

THE TRAFFORD COLLEGE GROUP

**Minutes of the Meeting of the Board of the Corporation  
held on Wednesday 18 May 2022 at 5.30 pm  
at the Aspire Restaurant at the Altrincham Campus, Trafford College**

<b>Present:</b>	Graham Luccock	(Chairperson)
	James Scott	(Principal and Chief Executive Officer)
	Jill Bottomley	
	Olivia Bussey	
	Adele Carney	
	Sarah Drake	
	Janet Grant	
	Jed Hassid	
	Alison Hewitt	
	Heather Lang	
	Michelle MacLaughlin	(Staff Member)
	Marcia Reynolds	
	Louise Richardson	
	Fatma Shami	(Student Member)
Lina Tsui-Cheung		
Sabine Van der Veer		
<b>In Attendance:</b>	Barry Watson	(Corporation Secretary)
	Alison Duncalf	(Deputy Corporation Secretary)
	Carmen Gonzalez-Eslava	(Deputy Principal)
	Kal Kay	(Chief Finance Officer)
	Michelle Leslie	(Vice Principal Corporate Services and Planning)

**Minute No.**

Prior to the commencement of the meeting the Chairperson of the Board of the Corporation extended a welcome to all attendees to the first Board meeting to be held in person since the Covid restrictions began.

The Chairperson also welcomed Olivia Bussey to her first Board of the Corporation meeting as a newly appointed Independent Member and Board members and staff introduced themselves to her.

**COR/41/22 Apologies for Absence**

The Corporation Secretary (CS) reported that apologies for absence had been received from Sattar Shakoor, Colette Fagan, Fatema Desai, Adam Redford (Student Member) and Jeremy Woodside.

**COR/42/22 Declarations of Direct or Indirect Interest**

A declaration of direct interest was made by staff who are members of the Greater Manchester Pension Fund in relation to agenda item 6(d) Local Government Discretionary Scheme Policy 2022/2024.

There was agreement that staff would remain in the meeting during consideration of this item.

There were no other declarations of interest in any of the meeting business items.

**Minute No.****COR/43/22 Election of the Chairperson of the Board of the Corporation for the Academic Years 2022/2024**

The CS sought nominations for the position of Chairperson of the Board of the Corporation for the Academic Years 2022/2024.

**Graham Luccock was the sole nomination, and it was unanimously resolved that he be re-elected to the position of the Chairperson of the Board of the Corporation for the Academic Years 2022/2024.**

**Action: Corporation Secretary**

**COR/44/22 Minutes of the Board of the Corporation Meeting held on 20 March 2022**

**It was resolved that the minutes of the meeting be approved and accepted as a correct account of the meetings proceedings.**

**COR/45/22 Matters Arising from the Minutes**

The Chairperson referred members to the previously circulated summary of the actions arising from the minutes and the progress attained therein.

i) **COR/38/22 – Update to Policies – Whistleblowing Policy and Procedure**

The Vice-Principal Corporate Services and Planning (VPCSP) reminded members concerning the discussions that had been held in respect of the revised Governance arrangements as detailed in the revised proposals to the Group's Whistleblowing Policy and Procedure (WPP).

The VPCSP reported that the WPP had subsequently been revised in line with discussions and was now re-presented to the Board of the Corporation for further consideration. The proposed revisions were outlined in the updated WPP.

- A question was asked by a member in relation to the timeframe of the acknowledgement made in writing when a disclosure was made (5.1).

The VPCSP accepted the comment made and there was agreement that the WPP as presented be approved subject to the inclusion of additional wording that acknowledgement of the receipt of a disclosure would be made within 5 working days and that any investigation would be completed within a reasonable applicable time.

**There were no further questions or issues raised by members and following due consideration and discussion it was resolved that the revisions to the Whistleblowing Policy and Procedure 2021/2023, incorporating the revision as outlined above, be approved and implemented.**

**Action: Vice-Principal Corporate Services and Planning**

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## ii) COR/10/22 – Digital Strategy 2021/2024 Update – Governor IT Issues

The CS reported that an update had been sought from the ELT Consultant in relation to the agreed outstanding Information Technology (IT) actions for Governance adding that the action was not due to be completed until the end of the academic year.

Reference was made to the IT training undertaken by two Board members earlier in the day. The members stated that they had found the training very useful and encouraged other members to access the offer.

**Action: Members of the Board of the Corporation**

## iii) COR/24/22 – ESFA Subcontracting – Flixton Girls School (FGS).

With regard to the ESFA Subcontracting issue with FGS, discussed at the last meeting the PCEO confirmed that the ESFA had requested additional information concerning the contact and that a response had been made.

The PCEO added that FGS were about to enter a new Multi Academy Trust (MAT) arising from which the school had confirmed that this would not initially involve any change. It was noted that the advice of the Department for Education (DfE) had been to make submissions as usual.

The PCEO expressed the view that following the joining of a new MAT in the longer term the school may wish to pursue arrangements as part of that entity.

The PCEO undertook to keep Board members informed as development occurred.

**Action: Principal and Chief Executive Officer**

There were no further matters raised by members arising from the minutes that had not been actioned or were on the meeting's agenda.

**COR/46/22****Outcomes of the Cultural Alignment Survey**

The PCEO referred to previously circulated report and information on the outcomes of the Group's Cultural Alignment Survey (CAS).

There was confirmation that the CAS and its outcomes were aligned to the objectives under the Group's Strategic Priority 2 as well as the ongoing work around merger integration.

It was noted that the survey was called Blueprint and had been conducted through an established organisation, The Pacific Institute (TPI).

It was reported that there were two aspects to the survey as follows:

- a series of questions answered by the members of the Leadership Team that formed the Vision Culture.

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- staff across the organisation had been invited to complete the survey to demonstrate how things were right now, the Current Reality Culture.

The PCEO reported that there had been a 59% response rate from staff which was only marginally lower than the expected rate but provided a good sample on which to evidence outcomes. There was confirmation that the survey results demonstrated that the culture that was desired by the Executive Leadership and the current culture evidenced the cultural gap and the identification of areas to focus upon to enable movement toward the vision.

In terms of the culture gap, it was confirmed that gaps greater than 200 in areas were large and require a focused effort from leadership as well as a structured process. The PCEO reported that the current gap between the Group's Vision and the Current Reality was 291. The view was expressed that following two significant mergers over the past three years and a global pandemic the scores attained were pleasing.

The PCEO provided a detailed overview of the key issues arising from the survey and that the outcomes had been reviewed by the ELT and shared with staff across the organisation. The PCEO added that it was intended that TPI would undertake further work at the end of the strategic cycle with a view to looking at the distance travelled.

**Action: The Pacific Institute**

Questions and observations were invited from members.

- A member commented on the results for Stretford which as a campus was the most established in terms of merger but the least positive in terms of the Performance Index Continuum. Further inconsistencies were highlighted including some lower scores at Cheadle and Stockport.

It was suggested that some of the results may have been due to the low number of responses within a staffing classification however it was reiterated that there was a need to respect the integrity of the respondents.

The VPCSP added that the position in terms of spread and process had been checked and that the outcomes were due to a mixture of reasons.

The PCEO suggested that the Stretford outcome was interesting and that there was a need to "dig deeper". An initial observation was made that higher scoring may be consistent with the greater visibility of leadership at Altrincham and Stockport. In addition, it was noted that there had been some issues at Stretford in the preceding year arising from which action had been taken around lack of performance and adherence to the values.

- A further question was asked by a member in relation to the planned reassessment by TPI at the end of the strategic cycle. It suggested that with an index reasoning score from 1 to 1,000 it may be beneficial for TPI to come back sooner to provide an indicator as to whether the direction of travel was correct.

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The PCEO responded that TPI did not have an interim survey and that the view may be taken that three years was too long to wait for the survey to be revisited and that it may be appropriate to make an assessment of impact sooner, possibly after two years. It was added that notwithstanding “temperature” checks in relation to the actions would be taken at regular intervals.

**Action: Executive Leadership Team**

With respect to the lower than anticipated scores the PCEO indicated that this was something that would need to be checked with TPI. It was added that as a Leadership Team there was an awareness that some aspects were too low which could be around perceptions of leaders and that it may be necessary to re-evaluate aspects of the vision.

- A member asked a question in relation to whether there was any survey comparisons for the sector.

The PCEO advised that there were benchmarks for the organisations that the TPI worked with but not specifically for the education sector. He added that more generalised benchmarking was in place across the sector. The PCEO suggested that to provide some supporting information TPI could be asked as to their perceptions of the Group and how it stood against the other organisations that they worked with.

**Action: Principal and CEO/The Pacific Institute**

- In respect of the scoring, a member commented that there was a need to remember that in recent years there had been two mergers and a pandemic and that in addition Cheadle and Marple had also experienced their own challenges pre the merger.

The PCEO reiterated that since the merger regular meetings had been held with Cheadle and Marple staff with a view to addressing any ongoing challenges, the outcomes of which were documented by the Assistant Principal Cheadle and Marple and shared in a “you said we said” report.

- A member observed that in advance of the merger Cheadle and Marple had also been subject to multiple re-organisations, cuts and changes over a 7-year period.
- Members applauded the work undertaken as both good and interesting. A member stated that they had seen equivalent pieces of work and highlighted their contribution in terms of shaping the future direction of an organisation.
- Another member suggested that the initial outcomes offered a good starting point for a conversation, adding that the conversation that followed was important.

**There were no further questions or issues raised by members and following due consideration it was resolved that the report and outcomes of the Cultural Alignment Survey be received and noted.**

**Minute No.****COR/47/22 Proposed Partner Subcontracting Provision 2022/2023**

The Deputy Principal (DP) referred members to the previously circulated report and information on the Group's proposed subcontracting partners for 2022-2023 prior to informing the ESFA.

There was confirmation that approval was being sought from the Board of the Corporation in relation to any changes in contracts and volumes as well as rationale for partners, in advance of making a submission to the ESFA for the 2022-2023 provision.

There was confirmation that in relation to 16-19 Study Programmes it was proposed that there was no substantial change to that of the previous year with only small variations in numbers.

It was highlighted that the arrangement with Manchester Cycling Academy was currently under review. There was confirmation that the numbers were small and that there was a need to consider whether to continue with this contractor.

In respect of Interactive Business Limited it was noted that there been some concerns around quality and that some rapid interventions were being progressed.

The DP reported that Code Nation Limited was the Group's only subcontractor for Adults (AEB Provision). It was stated that their apprentice provision had recently been inspected, the outcome of which had raised some concerns and that whilst this did not impact on their Adult provision, a risk had been flagged in terms of association and from a reputational perspective. The DP reported that a meeting was scheduled to take place later in the week at which it was hoped to gain a greater understanding of the issues.

**Action: Deputy Principal**

Questions and observations were invited from members.

- A question was asked by a member in relation to Manchester Cycling Academy (First Cycle) and the impact of small numbers and a small contract value.

There was confirmation that the normal level of funding was circa 80%. The DP added that the contractor had been working with a different college and had been introduced to the Group by the Local Authority. There was confirmation of the heavy investment in the Quality Team and it was reported that there was excellent engagement from the learners.

Reference was made to the drive from the ESFA to reduce the number of partnerships. It was reiterated that the subcontracted provision encompassed areas that the Group could not deliver and that it was stated that it was strategically advantageous to be able to provide for these learners.

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- A further question was asked by a member in relation to Code Nation and whether their inspection outcome would have any impact on the Group's apprentices.

The PCEO responded that there was zero impact. It was stated that the Group did not contract with Code Nation for apprenticeship provision and that the concerns related reputational risk of association with a provider considered by Ofsted to be inadequate in relation to an aspect of its provision. There was confirmation that the DP would provide further reports to the Resources Committee and/or Board of the Corporation as appropriate.

**Action: Deputy Principal**

**There were no further questions or issues raised by members and following due consideration and deliberation it was unanimously resolved that the proposed subcontracted arrangements for 2022-2023 as presented be approved up to the maximum value and maximum range of providers outlined. It was further resolved that approval of any changes outside these parameters be considered by the Resources Committee.**

**Action: Deputy Principal/Resources Committee****COR/48/22****Minutes of the Higher Education Curriculum and Quality Committee held on 2 March 2022**

The minutes of the meeting were received and the CS, in absence of the Chairperson of the Committee, provided a brief overview of the business items considered by the Committee which were duly noted.

The CS also provided, for the benefit of newer members, some background to the remit and recent changes that had been made to the membership of the Higher Education (HE) Curriculum and Quality Committee.

It was reported that the meeting had focused on:

- the Group's Community Response Strategy;
- progress against the Access and Participation Plans;
- an update on the Quality Improvement Plan for 2021-2022;
- an Office for Students Risk Register Update;
- Curriculum and Developments Partnerships; and
- a Data Dashboard overview.

Reference was also made to the valued positive feedback from the Student Representative.

**COR/49/22****Matters Arising from the Minutes**

There were no matters arising from the minutes.

**Minute No.****COR/50/22 Minutes of the FE Curriculum and Quality Committee held on 4 March 2022**

The minutes of the meeting were received and Chairperson of the Committee provided a brief overview of the business items considered by the Committee which were duly noted.

The Chairperson of the Committee referenced the welcome made to the new members of the Committee and highlighted the following areas of consideration:

- the Quality of Education and the different ways in which the Group was maintaining the quality of its provision
- the issues within Construction and the remedial work taking place
- the Student Governor update
- the initiatives being pursued by Student Support which included a Trauma Informed Project
- the retention of the Matrix kitemark for a further two years.

The Chairperson of the Committee commented around the huge impact of Covid on the social, behavioural and mental well-being of students and added that staff were to be commended for the work undertaken during this period.

**COR/51/22 Matters Arising from the Minutes**

There were no matters arising from the minutes.

**COR/52/22 Minutes of the Safeguarding Committee Meetings held on 14 March 2022**

The minutes of the meeting were received and the DP provided a brief overview of the business items considered by the Committee which were duly noted.

The following areas of consideration were highlighted:

- consideration of the monthly safeguarding briefing and the number of cases since the last report
- that the Group continued to see a high number of mental health issues
- that funding had been secured from the AoC to support a Trauma Informed Project which would support the delivery of training across the organisation focusing on understanding behaviour
- the contribution this project would make to improving positive behaviour across the Group.

Questions and comments were invited.

- A member asked for further information in relation to Trauma Informed and what this meant.

The DP responded that Trauma Informed was the understanding of the impact of trauma in childhood and how this may affect behaviour. It was added that having awareness can have an impact on the way individuals respond and react. There was confirmation that colleges who have embraced this approach had found that it helped understanding on the part of both staff and the individual.



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The DP expanded upon the training which was to be cascaded, commencing with an initial cohort of staff being trained who would then train others. It was confirmed that the training would also be made available to all staff including front facing ancillary staff, with a view to them being equipped to pick up and act on any conversation or inappropriate and concerning actions. The DP clarified that there was a focus upon addressing persistent low-level behaviour that may have occurred throughout the education of an individual.

- The member further commented that this was a big responsibility for staff.

There was confirmation that the initiative was about giving staff the tools and signposting where they could access or direct individuals to support.

- A further member asked if there was a link to Safeguarding and Prevent.

It was suggested that the initiative had the potential for the identification of opportunities for early intervention.

- Another question was asked by a member in relation to the support for students with special educational needs and disabilities (SEND) and students with educational, health and social care plans (EHCP)s.

The DP responded that information was broken down into simpler language and smaller chunks, there was reinforcement of key messages and work also took place with parents, support workers and external agencies. It was added that staff were made aware of the needs of their learners and their challenges.

- A member commented that the minutes of the Safeguarding Committee presented as actions rather than minutes and that the context behind the actions was missing. It was further suggested that if the minutes were to be included as part of the Board papers that they needed to be in the right format.

The CS reiterated that safeguarding was the responsibility of the Board, adding that it was important members had an understanding from the perspective of its operation and impact.

There was recognition that the presentation of the minutes had changed from their previous style. The DP concurred with the comments made and undertook to review the style of the presentation of the minutes.

**Action: Deputy Principal**

**COR/53/22**

**Matters Arising from the Minutes**

There were no matters arising from the minutes.

**Minute No.****COR/54/22 Cheadle Project Update – May 2022**

The VPCSP provided an update in respect of the project to redevelop the Cheadle site and the following was highlighted:

- the Group continued to await the outcome for of its bid to the FE Capital Transformation Fund which had been submitted to the Department for Education on 12 November 2021
- there was confirmation that other colleges, when notified on 31 March 2022, had not necessarily received a straight yes or no answer
- that should the Group be successful in its bid the challenge would be to attain readiness for December 2022 in relation to having a contractor in place
- moving forward there was recognition that there would be ongoing challenges for some aspects of the project, such as rising inflation and significantly increased materials costs
- the risk for the potential of a gap in financial terms between the period when the application was made in November 2021 and the awarding of contracts was highlighted
- there was assurance that as soon as the Group received notification of the outcome of the bid members would be notified accordingly.

**Action: Vice Principal Corporate Services and Planning**

**There were no questions or issues raised by members and following due consideration it was resolved that the update report be received and noted.**

**COR/55/22 Management Accounts for the period ending 31 March 2022**

The Chief Finance Officer (CFO) referred members to the previously circulated Management Accounts for the 8 months ending 31 March 2022.

A brief overview of the key issues from the accounts was provided within which the following was highlighted:

- that scrutiny of the Accounts had previously taken place at the meeting of the Resources Committee held on 28 April 2022
- there was confirmation that a full set of Management Accounts including the forecast year-end position were appended the report
- the Group continued to forecast achievement of an Outstanding rating at the end of the financial year
- the main changes between the accounts reported in February 2022 and March 2022 related to the income forecast which had been revised by £72k, mainly from AEB and full cost provision and other income
- a summary table was presented in relation to movements in the Forecast, within which the Group continued to be aiming to be better than that forecasted.

**There were no questions or issues raised by members and after consideration it was resolved that the Management Accounts for the period to 31 March 2022 be approved.**

**Minute No.****COR/56/22****Board Assurance and Risk Management Framework Update May 2022**

The CFO referred members to the previously circulated report and the Board Assurance and Risk Management Framework update along with a summary of the Risk Assurance Framework and a visual heatmap.

There was confirmation that the Audit Committee had received the report and focused on the risks with a gross impact score higher than 15.

The broader or emerging risks which had been considered were reported to be:

- the continued high numbers of student behavioural issues and safeguarding type referrals
- the continued focus on recruiting to vacant roles
- the upcoming operating review which may cause unrest
- high inflation and rising interest rates
- the conflict in Ukraine potentially resulting in higher costs and a potential increase in cyber-attacks.

Questions from members were invited.

- A question was asked by a member in relation to the appended heatmap and its interpretation.

The CFO provided a full explanation of the heat map and confirmed that the areas identified as red on the heatmap were the areas of concern. It was noted that this was the first time that this information had been presented in this format and feedback was invited.

**Action: Members/Chief Finance Officer**

- Clarity was also sought by a member in respect of the rag rating summary and the score column.

The CFO expanded upon the information provided.

- A member raised the risk of failure to prevent/manage a major safeguarding incident and the associated scoring.

The CFO responded that the risk score above 15 was due to two incidents at the Stockport site. There was assurance that remedial action had been taken and protocols reinforced and that improvement would be evidenced in the next report.

**There were no further questions or issues raised by members and following due consideration and deliberation it was resolved that the Board of the Corporation was satisfied that the risks were being actively managed, that appropriate controls were in place and that they were working effectively.**

**Minute No.****COR/57/22 ESFA Financial Statements Review 2020/2021**

The CFO referred members to the previously circulated report in respect of the ESFA Dashboard on the Group's Financial Statements 2020/2021.

There was confirmation that alongside the letter confirming the Group's financial health grade for 2020/2021 of Outstanding, there was a copy of the Group's ESFA on-line dashboard information. It was noted that this information was also considered as part of the annual strategic conversation with external agencies (later agenda item).

The CFO further referred to the separate dashboard for governors and the associated access arrangements and commented that there were no surprises identified in the dashboard and the outcomes were all very positive.

Questions from members were invited.

- A question was asked by a member in relation to the response of staff on the outstanding financial grading of the Group in the current economic climate.

The CFO responded that communication with staff took place on a regular basis through a range of media including staff webinars and presentations within which a balanced message was presented. It was stated that there was emphasis upon the one-off benefits, the position in relation to additional student numbers and the high cash balances being held in readiness for investment in the Group's estate.

- Clarity was sought by a member in relation to how long TUPE arrangements were in place.

The VPCSP stated that for TUPE arrangements to cease there had to no longer be a relationship to the transfer/merger. It was noted that as time progressed post a transfer across to a new organisation there was an expectation that conditions would be updated. The VPCSP indicated that with respect to Stockport the transition across to TTCG terms had been relatively easy and it was added that the TUPE arrangements for Cheadle and Marple were more challenging.

The CFO stated that that the Group's financial health grade for the previous year had been outstanding and that this position was likely to continue into the current year but added that as cash balances were allocated a financial health grade of good was more likely to be the norm.

**There were no further questions or issues raised by members and following due consideration and deliberation it was resolved that the report and accompanying appendices be received and noted.**

**COR/58/22 Minutes of the Audit Committee held on 4 April 2022**

The minutes of the meeting were received and the Chairperson of the Audit Committee provided a brief overview of the business items considered by the Committee which were duly noted.

**Minute No.****COR/59/22****Matters Arising from the Minutes**

The Chair of the Committee drew attention to the following issues:

i) AUD/09/22 – Internal Audit Visit 1 2021/2022

- Safeguarding

It was reported that levels of assurance of substantial for design and moderate for operational effectiveness had been awarded. Reference was made to the areas of good practice and the two recommendations arising in relation to staff training and its timely completion (medium priority) and the Group's Safeguarding Policy and the capturing of arrangements for training provided to students (low priority).

- Quality Assurance Framework – Internal Audit Visit 1 2021/2022

It was reported that a substantial level of assurance had been awarded for design and moderate for overall effectiveness of the Group's Quality Assurance Framework.

It was further confirmed that there were three recommendations arising, one of low and two of medium significance relating to the tightening of procedures where a visit was below expectations; adoption of a robust process to monitor progress toward Ofsted recommendations at Cheadle and Marple; the embedding of complaints trend data across the Group and its analysis.

**The Board of the Corporation unanimously approved the Audit Committee recommendation that the Internal Audit Reports be approved.**

The Chair of the Committee also highlighted the good progress being made in relation to the Internal Audit Progress Report and further highlighted the helpful discussion that had taken place in respect of the Office for Students Funding Audit 2022.

There were no further matters arising from the minutes.

**COR/60/22****Equality, Diversity and Inclusion Strategy 2022/2025**

The VPCSP referred members to the previously circulated first draft of the Equality, Diversity and Inclusion (EDI) Strategy for consideration and comment by members.

The VPCSP provided the Board with an overview of the progress to date and key issues for the draft strategy this included the following:

- the purpose of the Strategy and the issues previously considered and discussed by the Board at its Development Day in March 2022
- the work and discussions of the Strategy Working Group and Strategy Focus Group
- the next steps that would be taken with a view to presenting the final proposals to the Board at its meeting on 20 July 2022.

**Minute No.**

Questions from members were invited.

- A member, with reference to the Group's Strategic Plan and the five areas of focus, asked how this Strategy would be cascaded down to staff and students.

The VPCSP responded that for staff and students there were clear links to values and culture. It was added that there was recognition that work needed to take place in terms of both the publicising of the strategy and drilling down to attain alignment with the annual plan. It was also advised that awareness would be raised through the following activities:

- staff webinars
- meeting with specific staff groups
- a Communications Strategy to sit alongside the EDI.

- A further question was asked by a member in relation to measurement of progress and whether there were plans for key measures that could be tracked year on year whilst the whole strategy was driving the culture. The member also commented that the EDI document looked very impressive from a visual perspective.

The VPCSP referenced the Board Key Performance Indicators (KPIs) recognising that they may need to be revisited from an EDI perspective. It was added that the measures would not necessarily be solely numeric in nature and that there was a need to also have a focus on impact.

**Action: Vice Principal Corporate Services and Planning**

- Reference was made by a member in relation to the EDI Strategy of Google and the good metrics they had in place.
- Another member asked as to how the strategy would be embedded on a practical level and how assurance would be provided to the Board of the Corporation that the key targets were being met.

The VPCSP responded that this would take place on two levels, firstly via the reporting of objectives to the Board (where achieved and where the risks were) and secondly the more difficult aspect of assessing where there had been a real impact. It was suggested that this would be supported by the training of inclusion allies, and initially progressed by a pilot.

- There was recognition by the member that this was a very complex area and it was asked how the Group could go beyond ensuring it was not a box ticking exercise.

The VPCSP stated that when looking at culture and values it was hoped that there had been a positive impact. It was added that involvement in the process had been very well received and that in terms of providing assurance this would normally take place via an action plan the progress against which would be monitored by the Resources Committee.

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A member suggested that staff and student surveys may also provide an opportunity to garner some quantitative feedback.

The VPCSP concurred with this suggestion adding that questions within the established surveys already included questions that could be tracked against EDI commitments.

- A member asked was there a measurement linked to the reporting of protected characteristics, which by their nature were dependent on self-declaration.

The VPCSP responded that at the point of completion of the strategy in 2025 it was hoped that both staff and students would have addressed the issue around the disclosing of information. It was added that it was common in many organisations to have under reporting of protected characteristics and that was largely due to trust. The VPCSP stated that there was a need to encourage the disclosure of this information and that it would be a primary task in year 1.

- A member asked whether the EDI Strategy should be aligned to the Group's Strategic Plan.

The PCEO responded that this was a conversation that the Executive were currently considering.

**Action: Executive Leadership Team**

- A member commented that the EDI Strategy presented was a positive document and asked whether there would be an opportunity for the Group to benchmark itself against other colleges and institutions.

The VPCSP responded that rather than a benchmark it was considered that the issue was more about impact and working toward a standard.

- A member in reference to the impact and outcomes discussion suggested that they were matrix focused.

The VPCSP acknowledged the comment made and responded that the issue was about articulation of this aspiration and undertook to take the suggestion away for further reflection.

**Action: Vice Principal Corporate Services and Planning**

It was suggested that the Board of the Corporation was a diverse body representative of the community. The question was posed at to whether this made the Board more knowledgeable about the needs of the community and if so how was this achieved and the impact measured.

The PCEO suggested that guidance could be sought from the AoC Director of Inclusion particularly in respect of the how the Group compares to other colleges.

**Action: Vice Principal Corporate Services and Planning**

**Minute No.**

**There were no further questions or comments from members and following due consideration it was resolved that the draft EDI Strategy be received and supported with a view to consideration of the finalised document at the 20 July 2022 meeting of the Board of the Corporation.**

**Action: Board of the Corporation**

**COR/61/22****Progress Report Outcomes from Governor Strategic Development Day**

It was reported that further to the Governor Strategic Development Day held on 9 March 2022 the following outcomes were scheduled for presentation to and further consideration by the Board of the Corporation:

- the EDI Strategy at the 20 July 2022 meeting of the Board of the Corporation
- the People and Culture Strategy at the 20 July 2022 meeting of the Board of the Corporation
- the Sustainability Strategy by the Board of the Corporation in the autumn term of 2022.

**There were no questions or comments from members and it was resolved that the update on the outcomes from Governor Strategic Development Day be noted.**

**COR/62/22****Annual Strategic Conversation with External Agencies – Meeting Outcomes**

The PCEO referred members to the previously circulated letter from the Department for Education (Head of FE Directorate Territorial Team).

The PCEO confirmed that the annual strategic conversation was a new process, underpinned by a more constructive dialogue and included involvement from the Department for Education, the Department for Education Capital Team and the FE Commissioner.

Reference was made to the very positive report within which a number of key strengths of the Group had been highlighted.

There was confirmation that the next meeting was scheduled to take place in October 2022 at which the focus would be upon the new FE Skills and Education Act and meeting local needs.

**There were no questions or comments from members and it was resolved that the report and letter be received and noted.**

**COR/63/22****Strategic Workshop – Economic Plan Stockport Metropolitan Borough Council**

The PCEO reported that the Group had been invited by Stockport Metropolitan Borough Council (SMBC) to attend a Strategic Workshop focusing on SMBC's Economic Plan.

The PCEO stated that the invitation reflected the positive relationship between SMBC and the Group. It was confirmed that most of the Leadership Team were in attendance as well as Councillors, the Chair of the Board of the Corporation, the Chair of the Strategic Property Working Group and the CS.



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It was reported that discussions took place around education and inclusion as well as leading on technical education.

The PCEO reiterated the positive and supportive relationship between the Group and SMBC. Comment was made in relation to the alleged comments made by Mayor of Greater Manchester that post 16 education in Greater Manchester was broken and the response of the Greater Manchester College Chairs' Group and the making of a written request for a full explanation.

The CS confirmed that at the meeting with SMBC members an offer had been made to come and meet with the Board of the Corporation. It was further confirmed that officers were to make a presentation to members at the 6 July 2022 Governor Training Event, which it was anticipated would be an informative and interesting session.

**Action: Corporation Secretary**

**There were no questions or comments from members and it was resolved that update be noted.**

**COR/64/22****Letter from FE Commissioner to Principals and Chairs**

The PCEO referred members to the previously circulated letter from the FE Commissioner, Shelagh Legrave, to Principals and Chairs. It was confirmed that the letter had been provided for information.

The PCEO commented that the FE Commission was seeking to reposition its role with an emphasis moving forward to be upon a supportive relationship within which they would engage earlier and provide more effective support.

The change in approach was welcomed and it was added that the early signs were positive.

**There were no questions or comments from members and it was resolved that the letter be received and noted.**

**COR/65/22****Governor Link Reports**

Members were referred to the previously circulated reports arising from link visits. Reports were received in respect of the following areas:

- Finance
- Audit and Risk
- Sustainability
- Adult Education
- Apprenticeships
- Quality of Education
- Stretford Campus
- Human Resources.

**Minute No.**

The Chairperson thanked members and staff involved in the visits and invited any additional comments from members.

**There were no further questions or issues raised by members and following due consideration it was resolved that the reports arising from the Governor Link Visits be received and noted.**

**COR/66/22 Draft Business Items Timetable and Schedule of Meetings 2022-2023**

The CS referred members to the previously circulated proposed schedule of meetings and business items timetable for 2022-2023.

There was confirmation that there were no major variations to the proposed timetable and schedule excepting that the period between meetings of the Strategic Property Working Group had been extended slightly.

It was noted that Committee Chairs and managers had been invited to comment accordingly on the proposals.

**There were no questions or issues raised by members and following due consideration it was resolved that the Business Items Timetable and Schedule of Meetings for 2022-2023 be approved and implemented.**

**Action: Corporation Secretary**

**COR/67/22 Appointment of Co-opted Members of the Audit, Remuneration and HE Curriculum and Quality Committees 2022**

The Chairperson of the Board of the Corporation provided an overview of proposals in respect of the appointment of co-opted specialists to a number of committees.

The following proposed appointments were outlined:

- Emma Kelly (RSM) to join the Audit Committee as a Co-opted Member
- James Beazley, outgoing Vice-Chairperson of the Board of the Corporation, as a Co-opted Member of the Remuneration Committee
- Professor Kurt Allman, who had recently stood down as a Member of the Board of the Corporation, as a Co-opted Member of the HE Curriculum and Quality Committee.

**There were no questions or issues raised by members and following due consideration and deliberation it was resolved that the above Co-opted appointments for a four-year period be approved.**

**COR/68/22 Financial Regulations 2022/2023**

The CFO referred members to the previously circulated Financial Regulations 2022/2023.

There was confirmation that the Financial Regulations had been considered by the Resources Committee at its meeting on 28 April 2022 and were duly recommended to the Board of the Corporation for approval.

**Minute No.**

**There were no questions or issues raised by members and following due consideration it was resolved that the Financial Regulations 2022/2023 be approved and implemented.**

**Action: Chief Finance Officer**

**COR/69/22 Fees Policy 2022/2023**

The CFO referred members to the previously circulated Fees Policy for 2022/2023.

There was confirmation that the policy had been considered by the Resources Committee at its meeting on 28 April 2022 and was duly recommended to the Board of the Corporation for approval.

**There were no questions or issues raised by members and following due consideration it was resolved that the Fees Policy 2022/2023 be approved and implemented.**

**Action: Chief Finance Officer**

**COR/70/22 Supply Chain and Fees Charging Policy 2022/2023**

The CFO referred members to the previously circulated Supply Chain and Fees Charging Policy for 2022/2023.

There was confirmation that the policy had been considered by the Resources Committee at its meeting on 28 April 2022 and was duly recommended to the Board of the Corporation for approval

**There were no questions or issues raised by members and following due consideration it was resolved that the Supply Chain and Fees Charging Policy 2022/2023 be approved and implemented.**

**Action: Chief Finance Officer**

**COR/71/22 Local Government Discretionary Scheme (LGPS) Policy 2022/2024**

The VPCSP referred members to the previously circulated LGPS Policy 2022/2024.

There was confirmation that the policy had been considered by the Resources Committee at its meeting on 28 April 2022 and was duly recommended to the Board of the Corporation for approval

**There were no questions or issues raised by members and following due consideration it was resolved that the Local Government Discretionary Scheme Policy 2022/2024 be approved and implemented.**

**Action: Vice Principal Corporate Services and Planning**

**Minute No.**

**COR/72/22      Any Other Business**

Members noted that this was the last meeting of Fatma Shami (Student Member) who course was approaching completion. It was reported that Fatma had previously served as a Student Member of the Cheadle and Marple Board of the Corporation. Members recorded their thanks to Fatma and wished her well for the future.

There were no further items raised under any other business.

**COR/73/22      Date of the Next Meeting**

It was noted that the next meeting of the Board of the Corporation would be held at 5.30pm on Wednesday 20 July 2022.

**Action: Corporation Secretary**

Sabine Van der Veer left the meeting at 8.04pm following consideration of agenda item 6a.

The meeting closed at 8.10pm.