on implementation of the College Strategic Plan 2019-24. The report provided the Governance and Management Structure and the Delivery Model.

The Deputy Principal advised that member involvement would take place at Steering Group level and further scrutiny would take place at committee and Board level.

A discussion took place regarding the reporting structure and agreed that a RAG rated system would enable members to focus on the critical areas and gain assurance through scrutiny that progress was being achieved. C

Members supported this approach and requested a standing item for the Strategic Plan be placed on each Corporation meeting.

It was **RESOLVED** that:-

(i) Members received the report as presented

(ii) Strategic Plan Delivery Model be included as a standing item on each Corporation meeting going forward.

## **11/19 Resources Committee Summary Report**

A copy of the Finance and Resources Summary Report had previously been circulated to members for consideration. The Finance Director advised that the Resources Committee had received detailed papers and discussed all at length at their meeting on the 15 October 2019.

The reports presented included:-

**(i) Management accounts to 31<sup>st</sup> July 2019** - The Board noted the financial results for the year end and the estimated year-end position, subject to audit.

The accounts showed the College had achieved an EBITDA for the year of £2,306k (budget £2,551k) which was below expectation, mainly due to the shortfall in apprenticeships income and much lower than anticipated income from the maths pilot.

It was reported that the College's financial health status (based on the ESFA benchmarks) would be 'requires improvement'.

Discussion and scrutiny included consideration of accurate forecasting and assurance the college is eligible for the maths grant funding in 2019/20. C

**(ii) ESFA 2 Year Plan** - The Finance Director referred to the ESFA 2 year plan and reported the plan showed the college returning its financial health status to 'good' at 31 July 2020. He advised the two year plan continued to base its financial stability on limited growth, 5% in apprenticeships income and 5% growth in HE numbers from 2019/20 onwards.

Discussion and scrutiny included consideration of context, planning assumptions, margin analysis and financial KPIs. C

**(iii) UCO Plan 2019/20** - The Finance Director reported that the UCO 2018/19 outturn had fallen slightly below target to deliver a contribution of £397k (an increase of £232k on 2017/18), whilst the budget for 2019/20 showed a budgeted contribution of £446k. The Finance Director advised that the curriculum planning and applications to date suggest that growth in numbers is likely.

**(iv) Cash Flow and Treasury Position** – Members were provided with the loan and overdraft/cash balances as at 31<sup>st</sup> July 2019. It was reported that the greatest use of the overdraft would be in April 2020 when there would be £1,950k headroom (£2018/19, £1,061k) before the higher ESFA payments at the start of the fiscal year.

**(v) Risk management Register** - A copy of the Risk Management Register had been updated and reviewed at the Resources Committee and took into account the changing circumstances since the last meeting. Members noted the report.

**(vi) Health and Safety Annual Report (inc. H&S Policy)** – Members noted the Health and Safety Report and Health and Safety Policy as presented.

**(vii) Equality and Diversity Annual Report** – Members noted the Equality and Diversity Annual Report as presented.

**(viii) Contracts over £30k** – members noted the contracts that had been entered into since the previous meeting.

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

(i) The draft management accounts to 31<sup>st</sup> July 2019 were noted by members,

(ii) The ESFA 2 Year Plan 2019-2021 was noted by members,

(iii) The Health and Safety Policy was approved by members.

## 12/19 Curriculum and Quality Summary Report (Item 11)

The Deputy Principal introduced the C&Q Summary Report that had previously been circulated to members for information. The Deputy Principal reported that the C&Q Committee had considered each of the reports in detail at the 8 October 2019 meeting. The following key points were reported:-

- **Safeguarding and Prevent Termly Report** – An update on key matters arising since the previous meeting was reported including; two additional members of staff have joined the team, progress has been achieved in implementing the School to College Mental Health Framework, 442 safeguarding referrals have been received during 2018/19 compared to 409 in 2017/18 and the Safeguarding and Child Protection Policy has been updated to incorporate the latest changes in Keeping Children Safe in Education September 2019, and the latest Prevent Guidance from Oldham MBC. Members approved the Safeguarding and Child Protection Policy as presented.
- **Curriculum Plan 2019/20 – Quality Update (Further Education and Apprenticeship)** – Members received the **Quality Key Performance Indicators (KPIs)** which demonstrated good progress in most areas
- **Update on 2018/19 Headline Achievement** – The FE Classroom and Apprenticeship data was presented to provide a clear overview of achievement by programme, sector subject area and age with comparisons to the latest national rates (2017/18) and the colleges own predictions in May 2019. It was reported that the final analysis of trends would be presented to the December meeting and feed into the SAR and QIP.
- **Faculty Scorecard** – the report provided a summary comparison of quality indicators across Faculties for 2018/19. It was reported that the RAG report was based on in year key data including; SAR Grades, Achievement, Quality Review Data for Milestones and Assessments, Retention, Attendance, Observation Grade profiles and percentage of students at risk on entry.

The Scorecard for 2018/19 showed Construction, Caring Professions and ESOL as Requires Improvement and these areas were subject to Task Force arrangements as well as monthly Business Review.

A member asked for clarity of actions on the faculties in RI. The Deputy Principal informed members of measures that had been put in place advising that close monitoring will continue until each are show stability. C

- **Area at Risk Update – ESOL** – It was reported there had been a number of developments since the Ofsted Inspection in December 2018 and improvements could be seen within the ESOL faculty. Members noted the Post Inspection Action Plan remained live and the Task Group were meeting regularly to ensure actions were carried out and support was provided.

### HE and Higher Skills Update

- **UCO Curriculum Development Update** – members were provided with an update on the proposed curriculum developments which included a range of opportunities for the College and UCO to develop and deliver for each of the pathways on offer inc. Foundation Degrees and Top-up degrees, Honours Degrees, Degree Apprenticeships, Higher Level professional courses and Teacher Education.

The Deputy Principal advised the C&Q Committee had considered and recommended the termination of the current partnership with the University of Bedfordshire and agreed to seek to complete the Institutional and Programme Validations with the Open University for the Business and Management and Finance and Accounting degrees. Members supported the proposal.

- Members received an update on **UCO Quality Improvement Plan (QIP)** including the impact in 2018/19.
- **UCO Committee Annual Reports** were circulated and noted for the following; Teaching and Learning Committee, Student Engagement Group and Quality Improvement Group.
- **NSS Results** – The overall satisfaction of HE students at Oldham College in 2018/19 was 84.25% (2017/18, 87.07%). It was reported that the C&Q Committee had asked for a breakdown of the NSS results to understand where improvements could be made.

A member observed that the score for IT resources was low and the Finance Director responded that whilst some investment in resources had taken place in 2018/19 further enhancement of facilities was needed. The Finance Director advised that the revised IT Strategy would be presented to the Resources Committee.

- **UCO Annual Research Report** – It was reported that 2018/19 had been a productive year in relation to research and Scholarly Activity at UCO which included a wide range of events and activities engaging staff and students.
- **Update on the Access and Participation Plan (APP – 2020/21 – 2024/25)** – It was reported that the College was awaiting approval of the plan following its submission on the 11<sup>th</sup> September 2019.
- A report that provided an overview of **Disability, Mental Health and Wellbeing support** in the 2018/19 academic year had been presented to members. Members noted the work that had taken place to support students throughout the year
- **Subject Level TEF Report** – Reported that UCO had participated in the Subject Level TEF pilot and achieved Silver overall, with 1 Gold, 6 Silver and 1 Silver/Bronze at subject level which members agreed was an excellent achievement
- **Student Complaints Annual Report** – The report included an analysis of complaints received over the last 12 months and included trends which make a comparison with previous years. It was reported that the number of complaints recorded in 2018/19 was 46, which is an increase of 2 compared to the previous year. The number of complaints upheld were 33 (72%). The number of complaints received by UCO was 4 with 3 complaints being upheld (75%).

The Chair thanked the Deputy Principal for her detailed report.

It was **RESOLVED** that:-

- (i) members received the C&Q Summary report as presented,
- (ii) members approved the Safeguarding and Child Protection Policy ,
- (ii) members approved the termination of the current partnership with the University of Bedfordshire and agreed to seek to complete the Institutional and Programme Validations with the Open University for the Business and Management and Finance and Accounting degrees.

### **13/19 Audit Summary Report (Item 12)**

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 identified had been scrutinised at the Special Meeting of Audit Committee held at the 24 September 2019 meeting. These included:-

- A review of the key operational risks of the College including a review of the Risk Management Registers. A number of observations and comments had been received at the meeting and the Risk Management Register updated to reflect this. A copy of the updated register was provided to members and the changes were noted.
- External Audit Planning Document 2019/20 – Auditors, Mazars, presented their audit approach and planning document which the committee accepted as appropriate. The committee agreed to recommend approval of the external audit plan and fees as reported to the Full Corporation (copy attached with the papers).

It was **RESOLVED** that members noted the report as presented and approved the External Audit Planning Document for 2019/20.

### **14/19 Minutes and Reports from meetings:-**

#### **14/19.1 Curriculum and Quality Committee 8 October 2019 (Item 13.1)**

The Chair reported that the minutes of the meeting of the C&Q Committee held on 8 October 2019 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.

#### **14/19.2 Special Audit Meeting 24 September 2019 (Item 13.2)**

It was reported that the minutes of the Resources Committee held on 4 June 2019 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

**15/19 Use of College Seal (Item 14)**

The Clerk reported that the College Seal had been used once since the previous meeting and details of its use were provided to members.

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

**16/19 Workplan Deviation Report (Item 15)**

The Workplan for 2019/20 including changes to the reporting sequence for the current meeting was presented to members for consideration.

Members noted the report.

It was **RESOLVED** that noted the Workplan as presented.

**17/19 Dates of Future Meeting**

17 December 2019

31 March 2020

30 June 2020

**6.45pm - Staff and Student Members retired from the meeting to allow a confidential item to be considered.**

**18/19 Confidential Item**

**Remuneration Committee – 22 October 2019**

The Chair advised members that the Remuneration Committee had met prior to the Corporation meeting. He updated members verbally on decision taken by the committee.

Members upheld the decision of the Remuneration Committee.

It was **RESOLVED** that members upheld the decision of the Remuneration Committee.

**Meeting finished at 7.10pm**

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

**Full Corporation 22 October 2019  
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>
02 07 19 Min 70/18	<b>Integrated Plan 2019/20</b> The Integrated Plan was approved subject to the KPIs and results for 2019 being incorporated.	DW/AT	Full Corp 22/10/19 Min 5/19 (i)
02 07 19 Min 75/18	<b>C&amp;Q Summary Report</b> Safeguarding Policy to be presented to the October 2019 meeting for approval	DW	Full Corp 22/10/19 Min 12/19
22 10 19 Min 10/19	<b>Strategic Plan Delivery Model</b> be included as a standing item on each Corporation meeting going forward.	DW	
22 10 19 Min 12/19	<b>C&amp;Q Summary</b> The revised IT Strategy would be presented to the Resources Committee	AT	