THE TRAFFORD COLLEGE GROUP

Minutes of the Meeting of the Board of the Corporation held on Wednesday 19 May 2021 at 5.30 pm via Microsoft Teams

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| **Present:** | Graham LuccockJames Scott Jill Bottomley Glad CapewellSue Derbyshire Sarah Drake Colette Fagan Jed Hassid Alison Hewitt Heather Lang Ayo OyebodeLouise Richardson Lina Tsui-Cheung Jeremy Woodside | (Chairperson)(Principal and Chief Executive Officer) |
| **In Attendance:** | Barry Watson Alison DuncalfCarmen Gonzalez-Eslava Darryn HedgesMichelle LeslieMichael Jarkowski | (Corporation Secretary) (Deputy Corporation Secretary) (Deputy Principal)(Interim Chief Finance Office)(Vice Principal Corporate Services and Planning)(Deputy Student Governor) |

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| **Minute No.** |  |
|  | Prior to the commencement of the meeting the Chairperson extended a welcome toAlison Hewitt and Lina Tsui-Cheung, former Cheadle and Marple Sixth Form College Board Members, who were attending their first meeting as members of the Board.The Chairperson further welcomed Alison Duncalf following her recent appointment to the position of Deputy Corporation Secretary. |
| **COR/24/21** | **Apologies for Absence**The Corporation Secretary (CS) reported that apologies had been received from Janet Grant (Member), Sattar Shakoor (Member) and Sabine Van Der Veer (Member). |
| **COR/25/21** | **Declarations of Direct or Indirect Interest**There were no declarations of interest in any of the meeting business items. |
| **COR/26/21** | **Minutes of the Board of the Corporation Meeting held on 24 March 2021**The minutes of the meeting were approved and accepted as a correct account of the meeting proceedings. |
| **COR/27/21** | **Matters Arising**i) COR/04/21(i) – Creating an Alumni PropositionThe Principal and CEO (PCEO) reported that the proposition continued to be a work in progress and that he would report on developments in due course.**Action: Principal and CEO** |

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| **Minute No.** |  |
|  | 1. COR/04/21(ii) – T Level Capital Funding Bid

The Vice Principal Corporate Services and Planning (VPCSP) reported that the funding bid had been submitted and that the outcome of the application would not be known until July 2021 and the Board would be advised accordingly.**Action: Vice-Principal Corporate Services and Planning**1. COR/05/21 – Governor Link Visits – Finance

The CS confirmed that the report of the Finance Link Governors would be made to the 21 July 2021 meeting of the Board of the Corporation**Action: Corporation Secretary**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/28/21** | **Confirmation of the Merger with CAMSFC and Progress Update**The PCEO reported that the merger had been successfully concluded on 4 May 2021 and that a full update report would be provided at the Confidential Meeting later in the evening.There were no questions arising from the merger update and it resolved that the position be noted. |
| **COR/29/21** | **Strategic Plan 2021/2024 and Business Plan 2021/2022 – Progress Update**The PCEO confirmed that a Governor Strategic Planning Workshop had been held the previous week and commented that the session had been well attended with excellent engagement and useful feedback supported by an exchange of views. The PCEO further advised that the next step in the process would be to shape the outcomes of the workshop into a Draft Strategic Plan which would be presented to the Board of the Corporation at its meeting on 21 July 2021.**Action: Principal and CEO**The PCEO added that an aspect arising from the workshop was the view that there were too many strategic priorities contained in the original proposals. It was further advised that it was now proposed that the revised plan would have 3/4 strategic priorities underneath which more strategic enablers would sit.Discussion took place with respect the simplifying of the overall strategic plan and CF made an offer as a critical reader to the Draft Strategic Plan which was welcomed by the PCEO. The PCEO undertook to send a copy of the Draft Strategic Plan in due course.**Action: Principal and CEO**There were no further issues raised by members and it was resolved that the Strategic Plan 2021/2024 and Business Plan 2021/2022 progress update be received and noted. |

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| **Minute No.** |  |
| **COR/30/21** | **Updated Instruments and Articles of Government, Governor Links and Committee Membership (Post Merger)*** **Updated Instruments and Articles of Government – May 2021**

The CS confirmed that a responsibility of the Transition Board had been to review the Group’s Instruments and Articles of Government (I&A) with a view to approving the I&A for the merged entity.The CS referred members to the previously circulated proposed updated Instruments and Articles of Government effective from May 2021. It was reported that the only significant change related to the number of independent members of the Board of the Corporation which were increasing from 17 to 19 as agreed by the Transition Board.It was further indicated that administrative and housekeeping updates had been made in relation to aspects such as titles and positions. The CS further intimated that a proposal in relation to Instrument 2(d) and Student Governors of the institution would be revisited later in the meeting.A question was raised by a member in relation to the arrangements for sabbatical leave for Board members.The CS advised that this was something that would normally be incorporated within the Board’s Standing Orders which were due to be reviewed by the Board of the Corporation at its meeting on 21 July 2021.**Action: Corporation Secretary*** **Updated Governor Links – May 2021**

The CS referred to the previously circulated updated governor links which were reflective of the post-merger arrangements.There was confirmation that the following changes had been approved by the Transition Board:* + the addition of the link arrangements for the Board members who had transferred from CAMSFC (AH and LT-C)
	+ the inclusion of the link arrangements for the Cheadle and Marple campuses
	+ other minor adjustments including staffing changes.

The CS indicated that it was anticipated the governor links would remain in place for the remainder of the academic year.* **Committee Membership – May 2021**

The CS outlined the Committee membership changes which were reflective of the new members who had recently joined the Board.It was further confirmed that SDE had moved from the Resources Committee to the FE Curriculum and Quality Committee consistent with her Safeguarding Link Governor role.With respect to those listed as in attendance at meetings the CS confirmed that they had also been updated to reflect title changes and new appointments. |

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| **Minute No.** |  |
|  | The Chairperson commented that he had recently met with JBE and it was anticipated that he would shortly be returning from his sabbatical and available to attend to attend the 21 July 2021 meeting of the Board of the Corporation.There were no further issues raised by members arising from the reports and proposed changes and after due discussion and consideration it was unanimously resolved that the updated Instrument and Articles of Government; the updated Governor Links; and the updated Committee Membership be approved and adopted with immediate effect. |
| **COR/31/21** | **Updated Terms of Reference for the Strategic Property Working Group May 2021**The CS referred members to the previously circulated updated terms of reference for the Strategic Property Working Group (SPWG).The CS reported that at a recent meeting of the Board of the Corporation discussion had taken place with respect to the impact of the merger on the Group’s Estate Plan and the consequent increase in the number of campuses across the Group. The CS advised that the Board had suggested that the remit of the SPWG be extended and its scope be enhanced to reference any developments that may be connected to the wider estate including at either the Cheadle and Marple campuses.It was further reported that the internal auditors had recently completed a review of the internal capital processes arising from which it was proposed that the terms of reference be extended to provide clarity over the role of the SPWG and how it advised the Board of the Corporation including ensuring the approval processes for procurement and client changes were in line with agreed regulations.The CS further confirmed it was also proposed that there be clarification within the terms of reference with respect to the SPWG’s responsibilities with regard to land disposals.Members noted that the terms of reference also included minor changes in relation to membership arrangements.Discussion followed with respect to the size of membership of the SPWG and the skill set required for effective delivery of the SPWG roles and responsibilities. In discussing this matter, it was agreed that the size and skill set of the SPWG, as currently established, was appropriate.There were no further issues or questions raised by members and it was unanimously resolved that the updated terms of reference of the Strategic Property Working Group be approved.**Action: Corporation Secretary** |
| **COR/32/21** | **Appointment of Student Governors 2021/2022**The CS referenced the excellent support provided by the Student Governors during the current academic year and in particular that of the FE Student Governor.The CS indicated that following the merger with Cheadle and Marple Sixth Form College and a substantial change in the profile of the Group’s student population considerations had been focused upon the designations of student governors movingforward. |

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| **Minute No.** |  |
|  | There was confirmation, that in the past few years, the two student governor positions had been designated as a Further Education (FE) student governor and a Higher Education (HE) student governor.The CS suggested that this position had changed post-merger and that the balance of students had moved substantially to an increase in FE numbers. There was confirmation that the projected student numbers for 2021/2022 was currently 6,039 16-19s; 5,871 adults; and 442 HE.With respect to HE it was stated that to have a designated student governor was perhaps no longer realistic. It was further added that over the past two years that whilst recruitment to the HE student governor position had successfully taken place overall attendance at meetings had been low.The CS outlined a proposal developed in consultation with the Chairperson, the PCEO and the Chairperson of the FE Curriculum and Quality Committee. It was suggested that the designation of FE and HE be removed and that an election take place for two student governors across the whole student population and further that supporting the student governors there be two deputies one secured from FE and the other from HE.There was confirmation that the appointments would be determined by election and the ability to reflect representation across the campuses.The Chairperson of the FE Curriculum and Quality Committee supported the proposal adding that in her role she also attended meetings which included student representation thereby providing an opportunity to hear the voice of those on HE programmes.There were no further issues or questions raised by members and it was unanimously resolved that the revised designation for student governors be adopted. It was further resolved that the Instrument and Articles be amended to reflect the approved change.**Action: Corporation Secretary** |
| **COR/33/21** | **Minutes of the Transition Board Meeting held on 23 March 2021 and 27 April 2021**The minutes of the meeting were received and noted, and the Chairperson provided the Board with a brief overview of the Board’s considerations. |
| **COR/34/21** | **Matters Arising from the Minutes**There were no matters arising from the minutes. |
| **COR/35/21** | **Barclays Bank Amendment and Consent Letter – Resolution**The Chairperson confirmed that it had been requested that the Board of the Corporation give consideration to the Barclays Bank amendment and consent letter with a view to determining a resolution. There was confirmation that the solicitors had advised that a formal resolution on the part of the Board of the Corporation was required.Members were referred to the copy of the letter of consent and the background to the amendment following the decision of the Cheadle and Marple Sixth Form of Board ofthe Corporation to proceed and confirm the merger on 4 May 2021. |

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| **Minute No.** |  |
|  | The Chairperson further reported that in order to progress the merger the consent of Barclays Bank was required. There was confirmation that due to the tight time frames in connection with the merger, it had not been possible for the Amendment and Consent Letter to be presented at the meeting of the Board of the Corporation held on 28 April 2021.The following matters were noted in respect of the Amendment and Consent Letter:* the Amendment and Consent Letter would require the Corporation to satisfy certain conditions subsequent following completion of the Amendment and Consent Letter, failure to comply with which would result in events of default arising under the Facility Agreement;
* various amendments to the financial covenants under the Facility Agreement had been made; and
* any security granted by the Corporation in favour of Barclays would continue in full force and effect notwithstanding any term of the Amendment and Consent Letter.

Following due consideration by members it was unanimously resolved that with regards to the Amendment and Consent Letter:* the Board of the Corporation, in good faith and for the purpose of carrying on its business, had entered into the Amendment and Consent Letter and shall continue to perform its obligations and exercise its rights in relation to the Amendment and Consent Letter;
* the terms of and the transactions contemplated in the Amendment and Consent Letter be approved, ratified and confirmed;
* execution, delivery and performance of the Amendment and Consent Letter to on its behalf by the two Authorised Signatories listed in below be approved, ratified and confirmed;
* any two members of the Corporation as listed below (each an “Authorised Signatory”) be authorised to agree, affix and authorise the use of the seal of the Corporation to sign and despatch on behalf of the Corporation all such other documents, agreements, certificates, notices, communications or confirmations to be signed and/or despatched by it under or in connection with the Amendment and Consent Letter to which it is a party (“Ancillary Documents”), and to do all such other things, as may be required, or as any member may approve, in connection with the Amendment and Consent Letter and the funding of the Corporation; and
* the name of the authorised signatories be Graham Luccock and James Scott and any of the foregoing matters that have been done on or before the date of the meeting be and are hereby adopted, ratified, confirmed and approved.

The CS confirmed that the resolution would now be forwarded to the Group’s solicitors for appropriate action.**Action: Corporation Secretary** |
| **COR/36/21** | **Minutes of the HE Curriculum and Quality Committee held on 2 March 2021**The minutes of the meeting were received, and the Chairperson provided a brief overview of the business items considered by the Committee. |

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| **Minute No.** |  |
|  | The Chairperson of the Committee applauded the energy of the team and the high quality of discussion engaged in, adding that she was very happy to be working with this group.There were no questions raised by members and it was resolved that the minutes of the Committee be received and noted. |
| **COR/37/21** | **Matters Arising from the Minutes**There were no matters arising from the Minutes. |
| **COR/38/21** | **Minutes of the FE Curriculum and Quality Committee (FEC&Q) Meeting held on 10 March 2021**The Chairperson of the Committee confirmed that oral feedback on this meeting had been provided at the last meeting of the Board of the Corporation.There were no questions raised by members and it was resolved that the minutes of the Committee be received and noted. |
| **COR/39/21** | **Matters Arising from the Minutes**There were no matters arising from the Minutes. |
| **COR/40/21** | **Further Education Quality Improvement Plan Update – May 2021**The Deputy Principal (DP) presented a report and provided members with an overview and an update of progress against the FE Quality Improvement Plans (QIP) for 2020/2021.It was noted that for the current academic year the format of two separate QIPs would be maintained, one relating to The Trafford College Group (TTCG) and the other to Cheadle and Marple (CAM).The DP confirmed that there were 9 key objectives for TTCG and 5 key action areas for CAM. There was also confirmation that for each objective or action a member of the leadership and/or management team was assigned as the responsible person for delivering the activity and outcomes.Members were directed to the summary paper and overview of progress.The DP indicated that the feedback that had been provided by members at the last meeting had been useful and supportive in demonstrating the progress that had been made by the Group over time.Members noted that the Cheadle and Marple QIP already incorporated this aspect and that moving forward there was a need for the two templates to be incorporated into a single document.The DP stated that she was pleased with the progress of both organisations and drew the Board’s attention to the following key issues:* concerns over attendance on some of the TTCG’s courses
* retention was positive
* the effectiveness and positive impact of support interventions
* the issue of attendance on English and maths courses and the fact that a small number of other areas were reducing the overall performance position
* learners were positive and had a strong resolve
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| **Minute No.** |
| * with respect to CAM attendance, retention and progress was good with the main area of concern having been financial performance, which had been captured in the QIP but following the merger was no longer a prevailing issue.

**The Trafford College Group**Questions from members were invited.* A question was asked by a member with respect to attendance and what the view was between gender attendance outcomes.

The DP responded that overall attendance currently stood at 88.2% for females and 82.9% for males. It was further commented that there was lower attendance in the perceived traditional male areas such as construction and engineering.The DP outlined the actions that were being taken by management to address the issues identified.* A further question was asked by a member concerning the delivery of the practical aspects of learning and how engagement had been achieved in this context during lockdown.

The DP responded that within Engineering good progress had been made with the issue mainly being around the monitoring and tracking of learners. It was added that a significant amount of one-to-one work had also taken place as well as via catch up sessions. It was further stated that staff were well informed with respect to their learners and their attendance.* A member raised the position in relation to MAP 4 where the likelihood of attaining expected grades was 76% as compared to the target of 85%. The question was asked as whether the final outturn was likely to be closer to the target.

The DP responded that a conservative approach had been adopted and that the current position was indicative of the available data and attendance records. The DP added that some areas were in a very positive position and that where there were borderline areas a range of interventions had been adopted including extra work with the students. It was further reported that additional intensive work was planned in the summer with a view to narrowing the gap. The DP confirmed that she was very confident of closing the gap.The DP stated that at the next meeting of the FEC&Q Committee on 16 June 2021 a more detailed overview would be provided including the position for different groups of students.**Action: Deputy Principal**The DP outlined the progress that had been made with respect to student engagement together with the support being provided by the Looked After Children Co-ordinator at the Altrincham campus.* Reference was made by a member to discussions at a recent Quality Assurance meeting. It was indicated that a focus of the meeting had been upon attendance and a planned review of the Attendance Policy had been referenced. The member

asked when this work was likely to take place. |

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| **Minute No.** |
| The DP responded that this work was planned to take place in June 2021 with aview to its presentation for consideration in either July or October 2021. The DP added that there was a need to reflect upon how attendance was measured and in particular the recording of independent learning of those students working remotely.**Action: Deputy Principal**The DP further indicated that there was also a need to revisit the targets set stating that whilst the setting of aspirational targets was good for many learners attaining attendance of 70% could be challenging for others.* An associated question was asked by a member in relation to Looked After children (LAC) and why their attendance was below the target set.

The DP stated that some work had been conducted in this area and barriers had been identified largely relating to mental health and what was happening in their lives. The DP referenced the issues being encountered by some students and the additional support being provided by staff.**Cheadle and Marple QIP**Reference was made to the Cheadle and Marple QIP within which the positive position was highlighted, and the good progress attained with respect to retention.* Issues in relation to the performance of a small number of courses including Psychology at the Cheadle campus were highlighted by a member.

The DP responded that actions were being undertaken at a granular level and were feeding into the QIP. Assurance was provided that the newly appointed Assistant Principal (Cheadle and Marple) was quickly getting to grips with the role and had replicated the predicted achievement exercise utilised at TTCG. It was further stated that work around the tutorial programme had also been identified as being required.The PCEO added that moving forward subject specific areas would be reviewed as part of the self-assessment process and would subsequently feed into the QIP.In respect of professional development initiatives, it was acknowledged that there were differences between the colleges in areas such as the tackling of student behaviour and expectations. There was assurance that going forward processes, across the Group, would be aligned and tightened.**Action: Deputy Principal**Comment was further made by the PCEO in relation to CAM and the expectations relating extra activity associated with enrichment and careers.It was noted that in the current year there had been issues achieving the required level of commitment. There was recognition that in a “normal” year this would have had a negative impact and that moving forward had been identified as an emerging risk which would be updated at the FEC&Q Committee.**Action: Deputy Principal**There were no further issues raised by members arising from the report and after due discussion and consideration it was resolved that the progress report for the Quality Improvement Plans 2020/2021 be noted. |

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| **COR/41/21** | **Higher Education Quality Improvement Plan Update May 2021**The DP referred governors to the previously circulated Higher Education Quality Improvement Plan (HE QIP) stating that moving forward consideration would be given to how the HE QIP could be brought more in line with the FE QIP.It was noted that there was an intention to incorporate more measurable targets and KPIs within the QIP.**Action: Deputy Principal**The up-to-date position with regard to HE student applications was reported together with internal progression within the Group.The DP further advised of the actions that were being undertaken to improve student recruitment including taster sessions which would be directed at learners progressing to Level 4 and higher.There were no further issues raised by members arising from the update and it was resolved that the progress report for Higher Education Improvement Plan 2020/2021 be noted. |
| **COR/42/21** | **Finance Report and Management Accounts for the 8 Months Ending 31 March 2021**The Interim Chief Finance Officer (ICFO) referred members to the previously circulated reports in respect of a financial report and update for the current academic year; the financial monitoring and forecast report as at 31 March 2021; and the management accounts to 31 March 2021 (period 8).The ICFO indicated that the financial performance of the Group was on track and that progress was being made with respect to the integration of financial systems post completion of the merger.The ICFO confirmed that in line with the planning cycle for the Group there had been commencement of the detailed curriculum planning, resource planning and budget planning for 2021/2022 adding that reporting would be taking place to the relevant committees.The ICFO further reported that the Group, had earlier in the day received confirmation from the ESFA with respect to its financial health score. Members were reminded that in 2019/2020 the Group had been assessed as “required improvement”. There was confirmation that for 2020/2021 the financial health score of the Group had been notified as being “good”.It was noted that a copy of the notification from the ESFA had been forwarded to the Chairperson and CS and would be presented to the Board of the Corporation at its meeting on 21 July 2021.**Action: Corporation Secretary**The CS provided clarity that the Management Accounts as presented for consideration and approval were a later set than those considered by the Resources Committee at its 16 March 2021 meeting.Questions from members were invited. |

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| **Minute No.** |  |
|  | * A question was asked by a member about the progress of the integration of the financial systems post-merger. The member indicated that his understanding was that the financial systems were close to the end of their working life and an enquiry was made as to when it would be appropriate to address the issue.

The ICFO responded that in terms of the merging of the two systems the intention at the point of merger was to operate one system whilst retaining historical access to the financial records for CAM. It was stated that going forward there would be one set of financial reporting.The ICFO expanded upon the status of the TTCG’s current finance system and indicated that there was proposal for monies from the capital budget to support its replacement. There was confirmation that a specification for a replacement system had been completed and that procurement was subject to gaining approvals by the capital application process. The ICFO stated that subject to attaining approval a realistic timeframe for the installation of a new system would be period 9 of the 2022 financial year.There were no other issues raised by members arising from the report and after due discussion and consideration it was resolved that the report be noted and that the Management Accounts for the 8-month period up to 31 March 2021 be approved. |
| **COR/43/21** | **Fees Policy 2021/2022**The ICFO referred members to the previously circulated proposed Fees Policy 2021/2022.The ICFO highlighted the following:* that there had been no changes to the fees structure
* that the proposed policy reflected current government guidance and advice.

Questions were invited from members.* A question was asked by a member as to whether the document referenced the position in relation to international students and money laundering.

The CS advised that the Anti-Fraud, Theft, Bribery and Corruption Policy, which encompassed the issues raised, was scheduled to be considered at the forthcoming meeting of the Audit Committee scheduled to take place on 28 June 2021.A revision on page 13, Annex 3 was highlighted by a member in relation to the reference to the academic year which should read 2021/2022.The ICFO undertook to make the required revision.**Action: Interim Chief Finance Officer**There were no further issues raised by members and after due discussion and consideration it was unanimously resolved that the Fees Policy 2021/2022, incorporating the above revision, be approved. |
| **COR/44/21** | **Minutes of the Resources Committee Meeting held on 16 March 2021**The minutes of the meeting were received, and the Chairperson provided a brief overview of the business items considered by the Committee. |

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| **COR/45/21** | **Matters Arising from the Minutes**It was noted that the Financial Report and Management Accounts for the six months ending 31 January 2021 preceded those reported upon earlier in the meeting.There were no further matters arising from the minutes. |
| **COR/46/21** | **Minutes of the Audit Committee held on 26 April 2021**The minutes of the meeting were received, and the Chairperson provided a brief overview of the business items considered by the Committee. |
| **COR/47/21** | **Matters Arising from the Minutes**1. AUD/05/21 – Data Protection Policy 2021/2023

The Chairperson of the Committee confirmed that consideration had been given to the updated Data Protection Policy 2021-2023 and Data Protection Report April 2021.Questions were invited from members.* + A question was asked by a member in relation to the Data Protection Policy and references to whistleblowing and data breaches.

The CS responded that there was a separate Whistleblowing Policy in place which he understood referenced both whistleblowing and possible breaches. The CS undertook to ask the Data Protection Officer for his view on this matter.**Action: Corporation Secretary/Data Protection Officer**There were no further questions or issues raised by members and after due discussion and consideration it was unanimously resolved that the updated Data Protection Policy 2021-2023 be approved and implemented.**Action: Corporation Secretary/Data Protection Officer**1. AUD/07/21 – Internal Audit Reports 2020/2021
	* AEB Learner Records – Final Report 2020-21

The Board of the Corporation received and noted the above internal audit report and unanimously resolved that the Audit Committee’s recommendation for acceptance be approved.* + Treasury Management Final Report 2020-21

The Board of the Corporation received and noted the above internal audit report and unanimously resolved that the Audit Committee’s recommendation for acceptance be approved.There were no further issues raised by members from the minutes. |

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| **COR/48/21** | **Minutes of the Health and Safety Committee held on 22 January 2021**The minutes of the meeting were received and noted and the VPCSP provided a brief overview of the items considered by the Committee. |
| **COR/49/21** | **Matters Arising from the Minutes*** 6. ISO 45001 & BCP

A question was asked by a member in relation to the shortfall in the number of trained first aiders (52 versus the recommended level of 93).The VPCSP responded that various actions had been taken to bridge the gap including building the requirement into the appointed persons job descriptions and added that the issue was now resolved.There were no further issues raised by members from the minutes. |
| **COR/50/21** | **Any Other Business**The Chairperson of the Board of the Corporation reported that at the meeting of the SPWG earlier in the day it had been proposed that a site visit be arranged to view and tour the Stockport re-development.There was confirmation that the visit was primarily for members of the SPWG however the invite to join the visit was extended to all governors. The Chairperson added that it was considered important that governors had the opportunity to visit the Group’s campuses.The CS confirmed that the Stockport tour of the re-development was scheduled to take place on 14 July 2021 at 5.30pm and further that there were provisional dates for visits to the Cheadle and Marple campuses on 30 June 2021 and to the Altrincham and Stretford campuses on 14 June 2021.Members were invited to contact the CS should they wish to join any of the visits.**Action: Corporation Secretary/Governors**There were no further matters raised under any other business. |
| **COR/51/21** | **Date of the Next Meeting**It was noted that the next scheduled meeting of the Board of the Corporation would be held at 5.30 pm on Wednesday 21 July 2021.**Action: Corporation Secretary**The meeting closed at 6.50pm. |