

THE TRAFFORD COLLEGE GROUP

**Minutes of the Meeting of the Board of the Corporation  
held on Wednesday 30 March 2022 at 5.30 pm via Microsoft Teams**

<b>Present:</b>	Graham Luccock	(Chairperson)
	James Scott	(Principal and Chief Executive Officer)
	James Beazley	
	Adele Carney	
	Fatema Desai	
	Sarah Drake	
	Janet Grant	
	Jed Hassid	
	Alison Hewitt	
	Heather Lang	
	Michelle McLaughlin	(Staff Member)
	Ayo Oyebo	
	Marcia Reynolds	
	Louise Richardson	
	Lina Tsui-Cheung	
Sabine Van der Veer		
Jeremy Woodside		
Uswah Sayyed	(Deputy Student Governor)	
<b>In Attendance:</b>	Barry Watson	(Corporation Secretary)
	Andrea Bennett	(Turnaround Director)
	Alison Duncalf	(Deputy Corporation Secretary)
	Anthony Gribben-Lisle	(ELT Consultant)
	Carmen Gonzalez-Eslava	(Deputy Principal)
	Naomi Harrop	(Director of HR and Performance)
	Kal Kay	(Chief Finance Officer)
	Carl Miles	(Director of Marketing and External Relations)
	Michelle Leslie	(Vice Principal Corporate Services and Planning)

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The Chairperson opened the meeting by extending a welcome to the Uswah Sayyed who was attending her first meeting of the Board of the Corporation.

The Chairperson extended apologies that the meeting was not in person adding that it had been maintained as remote meeting due to a rise in Covid cases at the Group.

It was confirmed that the intention was to meet in person for the next Board of the Corporation meeting scheduled to take place on Wednesday 18 May 2022.

**Action: Corporation Secretary**

**COR/01/22 Apologies for Absence**

The Corporation Secretary (CS) reported that apologies had been received from Fatma Shami, Jill Bottomley, Adam Redford, Colette Fagan and Sattar Shakoor.

**Minute No.****COR/02/22           Declarations of Direct or Indirect Interest**

Janet Grant declared an interest in item 6f (Appointment of Independent Members of the Board of the Corporation) and it was resolved that she should remain present during consideration of the item but that they should abstain from any considerations in relation to this matter.

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

**COR/03/22           Appointment of the Vice Chairperson of the Board of the Corporation**

The Chairperson reported that James Beazley had resigned from the Board of the Corporation adding that during his sabbatical period Sarah Drake had undertaken the Vice-Chairperson role in his absence.

It was proposed that Sarah Drake be appointed to the position of Vice-Chairperson until October 2022 during which time discussions would take place, with individual governors, in relation to the role as part of the Chairperson's Non-Executive Governor Review Meetings.

**There were no other nominations to the position and it was unanimously resolved that the appointment of Sarah Drake to the position of Vice-Chairperson of the Board of the Corporation, to 19 October 2022, be approved.**

**Action: Corporation Secretary**

**COR/04/22           Minutes of the Board of the Corporation Meeting held on 15 December 2021**

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

**COR/05/22           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.

Questions and comments were invited.

i)     COR/141/21 – Audit Committee Matters Arising – Audit Tracker

The Chief Finance Officer (CFO) reported that the audit tracker was now in place and moving forward would routinely be reported to and considered at each meeting of the Audit Committee

ii)    COR/170/21 – Any Other Business – Keeping Children Safe in Education (KCSIE) and the Group's Safeguarding Policy

The Corporation Secretary (CS) reported that all Governors had confirmed that they had read the KCSIE document and the Group's Safeguarding Policy.

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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/06/22****Modern Slavery and Human Trafficking Statement 2022**

The Director of Marketing and External Relations (DMER) referred members to the previously circulated report and information on the Group's Modern Slavery Statement 2022.

There was confirmation that under section 54 of the Modern Slavery Act 2015 large businesses, with a turnover in excess of £36m per annum, were required to produce and publish a statement each year setting out the steps they have taken to ensure that their business and supply chains are slavery free, or a statement that they had taken no steps to do this.

The DMER drew attention to the growing prominence of scrutiny by regulators as to the conditions in corporate supply chains and highlighted the additional steps and actions detailed in the statement over and above that which was published in the previous year.

**There were no questions or issues raised by members and following due consideration and deliberation it was unanimously resolved that the Modern Slavery and Human Trafficking Statement 2022 be approved in advance of its publication on the Group's websites.**

**Action: Director of Marketing and External Relations**

**COR/07/22****Equality, Diversity and Inclusion Annual Report 2020/2021**

The Director of Human Resources and Performance (DHRP) referred members to the previously circulated Annual Report for the 2020/2021 academic year.

The key areas of focus were confirmed as:

- the diversity profile of staff and students
- the progress that had been made against the three objectives
- the events that had been supported by the Group
- specific case studies of actions to improve equality, diversity and inclusion
- the next steps.

There was confirmation that following approval of the report it would be published on the Group's websites.

Questions from members were invited.

- A question was asked by a member in relation to the omission of information in relation to the diversity of the membership of the Board of the Corporation.

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The DHRP responded that in the previous year's report reference had been made to both the Governor Ready Programme and the increased diversity of the Board. The DHRP undertook to revisit this section of the report, and following consultation with the CS, to include a narrative accordingly.

**Action: Director of Human Resources and Performance/Corporation Secretary**

- A member also referenced the Board's strong Governor Links Programme which included a specific link for Equality and Diversity.

The DHRP responded that this aspect would be included in the annual report for 2021/2022.

**Action: Director of Human Resources and Performance**

- A member congratulated the DHRP on the content of the report adding that for the future would there be consideration and identification of the benefits that flow through to the organisation from increased diversity.

The DHRP responded that the Group was currently working on a separate Equality, Diversity and Inclusion Strategy within which benefit would be addressed in tandem with impact, targets and outcomes.

The Vice Principal Corporate Services and Planning (VPCSP) added that measurement of impact was an aspect that was being explored further in terms of the measures that could be adopted.

**Action: Vice Principal Corporate Services and Planning/Director of Human Resources and Performance**

- A comment was made by a member in relation to the declarations made by staff in relation to ethnicity. Reference was made to the high percentage not declaring and whether any action could be taken to address this.

The DHRP responded that this was a perennial issue stating that the responses made by students were much higher consistent with completion as part of their enrolment process. It was confirmed that staff were invited to disclose their ethnicity during the offer process. The DHRP stated that the Group regularly shared the benefits of making a response and that it continued to maintain the issue at the forefront of its thinking and to consider ways in which staff could be encouraged accordingly.

There was recognition that there were equivalent issues in relation to disability declarations.

The DHRP concurred that staff disclosure across all characteristics was low.

The view was expressed by the VPCSP that for some people the issue may relate to organisational trust. Assurance was provided that that the Group would continue to work to address this area.

**Minute No.****Action: Vice Principal Corporate Services and Planning/Director of HR and Performance**

The DHRP stated that the issue was wider than organisational trust and related to both established and new applicants.

**There were no further questions or issues raised by members and following due consideration it was resolved that the Equality, Diversity and Inclusion Annual Report 2020/2021, with the incorporation of information pertinent to Board membership, be approved in advance of its publication.**

**COR/08/22****Gender Pay Gap Report 2021/2022**

The DHRP referred members to the previously circulated Gender Pay Gap Report 2021/2022 and information relating to the snapshot date of 31 March 2021.

The following key items of the report were highlighted:

- the gap between the median gender pay gap had further reduced from the figure of 5.46% in 2020 to 3.43% in 2021
- whilst the Group's median pay gap had consistently been lower than the median pay gap for the whole economy (15.5%) this had improved further in the last year (at 3.43%)
- the gap had closed for mean hourly rates with the male hourly mean rate being 4.34% higher than females (£17.04 for males versus £16.30 for females)
- the lower middle quartile was the only quartile that had seen a widening of the gap by 4%
- that the report related to the pre-merger with Cheadle and Marple and following initial consideration of the data for Cheadle and Marple, it was anticipated that the gender pay gap would increase in 2022/2023 due to the higher differential with Cheadle and Marple staffing.

Questions from members were invited.

- A question was asked by a member in relation to the underlying cause of the gender pay gap and the commentary within the report in relation to men being more likely than women to hold senior roles and the application of this statement to the Group which deviated significantly from this trend.

There was agreement that the report would benefit from more prominent wording in relation to this aspect.

**Action: Director of Human Resources and Performance**

**There were no further questions or issues raised by members and following due consideration it was resolved that the Gender Pay Gap Report 2021/2022 be received and noted.**

**Minute No.****COR/09/22****Information Technology Systems for Governors**

The ELT Consultant referred members to the previously circulated report which explored the sharing and circulation of information with members which could be of a sensitive, confidential and personal nature and the use of appropriate email platforms within this context.

The ELT Consultant confirmed that the paper was a result of a number of informal discussions. It was suggested that BoardEffect offered a good platform for the sharing agendas and supporting papers but for the communication of other information there was a drive externally for a more structured approach to ensure compliance with legal and corporate governance as well addressing cyber security requirements.

The ELT Consultant stated that the proposals presented would be adopted over a period of time recognising that there were a number of concerns for which support would be available to members during this period.

The ELT Consultant outlined the proposals highlighting the following aspects:

- continued use of the BoardEffect secure platform to share key documents for meetings of the Board of the Corporation and its supporting committees
- continued use of Microsoft Teams for virtual meetings, communications between Governors and Leadership colleagues
- use of tcg email addresses, and with the agreement of individual governors, a WhatsApp group for key, one-way “alerts” when information was being shared by email, for those who may not track emails on a frequent basis
- transition to the new model in full for all governors by 1 August 2022.

Questions were invited from members.

- A member stated that they had benefitted from the support of Executive Leadership Team and IT and Digital Services which had been very helpful but added that an issue had been encountered the previous day in relation to their tcg email account.

The ELT Consultant responded that this was something that needed to be addressed and undertook to progress its resolution.

**Action: ELT Consultant**

- A further member commented that they had previously encountered a number of issues but that their account was now working well. The member highlighted an issue aligning their tcg email address to their personal emails.

The ELT Consultant acknowledged the issue and indicated that this was something that could be addressed.

**Action: ELT Consultant**

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- A member stated that they would welcome additional training in relation to Microsoft Teams.

The ELT Consultant responded that Teams training would be addressed as a priority post the resolution of issues relating to tcg email accounts.

**Action: ELT Consultant**

- A member echoed the issues around aligning the tcg email account to personal and work email accounts highlighting the logistics around the management of multiple email accounts and concerted diaries.

The ELT Consultant empathised with the experience and undertook to explore the matter further.

**Action: ELT Consultant**

The ELT Consultant thanked members for their comments and confirmed that they would be used to augment the plan.

**Action: ELT Consultant**

The CS stated that the Board utilisation of tcg accounts had progressed a long way in recent months and went on to highlight the importance of their adoption citing those instances where they may be a requirement to for members to determine resolutions via their tcg email accounts.

It was reiterated that there was an onus for members to take some responsibility for checking their email accounts as this was the Group's primary method of communication with Board members and subsequently impacted upon the effectiveness of communication and governance.

The CS expanded upon the WhatsApp proposal as a means of flagging urgent communications to members that required action.

The Chairperson encouraged members to take up the training opportunities being offered by the ELT Consultant.

**There were no further questions or issues raised by members and following due consideration and deliberation it was resolved that the proposals as set out above and associated transition arrangements be approved and adopted.**

**Action: ELT Consultant/Corporation Secretary/Governors****COR/10/22****Digital Strategy 2021/2024 Update**

The VPCSP referred members to the previously circulated report and an update on the refreshed Digital Strategy 2021/2024. There was confirmation that the strategy had originally been developed in 2019 and updated annually and now sets out the commitments from August 2021 through to July 2024.

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The ELT Consultant provided an overview of the commitments within the framework and there was confirmation that the objectives and the actions taken were shared and discussed extensively with colleagues, the Executive Leadership Team (ELT) and Link Governors. It was further indicated that a mid-year update report was provided to the Resources Committee.

The ELT Consultant also highlighted the Digital Teaching Learning and Assessment Excellence Projects which took forward new and innovative ways for the delivery of digital teaching across the Group. There was confirmation that a number of projects were currently taking place with further planned for following year.

Questions from members were invited.

- A member thanked the VPCSP and ELT Consultant for sharing the overview of the strategy and asked, that with respect to the digital solutions for students and the associated excellence projects, how they related to improving the Digital ABC model which had as its focus improving the curriculum and the Excellence Portal which was more about supporting staff.

The ELT Consultant responded that all the projects should be directed toward having an impact on students and cited the ABC Curriculum Model in the context of the switch from classroom to online delivery during the pandemic and which now presented as a blended approach.

The ELT Consultant added that with respect to the Excellence Portal the projects were staff focused in the current year but that for the next year they were more likely to be student focused.

- The member suggested that the projects should perhaps sit within the Teaching, Learning and Assessment (TLA) Strategy from the perspective of Programme Managers and their recognition of digital solutions and the technical skills required

The ELT Consultant responded that FE was working towards a qualification within which the introduction of digital could also be basic as well as being subject specific. Reference was also made to budgetary constraints as well as for staff, as they updated their CPD, bringing solutions. The ELT Consultant added that it was about the practical skills for students that they would then develop for the workplace.

The Deputy Principal (DP) confirmed that the Group was continuously working with employers to support the development of the curriculum including the identification of gaps. In addition, the DP indicated that students undertook work placements arising from which they brought back knowledge in relation to their workplace exposure. Members noted that next year curriculum staff were to be encouraged to participate in CPD industry development days.



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- The member commented that moving forward it may be useful for the Quality Committees to have an input to the matter.

**Action: Deputy Principal/ELT Consultant**

- A member suggested that the strategy may benefit from more explicit information in relation to the testing strategies to remain compliant with cyber security requirements.

The ELT Consultant responded that moving forward there would be an annex to the strategy that set out the technical detail from a cyber security perspective.

**Action: ELT Consultant**

- A question was asked by a member in relation to safeguarding in terms of ensuring personal safety on-line and asked if the Group had enough skilled staff to implement the strategy.

The ELT Consultant recognised the risk in relation to students and use of their own devices but added that there an emphasis upon maintaining robust IT systems and that online safety was an area of particular focus. It was added that there was also some helpful sector wide work in this area which the Group was accessing.

In terms of resources the ELT Consultant reported an improved and improving position adding that there was internal growth as well as the accessing of external advice and support. There was confirmation that the changes made to the Quality Team were being embedded although the MIS market continued to be challenging in terms of recruitment.

The Chairperson highlighted the reference made by the ELT Consultant to the very capable Link Governors for IT and that the Group should continue to make full use of their skills and abilities in the context of the Digital Strategy. The ELT Consultant added that in respect of his experience within the sector the Group was in the minority in terms of securing this valuable input and that it would continue to be used on a regular basis.

**Action: ELT Consultant**

**There were no further questions or issues raised by members and following due consideration that the update to the Digital Strategy 2021/2024 be received and noted.**

**COR/11/22****Ofsted Monitoring Visit Final Inspection Report – February 2022**

The Deputy Principal (DP) referred members to the previously circulated Ofsted Monitoring Visit Report.

There was confirmation that following the merger with Cheadle and Marple Sixth Form College notification had been received in February 2022 of a

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monitoring visit if the “newly merged college”. There was recognition that a monitoring visit was very different from a full inspection.

The three themes of the monitoring visit were confirmed to be:

- What progress senior leaders had made in ensuring that organisational changes relating to the merger had had a positive impact on learners, apprentices, and stakeholders both at the merged college and across the Group.
- What progress senior leaders had made in ensuring effective quality assurance and improvement arrangements, supported sustained improvements to the quality of education across the Group, and in particular the newly merged college.
- What progress leaders, managers and governors had made in ensuring that safeguarding practices kept all learners and apprentices safe and were consistent across the Group.

The DP indicated that the approach on the ground had been very intensive and that the visit had focused upon Cheadle and Marple from a quality perspective even though this had not been the driver for the merger.

It was further confirmed that the visit was scheduled to last for 2 days but was extended to 3 days as a result of an outstanding complaint on the portal.

The DP highlighted the positive comments made in particular the commentary in relation to the role of governance in the merger. It was however reported that there had been some criticism of the support for learners with complex needs which the Group had already started to address.

Members noted that an award of reasonable progress have been made.

The Chairperson thanked everyone who had been involved in the visit together with the Governors from the Ofsted Ready Group which had taken place only 9 months post the date of the merger.

**There were no questions from members and it was resolved that the Ofsted Monitoring Visit Report – February 2022 be received and noted.**

**COR/12/22****Operational Plan 2021/2022 – Mid-Year Update (March 2022)**

The Principal and CEO (PCEO) referred members to the previously circulated mid-year report on progress against the Operational Plan 2021/2022. The PCEO commented that the overall position was positive given that there was a proportion of the academic year remaining.

It was reported that there were currently two objectives that were rated as “red” i.e. not likely to have been achieved by the year end:

- SP1, the action of *enable curriculum development by creating capacity in curriculum teams* to support the objective of *further developing a relevant and inclusive vocational and technical offer which would increase*

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*progression to advanced and higher technical study, was at risk of non-achievement.*

- SP4, the action of *further develop the Engage programme to offer flexible entry for young people throughout the year* would not be achieved.

With respect to SP1 the PCEO reported that the issue related to the ongoing difficulty of recruiting curriculum staff in key areas of growth, including Construction, Building Services, Digital, Engineering and Health. There was confirmation that a range of measures to support recruitment had been adopted for which some positive outcomes had already been attained within Construction and Building Services. It was confirmed that this success had enabled the Group to meet current demand as opposed to supporting growth at this stage and hence this action continued to present as a significant risk.

In relation to SP4 it was reported that the Group had been unable to develop and deliver the Engage programme due to staffing shortages and other priorities.

Assurance was provided that the Engage programme and other forms of alternative curriculum would be a key objective for the Group in 2022/2023. It was further stated that mitigation was taking place in the form of work with external partners to reduce the risk of some young people disengaging and that the Group was also ensuring the delivery of bespoke programmes, for those at risk, continued to be in place.

Questions from members were invited.

- A member commented that the Plan may benefit from the inclusion of an impact column.

The PCEO responded that the Operating Plan linked through to the Strategic Plan and suggested that the Operational Plan milestones could be considered against the Strategic Plan commitments.

**Action: Principal and CEO**

**There were no further questions from members and following due consideration it was resolved that the mid-year update of the Operational Plan 2021/2022 be received and noted.**

**COR/13/22**

**Key Performance Indicators Update Report – Spring Term 2021**

The PCEO referred members to the previously circulated Key Performance Indicators (KPI) update report and position statement in respect of the status of KPIs as at March 2022.

Members noted that there were some areas where reporting was not yet available and which would be populated as the academic year progressed.

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The following emerging themes were highlighted:

- Overall Effectiveness was currently rated as good as validated by the Self-Assessment Report (SAR)
- Financial Health was currently forecasted to be above target and to be outstanding as opposed to good
- Income was overall projected to be on target
- Quality was currently assessed as having no significant risks although the areas of High Needs (as per the Ofsted Monitoring Visit report and staff recruitment issues) and Apprenticeships (issues in relation to the recruitment of staff) continued to be rated as amber and areas of focus and with both areas to be the subject of Curriculum Development Area Reviews (CDARs)
- Student Outcomes had declined with retention falling from 97% to 92% with limited margin for attrition and hence its classification as amber
- For People, the turnover rate was currently on course to remain below the target KPI however concerns relating to the departure of some key staff and the difficulties recruiting to some areas continued with additional measures adopted to mitigate against
- Learner Numbers and Funding presented 16-18 learner numbers that were above target however Higher Education (HE) full time numbers were below target and the Adult Education Budget (AEB) was forecast to be slightly below target
- Concerns around Apprenticeships (staffing capacity issues) and full cost income which were both being below target and identified as areas where there had been deterioration.

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

**COR/14/22****Quality Improvement Plan 2021/2022 – Progress Update**

The DP referred members to the previously circulated report and a mid-year update on the Quality Improvement Plan (QIP) and Performance Indicators Report 2021/2022.

There was confirmation that extensive discussion and considerations had taken place at the meeting of the FE Curriculum and Quality Committee held on 23 March 2022 in relation to the QIP and progress against the ten objectives.

**There were no questions or issues raised by members and it was resolved that the Quality Improvement Plan 2021/2022 progress update report be received and noted.**

**COR/15/22****Draft Minutes of the HE Curriculum and Quality Committee held on 2 March 2022**

The minutes of the meeting were received and noted.

**Minute No.****COR/16/22****Matters Arising from the Minutes**

In the absence of the Chairperson of the Committee it was agreed that more comprehensive reporting be made to the 18 May 20022 meeting of the Board of the Corporation.

**Action: Chairperson of the HE Curriculum and Quality Committee/Corporation Secretary**

**COR/17/22****Minutes of the Equality and Diversity Committee held on 4 March 2022**

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

**COR/18/22****Matters Arising from the Minutes**

The VPCSP confirmed that a main focus continued to be the Equality, Diversity and Inclusion Strategy which was being progressed alongside the discussions emanating from the Governor Strategy Development event held on 9 March 2022.

There were no matters arising from the minutes.

**COR/19/22****Minutes of the Safeguarding Committee held on 17 January 2022**

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

**COR/20/22****Matters Arising from the Minutes**

There were no matters arising from the minutes.

**COR/21/22****Merger Progress Report – March 2022**

The PCEO referred members to the previously circulated report and an update on the progress of the merger incorporating a merger integration update report and merger transition plan.

The PCEO highlighted the significant progress that had been made and further reported that the Project Manager would be concluding her contract at the end of the term with all outstanding aspects to be subsequently managed by the Executive Leadership Team.

The PCEO indicated that the vast majority of tasks relating to the merger would be concluded by the end of the year and that monitoring would continue to take place accordingly.

Attention was drawn to the aligning of cultures across the Group and the progress that continued to be made and the lessons learnt. The PCEO confirmed that in response to staff feedback and to aid communication and visibility he and

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the DP would be meeting with Cheadle and Marple staff on a half termly basis and that the Assistant Principal would also be meeting with all staff in a one-to-one capacity to identify any ongoing or residual issues post-merger.

With respect to the Cheadle site capital bid it was reported that the outcome was likely to be known in April 2022.

The Chairperson placed on record the thanks of the Board to Eve Johnson, the Project Manager, and asked that their thanks be passed on to her.

**Action: Principal and CEO**

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

**COR/22/22****Turnaround Directors Report - Finance**

The Turnaround Director (TD) referred members to the previously circulated report adding that it was now 11 months since the merger and added that this would be her final report.

The TD confirmed that the report included an update on the latest financial plans compared to the business case; an update on the merger claim; and a stakeholder engagement update.

The TD provided an overview of the key issues arising from the report and concluded that good progress was being made and a positive financial position presented.

Attention was drawn to the monies required to support the Cheadle site redevelopment and the projected cash position subject to a successful business case outcome.

The TD further stated that financial risks had been identified and mitigation plans were in place to address the identified risks.

Members noted that the grant claim was progressing smoothly and that stakeholder engagement had been positive

In conclusion the TD stated that the key financial objective of financial sustainability going forward was being met. The TD further confirmed that future reporting in relation to the financial aspects of the merger would be undertaken as part of the Management Accounts reporting.

**Action: Chief Finance Officer**

Questions from members were invited

The Chairperson thanked the TD for her final report and on behalf of the Board thanked her for her long-standing contributions to the Group. The Chairperson stated that AB had joined TTCG in 2017 and successfully managed the finances of the Group through two mergers and in doing so made financial reports

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understandable to those with a non-financial background. Members thanked AB and wished her well for the future.

**There were no further questions or issues raised by members and it was resolved that the final report of the Turnaround Director be received and noted.**

**COR/23/22****Management Accounts for the 7 months ending 28 February 2022**

The Chief Finance Officer (CFO) referred members to the previously circulated Management Accounts for the 7 months ending 28 February 2022.

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

- that the Resources Committee had scrutinised in detail the January 2022 Accounts and recommended them to the Board of the Corporation for approval
- that the main changes between the accounts reported in January 2022 and those presented to the Board for consideration related to the income forecast which had been revised downwards by £100k mainly due to full cost provision and other income, and the pay forecast which had increased by £100k as the Group progressed the negotiation of a pay award and other suite of pay measures.

The CFO stated that there had been a change in the forecast in January 2022 and summarised the main changes as follows:

- that 16-18 income had benefited from in-year growth of circa £1m however the ESFA had stated that this would not happen in future years should there be equivalent levels of growth i.e. if additional students were recruited in September 2022 the Group would not receive any additional funding until August 2023
- for the Adult Education Budget (AEB) there was a rating of amber consistent with the forecasted under delivery in-year offset by the successful business case made to the GMCA
- that the non-cash item related to the potential VAT liability arising on the merger which had been accounted for the previous year and which had subsequently been released post confirmation from HMRC that it was not payable
- the overall positive cash position presented.

**There were no questions or issues raised by members and after due discussion and consideration it was resolved that the Management Accounts for the period to 28 February 2022 be approved.**

**COR/24/22****Draft Minutes of the Resources Committee meeting held on 3 March 2022**

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

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The following items of consideration were highlighted:

- the extensive consideration of the January 2022 accounts
- the position in relation to learner numbers and significant increase in 16-19 funded learner numbers
- partner sub-contracting activity and a proposal in relation to additional Adult Education subcontractor allocation to Code Nation of £350k following the completion of their contract and to support learners in the local area wishing to complete Level 2 IT Skills and Level 2 Cyber courses.

Wider discussion followed with respect to 16-19 subcontracting and the intention of the ESFA to pull back from such arrangements. The PCEO stated that it was a long-standing concern of the ESFA that providers were utilising this provision to fill their allocations. It was noted that in terms of risk this related to the Group's 16-19 subcontracting only as the adult provision came under the GMCA.

There was confirmation that the ESFA had approved subcontracting arrangements for the current year and that moving forward the Group in conjunction with Flixton Girls School were putting forward a case to the ESFA with a view to gaining support for the continuation of this relationship. It was stated that this case centred upon the ability of the Group to continue to support the Flixton Girl's School learners many of whom could be at risk of becoming NEETs (Not in Employment, Education or Training).

**Action: Principal and CEO/Head of Flixton Girls School**

**COR/25/22****Matters Arising from the Minutes**

- i) RES/06/22 – Partner Subcontracting Activities – Mid Year Update

The Chairperson of the Committee reported that consideration had been given to a mid-year report in relation to Partner Sub-contracting activities within which a proposal had been presented for an additional Adult Education subcontractor allocation to Code Nation of £350k during the 2021/2022 academic year.

**There were no questions or issues raised by members and following due consideration it was resolved that the additional Adult Education subcontractor allocation to Code Nation of £350k during 2021/2022 be approved.**

- ii) RES/11/22 – Management Accounts for the period ending 31 January 2022

The Chairperson of the Committee referred members to both the considerations of the Committee and the earlier reporting from the CFO and on behalf of the Committee and recommended the Accounts to the Board of the Corporation for approval.



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**There were no questions or issues raised by members and following due consideration it was resolved that the Management Accounts for the period ending 31 January 2022 be approved.**

iii) RES/12/22 – Treasury Management Policy 2022/2025

The Chairperson reported that the Treasury Management Policy (TMP) had previously been a section within the Group's Financial regulations. There was confirmation that the TMP had been reviewed in the context of the best practice and refreshed around the risks and further that the principles within The Chartered Institute of Public Finance and Accountancy (CIPFA) Code had also been adopted as appropriate to the Group.

**There were no questions or issues raised by members and following due consideration it was resolved that the Treasury Management Policy 2022/2025 be approved.**

**There were no further matters arising from the minutes.**

**COR/26/22****Minutes of the Health and Safety Committee meeting held on 4 March 2022**

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

The PCEO commented that in respect of Covid the Group was awaiting further guidance on the position post 1 April 2022 as they applied to educational settings. It was added that the Group continued to have significant stocks of testing kits and regardless of any changes to the guidance would be encouraging students to continue a testing regime.

**COR/27/22****Matters Arising from the Minutes**

**There were no matters arising from the minutes.**

**COR/28/22****Governor Link Reports**

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

- Digital Skills
- Altrincham Campus
- Stockport Campus
- Cheadle Campus
- Marple Campus
- Maths and English
- Safeguarding and Safeguarding Single Central Record
- FE Student Engagement
- HE Student Engagement
- Students' Personal Development.

**Minute No.**

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

- A member commented on the considerations taking place around the best way to develop and grow Employer Services Department.
- A member reported that she had recently undertaken an Audit and Risk meeting with the CFO a report from which would be made to the 18 May 2022 meeting of the Board of the Corporation.

**Action: Corporation Secretary**

- A member highlighted the Education and Health Care Plan (EHCP) report and associated safeguarding needs and asked whether any progress had been made.

The DP responded that work had commenced in this area and that a lot of progress had been made. There was confirmation that forensic checking of the educational targets and outcomes in EHCP plans were now taking place. It was added that staff knew their students well and the change related to all staff involved in delivery to these students having knowledge of the targets. The DP confirmed that the team providing support to high needs learners had also been strengthened and the staffing complement was now at full capacity. It was further stated that a Curriculum Development Area Review (CDAR) of High Needs Learners was also due to commence and that a full report would be presented to the Further Education Curriculum and Quality Committee.

**Action: Deputy Principal**

Assurances were also provided around the training of staff to support students with additional learning needs who often perceived the world very differently. The PCEO added that arising from the Ofsted monitoring visit the safeguarding of High Needs learners had been judged as being safe and that the issue, in terms of setting educational targets was around ensuring that they combined with any behavioural targets set i.e. was about the centralisation of available information.

- A member confirmed that at a recent link visit for the Cheadle campus the issue of culture had been explored and the extensive work being undertaken by the Assistant Principal to support the adoption of a common culture was referenced. An imminent cultural alignment survey was highlighted for which the outcomes would be reported accordingly.

**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.**

**Minute No.****COR/29/22****Department for Education Interim Guidance and AoC Code of Good Governance 2022**

The CS presented an update on the position in relation to the Department for Education (DfE) Interim Guidance and AoC Code of Good Governance 2022 as discussed at the last meeting of the Board of the Corporation.

The CS provided an overview of the current position as follows:

- There was confirmation that the DfE interim guidance sought to impose recommendations with a view to strengthening governance. It was noted that it constituted of two statutory elements and other recommendations which were not mandatory.

The CS reported that all statutory requirements were already adopted at the Group and that no additional work would be required. In relation to the requirement for an independent three-yearly review of governance it was advised that this would be conducted by the internal auditor service.

The CS further advised that the recommendation relating to a succession planning policy had been addressed via the creation of a new Appointment and Succession Planning and Procedure for Board Members 2022/2024 which had been considered at the most recent meeting of the Search Committee.

- The CS reported that with regard to the AoC Code of Good Governance two new areas relating to sustainability and equality, diversity and inclusion had been included in the Code. There was confirmation that once the Board had been through the process of approving the associated strategies currently under development the Code would be brought back to the Board for further consideration.

**There were no questions or issues raised by members and following due consideration it was resolved that the update in relation to the Department for Education Interim Guidance and AoC Code of Good Governance 2022 be received and noted.**

**COR/30/22****Updated Terms of Reference for Higher and Further Education Curriculum and Quality Committees – March 2022**

The CS referred to the previously circulated report and updated terms of reference for the Group's Higher Education (HE) and Further Education (FE) Committees.

The CS outlined the background to the changes and the view that the business items considered by the committees could benefit from streamlining without reducing a Committee's responsibility for the oversight and monitoring of the Group's curriculum provision.

There was confirmation that the terms of reference had been updated to reflect the requirements of current practice and the realigned schedule of business.

**Minute No.**

In addition, it was reported that the HE Curriculum and Quality Committee had been reviewed in the context of effectiveness and its membership arising from which recommendations were being made to strengthen its membership and mirror that of other committees in terms of co-opted appointments. It was further reported that it was proposed that Kurt Allman, a former member of the Board, be invited to join the Committee in a co-opted capacity.

Questions from members were invited.

- A member highlighted that she had communicated to the CS a small number of minor revisions to the phrasing of the proposed terms of reference. The member also highlighted the meeting requirements and suggested that they reflect that Committee meetings take place once per term.

The CS undertook to ensure that the terms of reference reflected the comments made.

**Action: Corporation Secretary**

**There were no further questions or issues raised by members and following due consideration and deliberation it was resolved that:**

- **the proposed terms of reference of the Further Education Curriculum and Quality Committee and Higher Education Curriculum and Quality Committee, incorporating the revisions as outlined above, be approved; and**
- **the appointment of Professor Kurt Allman as a Co-opted Member of the Higher Education Committee, with immediate effect and for a four-year period, be approved.**

**Action: Corporation Secretary**

**COR/31/22****Governance Action Plan 2021/2022 – Progress Update**

The CS referred members to the previously circulated mid-year report in relation to the Governance Action Plan for 2021/2022.

There was confirmation that good progress had to been made to date against the 13 rag rated actions detailed in the report.

**There were no questions or issues raised by members and it was resolved that the Governance Action Plan 2021/2022 progress report be received and noted.**

**COR/32/22****Minutes of the Search Committee held on 2 March 2022**

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

**Minute No.****COR/33/22****Matters Arising from the Minutes**

- i) SEA/05/22 – Appointment of Independent Member to the Board of the Corporation 2022

**The Board of the Corporation unanimously approved the Search Committee's recommendation that Janet Grant's period of office be extended for a further four-year period.**

**Action: Corporation Secretary**

- ii) SEA/06/22 – Appointment of Co-opted Members of the Audit Committee

**The Board of the Corporation unanimously approved the Search Committee's recommendation that Ian Duncan's office be extended for a further year.**

**Action: Corporation Secretary**

- iii) SEA/07/22 – Appointment of Co-opted Members of the Search Committee

**The Board of the Corporation unanimously approved the Search Committee's recommendation that Glad Capewell be appointed as a Co-opted Member of the Search Committee for a four-year period with immediate effect.**

**Action: Corporation Secretary**

- iv) SEA/08/22 – Appointment and Succession Planning Policy and Procedure for Members of the Board of the Corporation 2022-2024

The Chairperson referred members to the previously circulated policy and procedure as alluded to earlier in the meeting.

**There were no questions or issues raised by members and following due consideration it was resolved that the Appointment and Succession Planning Policy and Procedure for Members of the Board of the Corporation 2022/2024 be approved.**

**Action: Corporation Secretary**

There were no further matters arising from the minutes.

**COR/34/22****Appointments to the Board of the Corporation – Meeting of the Governors' Appointments Panel 7 March 2022**

The Chairperson provided an overview of the meeting of the Appointments Panel and the recommendation arising.

The Chairperson confirmed that the Panel was recommending the appointment of Olivia Bussey to the Board of the Corporation. It was confirmed that OB had previously worked in the sector and had governance experience as well as marketing skills.

**Minute No.**

**There were no questions or issues raised by members and following due consideration it was unanimously resolved that Olivia Bussey be appointed as an Independent Member of the Board of the Corporation for a four-year term of office.**

**Action: Corporation Secretary**

**COR/35/22****Extension to Periods of Office – Co-opted Search Committee Members**

The CS reported that terms of office of two co-opted members of the Search Committee were due to expire and sought approval for an extension to the terms of office by two further years.

**There were no questions or issues raised by members and following due consideration it was unanimously resolved that Gill Jones and Graham Briscoe be re-appointed as a Co-opted Member of the Search Committee for a two-year term of office.**

**Action: Corporation Secretary**

**COR/36/22****Changes at the Department for Education**

The PCEO referred members to the previously circulated letter from the Department of Education dated 28 February 2022 which presented a summary of important changes that were being made at the DoE from 1 April 2022 in relation to the future operation of the ESFA.

The following changes were highlighted:

- the size of the ESFA would shrink and its dual role removed with its focus moving forward being on funding with the policy setting aspect lying with the DfE
- the ESFA would continue to provide funding through its funding service and to secure assurance over the use of the funds it administers
- the key current contacts/delivery managers for the Group (Mike MacLoughlin/Lisa Gallagher) would remain unchanged however moving forward they would work under the auspices of the DoE as part of a new Skills Group.

**There were no questions or issues raised by members and it was resolved that the update in respect of changes at the Department for Education be received and noted.**

**COR/37/22****Annual Strategic Conversation with External Agencies**

The PCEO reported that the Annual Strategic Conversation with external agencies was scheduled to take place on 26 April 2022.

There was confirmation that the focus of the meeting moving forward was for the meeting to be more strategic and forward thinking in its conversations. There was confirmation that the one aspect of the meeting would be to look at how merger had progressed and that the Chairperson of the Board of the

**Minute No.**

Corporation and CS would be joining the Executive Leadership Team at the meeting.

The PCEO stated that no agenda had been received as yet in relation to the meeting although he understood that the conversation would be around key opportunities and risks going forward. The PCEO undertook to provide feedback to the Board accordingly once the meeting had taken place.

**Action: Principal and CEO**

**There were no questions or issues raised by members and it was resolved that the position in relation to the Annual Strategic Conversation with external agencies be received and noted.**

**COR/38/22****Updates to Policies**

The CS referred members to the previously circulated covering report and summary of proposed changes to the following policies:

- i) Safeguarding Children and Vulnerable Adults Policy Update – March 2022
- ii) Whistleblowing Policy and Procedure

There was confirmation that amendments were minor and had largely arisen post recent internal audit work and from the recommendations arising. Members attention was directed to the revisions as highlighted in red.

Questions from members were invited.

- A member highlighted section 4 of the Whistleblowing Policy and the procedure in relation to role of the Chairperson of the Board of the Corporation when making a disclosure. The view was expressed as to whether the point of contact should be reviewed.

The VPCSP undertook to revisit this section and seek further guidance from the internal audit service.

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

**There were no further questions or issues raised by members and following due consideration and deliberation it was resolved that:**

- **the revised and updated Safeguarding Children and Vulnerable Adults Policy (March 2022) be approved and adopted; and**
- **the approval of the Whistleblowing Policy and Procedure be deferred pending further guidance.**

**COR/39/22****Any Other Business**

The Chairperson reported that this was the final meeting of a small number of governors and he wanted to pay tribute to their work and contributions to Board of the Corporation and The Trafford College Group (TTCG).

**Minute No.**

Members noted that James Beazley, Vice-Chairperson of the Board of the Corporation and was standing down after 8 years of service to the Board. The Chairperson recorded the excellent contribution of JB, in particular as Vice-Chairperson, and wished him well for the future.

The Chairperson reported that Glad Capewell was also standing down as a governor. The Chairperson highlighted her FE background and the significant contribution of GC as both a governor at Stockport College and TTCG, citing her forensic FE knowledge and the supportive challenge she presented to the leadership. The Chairperson recorded the thanks of the Board for all her work and support and wished her well for the future.

The Chairperson further reported that Sue Derbyshire (SDE) was also stepping down as a governor. Members noted that SDE had moved across from Stockport College at the point of merger and would in particular be missed as the Safeguarding and SEND Link Governor. The Chairperson recorded the thanks of the Board for the long-standing service of SDE and wished her well for the future.

Members endorsed the sentiments of the Chairperson.

There were no further items raised under any other business.

**COR/40/22****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 18 May 2022.

**Action: Corporation Secretary**

The Director of Human Resources and Performance left the meeting at 5.53pm following consideration of agenda item 2c.

Alison Hewitt joined the meeting at 6.22pm during consideration of agenda item 3b.

The ELT Consultant left the meeting at 6.27pm following consideration of agenda item 3b.

The Turnaround Director left the meeting at 6.51pm following consideration of agenda item 5b.

The Deputy Student Governor left the meeting at 7.02pm following consideration of agenda item 5d.

Janet Grant left the meeting at 7.09pm following consideration of agenda item 6a.

The Director of Marketing and External Relations left the meeting at 7.20pm following consideration of agenda item 6b.



**Minute No.**

Jeremy Woodside left the meeting at 7.30pm following consideration of agenda item 6g.

The meeting closed at 7.45pm.