

**OLDHAM COLLEGE  
FULL CORPORATION**

**Minutes of the Meeting held on Tuesday 20 October 2020**

<b>Present</b>	Jonathan Edwards	Governor – Chair
	Graham Bradbury	Staff Governor
	Shauna Dixon	Governor
	Alun Francis	Principal – Governor
	Anne Gornall	Governor
	Richard Guy	Governor
	Bob Harrison	Governor
	Sue Kershaw	Governor
	Shaid Mushtaq	Governor
	Lorna Unwin	Governor
	Jane Shelton	External Member
	Andrew Swain	External Member

<b>Officers:</b>	Janet Frost	Clerk to the Corporation
	Allan Tyrer	Director of Finance
	Debra Woodruff	Deputy Principal

<b>Apologies:</b>	Laura Smart	Governor
	Nigel Newton	Governor
	Mike Jackson- Leafield	Staff Governor
	Katrina Hann	Governor

- 1/20 Declaration of Conflicts of Interest**  
Declarations of interest were made by Shaid Mushtaq should any discussion in the meeting relate to his area of work.
- 2/20 Apologies for Absence**  
Apologies of absence had been received and were accepted from Nigel Newton, Laura Smart, Katrina Hann (maternity leave) and Mike Jackson-Leafield.
- 3/20 Permission for Officers of the Organisation to be Present**  
It was **RESOLVED** that officers present should remain in the meeting.
- 4/20 Minutes of the Meeting held 30 June 2020**  
The minutes of the meeting of the Corporation held on 30 June 2020 had been previously circulated to members for consideration.  
It was **RESOLVED** that the minutes reflected a true record of the meeting and were accepted as a correct record.
- 5/20 Matters Arising from the minutes of the 30 June 2020**  
None to report
- 6/20 Rolling Actions**  
**30 June 2020 Min 61/19.1 - C&Q Summary**  
The revised IT Strategy to be presented to the October 2020 Resources Committee  
It was **RESOLVED** that this action was not complete.

## 7/20 Student Union Report (Item 7)

A copy of the Student Union report had previously been sent to members for their consideration. The report provided the accounts for the year ending 31 July 2020. The balance on the account at year end was reported as £12.6k. A governor observed that whilst the bank account had a healthy balance the figures showed a loss in year and should the reduction in income in year be a concern for members. In response the Finance Director replied the SU do need to continue to generate funding and as part of the wider review of student engagement and the role of the SU this will be considered. The Principal provided further explanation on the proposed changes to the SU adding that a detailed proposal would be presented to the December 2020 Corporation meeting for consideration and approval.

It was **RESOLVED** that members received the report as presented and welcomed the proposal to improve student engagement.

## 8/20 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 guided members through the report and focussed on key points. In summary:-

- Confirmed that the college has now moved from a position of total lockdown, with the overwhelming majority of staff and learners working at home to a partial reopening
- Reported the College risks have shifted toward balancing the health and educational issues associated with reopening, managing enrolment and retention in the present context, ensuring that learners are making progress while implementing a "safe" College strategy.
- Advised the overall outcomes for learners at the end of 2019-20 will not be published this year therefore there will be no comparative data.
- There has been a drop in achievement for 16-18 learners as a consequence of short courses which were unable to be completed due to the disruption of lockdown, whilst adult and apprenticeship rates have both improved.  
English and maths high grades at GCSE have also seen improvement.
- Reported the College self-assessment is in the final phases of being completed, and the priority remains to move the College towards an "outstanding" performance in 2020-21. The Principal advised that central to the plans for progress were improvements to the College performance management system which are built on the Trusted Leadership Management Development Programme and Managing for Distinction Teacher Development Programme.
- Reported the College is working with World Skills, to become part of the Innovation Network which has recently been established to extend and learn from their approach to delivering excellence in vocational training and development and the curriculum development work, involving Governors and the senior team is making excellent progress.
- Reported that overall the College has done well in terms of recruitment across all four programme areas, however HE has seen a slower pace of recruitment
- The Principal outlined the procedures put in place to ensure the site was Covid safe acknowledging that a great deal of work had taken place to achieve students and staff back on site
- Advised that levels of student participation was being closely monitored adding that current attendance at face to face classes was currently running at around 76%. The Principal explained the work taking place by staff to scrutinise the volume of work done by learners and where needed action plans have been put in place for learners to increase their confidence in the online resources. .
- Noted the UTC handover would take place at the end of October, with move in to the building planned for the 9<sup>th</sup> November. It will accommodate Caring Professions and some English and maths provision and studio workshops on the ground floor (Science, Sport, Sewing Academy).

The upper floor will accommodate most of the support services (Finance, Human Resources, Quality Team) as well as the Deputy Principal, Finance Director, Vice Principal and Assistant Principals. The Data Team, Work Based Learning, the Principal and the Clerk will be accommodated in G Block.

- Reported the catering and cleaning contracts are to be taken back in house where they can be integrated with the wider College teams. This will make them more effective, better value for money and more flexible.
- Reported the College is proposing to sign up to the Association of Colleges mental health charter.
- Finances – The Principal was pleased to report that following the challenges of 2019-20, the College has still been able to submit an end of year budget to the ESFA which should result in a “good” financial health rating. He added ‘this is a tremendous milestone for the College and despite the difficulties which 2020-21 will bring, places the College in a stronger position at the point when funding should become less difficult.’
- Wider Policy Issues and Developments – The Principal provided an update on the Lifetime Guarantee (adults without a Level 3), government commitment on apprenticeships and SMES, and access to the Student Finance system for Level 4 and 5 technical qualifications.
- The Principal advised that pending the White Paper, the Greater Manchester Colleges Group have agreed to work collaboratively to plan and deliver the new Level 4 and 5 qualifications in the City Region. He added this is not unproblematic and explained it is not clear at this stage whether the government will favour these qualifications being delivered by FE colleges, or by Universities, or whether they will favour a competitive approach. It was reported the GMCG has asked its Chair to approach the DFE to discuss the prospect.

The Chair thanked the Principal for the detailed report.

## **9/20 Curriculum and Quality Summary Report (Item 9)**

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 6 October 2020 meeting. The following key points were reported:-

**(i) Safeguarding and Prevent Termly Report** – The Deputy Principal reported the 2019/20 Safeguarding and Welfare Annual Report had been presented to the committee which detailed a range of information including reference to the number of referrals in year, noting these had increased from 420 in 2018/19 to 520 in 2019/20. It was reported the collaborative work with multi agencies, parents and carers had continued to be strong, despite the lockdown situation and a focus on staff CPD during this period had enabled 175 staff to complete a three hour COVID Recovery session delivered by Trauma Informed Schools UK.

### **(ii) FE and Apprenticeship Quality Summary**

The Deputy Principal informed members of the changes implemented to the arrangements for monitoring attendance and engagement in online learning, the colleges planning for contingencies in relation to ongoing changes to assessment and exam arrangements and also importantly on how the college are providing CPD and ongoing support for staff and managers. She continued and reporting that indications show the cohort is changing, with more disadvantaged and lower prior attainment, however the L3 provision has increased as a proportion. Also reported was the 16-18 recruitment had resulted in an increased share of the Oldham school leavers compared to previous years, and there had also been an increased conversion rate from applicant to enrolment.

On a negative note the Deputy Principal reported the attendance rates were lower by every measure and therefore an area of focus was to understand the patterns and how they align with the various delivery patterns adopted. A member asked what actions are in place by staff to directly address this

issue and was assured specific actions were targeted at learners to improve the position and staff were ensuring rigorous register compliance, robust learner follow up and triangulating attendance data.

**(iii) Managing for Distinction Programme**

The Deputy Principal reported the Managing for Distinction Programme and the Teaching for Distinction were welcomed by staff adding that each are strongly aligned. She advised members the delivery of the first modules focussed on the techniques and strategies for managing performance to achieve outstanding teaching, learning and assessment within the new performance management process. It was also noted the College's new performance management and development system supports outstanding teaching, learning and assessment and the college's commitment to a purposeful curriculum and to evidence based practice around retained skills, knowledge and behaviours.

**(iv) 2019/20 Outcomes Update – Predicted Achievement** – It was reported the 2019/20 final achievement data was not yet available and final data would be reported to Governors at the November meeting.

**(v) Impact of the 2020 assessment approach on results** – The Deputy Principal provided a detailed report on the final assessment framework approach implemented by OfQual and the DfE following lockdown in March. She explained the process and how this had been put into practice at the college and the impact of the adopted national approach which varied by qualification type. Members noted the headline issues and discussed the changes planned to ensure sequencing of delivery on assessments were scheduled to allow for earlier achievement of qualification milestones.

**(vi) Headline Achievement** – The Deputy Principal reported the current predictions were; 16-18 83%, Adult 88%; All 85%; advising there were still a number of outstanding achievements that could impact on results. The 16-18 achievement was expected to be lower than last year but remained close to the national rate, whilst adult was expected to improve compared to last year and Apprenticeship was expected to be slightly better than last year whilst timely had improved fairly significantly for the fourth year running.

A member observed that there is need to improve the practical training of students and asked what plans are in place to increase students on site, particularly Construction students. In reply members were informed that additional CPD is being provided to staff, a review of the appointment process for construction staff continues and opportunities to use the new construction centre as a hook to get new and enthusiastic staff to join the college is in the plan.

**(vii) Update on the work of the Governor Project Group - Development of Oldham Colleges Offer** –

The Deputy Principal updated governors on the progress being made by the Governor Project Group, advising the aim of the group is to progress Project 1, Championing Technical and Professional Education and Training and Project 2 Delivering a Specialist Curriculum of the Strategic Plan. The Deputy Principal updated members on the progress achieved to date and included the current offer, which has been built into the Routes Framework and now includes details of college volumes in each of the 15 routes, together with data on GM jobs by route and also includes details of our pre-occupational offer.

**(viii) English and Maths Strategy Update** – A report detailing the English and Maths Strategy had previously been circulated to members for consideration, noting it had been presented and discussed in detail at the C&Q Committee and the feedback from C&Q was presented in the report. The Deputy Principal reported the current strategy is designed to enable students to achieve the most

appropriate qualification to support their progression aim, whilst recognising the need to ensure the condition of funding rules are adhered to, adding that this sometimes can mean there is a tension between the most appropriate qualification for the student and their progression aim and the implications for headline achievement data, progress measures and performance tables. Members noted and approved the approach presented in the report.

**(ix) UCO Quality Report** – The Deputy Principal reported the UCO Quality Cycle had been considered in detail at the C&Q Committee. She advised the report provided an overview of activities at key points throughout the year, relating them to external quality assurance requirements and the UCO Quality Monitoring KPI report provided the overview of UCO data. It was reported the Committee had received notification of the requirement to report to OfS on reportable events and therefore the report provided details of the closure of three courses for Year 1 due to low numbers of applicants. It was noted the courses included: Foundation Degree Performance (4 applicants); Foundation Degree Photography (1 applicant); BA (Hons) Digital Art for 3D Games and Media (3 applicants).

Members were advised the HE numbers had reached the target of 585 with 515 FT and 72 PT students enrolled. This is a revised target with the closed course years removed. Enquiries were still being received and there is continuing potential for transfers from larger universities due to Covid related concerns

**(x) Quality Monitoring** – It was reported changes due to Covid restrictions had been implemented for induction and all students had received both face to face and online induction. The HE Tutorial Scheme has been updated to reflect the challenges of remote learning and the Academic Skills module delivered to all students to support transition to HE study had been completed.

**(xi) Retention and Achievement** – The Deputy Principal advised UCO retention rates continued to improve and were now at 85 %, adding the no detriment policies introduced by the partner universities as a result of the pandemic had impacted positively.

**(xii) UCO Curriculum Development and Delivery Update** – The Deputy Principal reported C&Q members had been presented with a paper to provide an update on the proposed curriculum developments, reviews and the range of opportunities for the Oldham College and UCO to develop and deliver in 2020-21. The paper also provided an update on proposed delivery models during 2020-21, in light of the Corona Virus pandemic. A discussion took place and a member observed the new and proposed provision would strengthen the joint relationship of OC and UCO. In reply the DP reported the focus on streamlining pathways would be enhanced with the new provision.

**(xiii) UCO 2020-21 Delivery** – A report was presented to members to update them on the impact of the delivery of courses due to the Covid-19 situation. The DP advised delivery of courses in 2020-21 has had to significantly change in order to comply with guidance from DfE and PHE and to minimise the risk of transmission for staff and students. UCO is aligned to the wider College in moving to a blended delivery model on all courses, including a mix of face-to-face and online classes and tutorials. Work has been going on across the summer with internal colleagues and also with partner universities to ensure delivery plans are robust, comply with all regulatory and compliance requirements and are also flexible enough to change should the external situation require it.

**(xiv) National Student Survey (NSS) Results** - It was reported the Overall Satisfaction of students surveyed at Oldham Collge in 2020 was 89%, this was 6.3% above the sector average of 82.7%, and the highest satisfaction result received by the College to date and places the College on par with the best rated Higher Education institutions in the country. The DP added it was pleasing to see Oldham College outperformed all our Partner Universities and local competitors in the majority of areas.

**(xv) HE Partner University Update** – An update on each of the partner universities was provided. In summary:-

- University of Bedfordshire (UoB) - The partnership with the University of Bedfordshire will end this year.
- Open University (OU) - After successful institutional and course approval events in February and March 2020, formal approval of the partnership and new courses was received in late June 2020. The courses have started this September with intakes in all three years, as UoB students have transferred into Year 2 and 3.

**(xvi) UCO Provisional Retention and Achievement Report** – It was reported the 2019/20 data remained provisional at the time of reporting and would be reported to the next meeting. The Deputy Principal updated members on the impact Covid had had on students completing assessments which would reflect negatively on the final outcomes. A member asked if actions had been implemented to improve the position for 2020/21 and details of the plans in place were reported.

**(xvii) Student Compliments and Complaints Annual Report 2019-2020** - Governors received the annual report which provided a summary of compliments and complaints received between 1<sup>st</sup> August 2019 and 31<sup>st</sup> July 2020. Members noted the report as presented.

### **Policies for Approval**

It was reported the following policies were presented for review and approval to members. All policies have been updated to reflect any contractual guidance changes and updates and also to reflect any changes as a result of COVID-19. The C&Q Committee approved the Assessment Policy and Student Behaviour Policy as presented and recommended approval of the Safeguarding and Child Protection Policy to the Corporation.

It was **RESOLVED** that:-

- (i) Members received the report as presented and noted the detail and actions recorded in each area of the report,
- (ii) Members approved the Safeguarding and Child Protection Policy.

### **10/20 Finance and Resources Committee Summary Report (Item 10)**

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 13 October 2020.

The reports presented included:-

**(i) Management accounts to 31st 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 £2.4m, £100k below its target as a result of lost income due to the Covid lockdown. The Finance Director advised the end of year outturn was an excellent position for the College when considering the impact Covid had on many of the funding streams, advising the financial position moved the College to 'good'. The Chair thanked the Finance Team for the diligent approach they had adopted throughout the lockdown period.

**(ii) ESFA 2 Year Plan** - A copy of the two year financial plan for year ending July 2021 had previously been circulated to members for information. The Finance Director reported the College's recent

financial performance had been improving, with steadily increasing cash balances and a positive trading position. He added that whilst the COVID-19 situation was likely to impact negatively on the trading position the cash balances would continue to rise

Discussion and scrutiny included consideration of context, planning assumptions, margin analysis and financial KPIs. Members approved the plan.

(iii) **UCO Plan 2019/20** - The Finance Director provided members with the 2019/20 financial outturn for UCO compared to the previous three years and the budget for 2020/21.

The Finance Director reported the actual income fell £230k below finance departmental target, however savings made within the cost base delivered a contribution of £633k (budget £537k) which was an improving position compared to the previous year.

**(iii) Cash Flow and Treasury Position** – Members were provided with the loan and overdraft/cash balances as at 31st July 2020. It was reported that the greatest use of the overdraft would be in April 2021 when there will be £2,788k headroom (2019/20 £1,716k). It was reported the current budget and forecast balance sheet for the year-end indicate a cash position of £1,396. This is in line with the ESFA forecast model and the College was not in breach of any of the revised loan covenants.

(iv) **Construction Centre** – The Finance Director advised a detailed report had been presented to the Resources Committee that outlined the build programme and financial position to date. Key points reported included:-

- The project has continued to progress throughout lockdown and is ahead of programme by four weeks
- The GMCA changed the project intervention rate from 77.5% to 100% in July 2020 and a deed to govern this was executed by the College.
- Noted the works to take place throughout October which will see the facing of brickwork, the continuation of internal M&E on both floors, internal partitions fitted and cladding to the north elevation
- Site operatives continue to maintain social distancing and a temperature reader has been installed in the site offices to allow all visitors to sign in and record their temperatures and consideration is being given to installing a thermal imaging camera on the site compound to detect any abnormal temperatures
- The biggest supply chain issue to date has been with the roofing and glazing contractors who have reported delays obtaining glass for the roof lights and curtain walling. It was reported Willmott Dixon are working with the supply chain to mitigate the delays and will install temporary measures (temporary protection, heating and lighting) in order to proceed with follow on trades as planned and not impact the overall programme
- Spend to September 2020 by Willmott Dixon was £3,967,750 on a contract sum of £7,121,988.89
- It was reported the planned social benefit programme had been curtailed due to coronavirus but progress had now been made to adapt the original offer. This has included offering training opportunities on 'in-house' courses to the College Facilities team which will continue where appropriate, developing a Virtual Work experience week which we will.

Members note the progress achieved to date.

(iv) **Wider Estates update** – A report providing an update on the on wider estates issues was presented. The report included a summary of progress on the following:-

**UTC handover and decant** – The College has been liaising with Oasis and the DFE and an agreement has been made which will enable the college to decant from the Bronte and Bevan in time for their

handover to Willmott Dixon for Demolition. This will keep the construction build on target to complete in the agreed timeframe

**Capital Expenditure Grant** - The College has received a Capital Expenditure Grant of £842,846 which can only be spent on remedial work on sub-standard buildings and improvements to IT infrastructure. The funds have to be spent by 31<sup>st</sup> March 2021. A report detailing the proposed investment was reported and agreed at the Resources Committee

**Masterplan** - The senior team are working with the College's retained architects to develop an Estate's Masterplan that covers the next 5-10 years, and includes the future of The Grange theatre, The Futsal Hall, the Nursery, JT Hilton, G Block and UCO

(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 and recommended approval of the H&S Policy to the Corporation.

(vii) **Equality and Diversity Annual Report (inc. Policy)** – Members noted the Equality and Diversity Annual Report as presented and recommended approval of the E&D Policy to the Corporation.

(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 31st July 2020 were approved by members,
- (ii) The ESFA 2 Year Plan 2019-2021 was received and approved by members,
- (iii) The Health and Safety Policy was approved by members,
- (iv) The E&D Policy was approved by members

## **11/20 Minutes and Reports from meetings:-**

**11/20.1 Resources Committee 13 October 2020** – Deferred to the December meeting

### **11/20.2 Curriculum and Quality Committee 6 October 2020 (Item 11.2)**

The Chair reported that the minutes of the meeting of the C&Q Committee held on 6 October 2020 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.

### **11/20.3 Special Audit Meeting 22 September 2020 (Item 11.3)**

It was reported that the minutes of the Resources Committee held on 22 September 2020 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

**12/20 Use of College Seal (Item 12)**

The Clerk reported that the College Seal had been used once since the previous meeting on the 26<sup>th</sup> August 2020 relating to the amendment to the grant funding agreement between the parties of the College and GMCA.

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

**13/20 Workplan Deviation Report (Item 13)**

The Workplan for 2020/21 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.

**14/20 Dates of Future Meeting**

15 December 2020

30 March 2021

6 July 2021

**6.55pm - Staff and Student Members retired from the meeting to allow a confidential item to be considered.**

**15/20 Confidential Item**

**Remuneration Committee – 29 September 2020**

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

Members upheld the decisions 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>
20 10 20 Min 7/20	<b>Student Union Report</b> Proposal to improve student engagement to be presented to December meeting.	AF	
20 10 20 Min 11/20.1	<b>Resources Committee Minutes 13 October 2020</b> To be presented to the December meeting	JF	