

THE TRAFFORD COLLEGE GROUP

**Minutes of the Meeting of the Board of the Corporation
held on Wednesday 20 October 2021 at 5.30 pm via Microsoft Teams**

Present:	Graham Luccock	(Chairperson)
	James Scott	(Principal and Chief Executive Officer)
	Jill Bottomley	
	Sarah Drake	
	Colette Fagan	
	Jed Hassid	
	Michelle McLaughlin	(Staff Member)
	Ayo Oyebo	
	Adam Redford	(Student Member)
	Fatma Shami	(Student Member)
	Lina Tsui-Cheung	
	Jeremy Woodside	
	In Attendance:	Barry Watson
	Andrea Bennett	(Turnaround Director)
	Alison Duncalf	(Deputy Corporation Secretary)
	Carmen Gonzalez-Eslava	(Deputy Principal)
	Anthony Gribben-Lisle	(Data Protection Officer/Interim Director of MIS)
	Naomi Harrop	(Director of Human Resources and Performance)
	Kal Kay	(Chief Finance Officer)
	Michelle Leslie	(Vice Principal Corporate Services and Planning)

Minute No.

The Chairperson opened the meeting by extending a welcome to the recently appointed Staff Member (Michelle McLaughlin) and the newly elected Student Members, Adam Redford (Marple College) and Fatma Shami (Cheadle College).

The Chairperson outlined the procedural changes to the ordering of the agendas and highlighted the movement of curriculum and performance related items to an early point in the agenda and the introduction of an overview of the actions arising from previous meetings of the Board of the Corporation.

The issues relating to the introduction of tcg email addresses for all governors as well the issues being encountered by some members with respect to BoardEffect were highlighted and it was agreed that this matter would be progressed outside the meeting by the Principal and Chief Executive (PCEO) and Corporation Secretary (CS).

Action: Principal and CEO/ Corporation Secretary

The CS invited governors to email him detailing their individual problems with view to identifying key issues and attaining a resolution.

Action: Members

Minute No.**COR/95/21 Apologies for Absence**

The Corporation Secretary (CS) reported that apologies had been received from Glad Capewell, Sue Derbyshire, Janet Grant, Alison Hewitt, Louise Richardson, Sattar Shakoor and Sabine Van der Veer.

Kurt Allman, James Beazley and Heather Lang were not in attendance at the meeting.

COR/96/21 Declarations of Direct or Indirect Interest

An interest in agenda item 5b was declared by Ayo Oyeboode and it was agreed that he would withdraw from the meeting during consideration of this item.

Action: Ayo Oyeboode

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

COR/97/21 Minutes of the Board of the Corporation Meeting held on 21 July 2021

The minutes of the meeting were approved and accepted as a correct account of the meeting's proceedings.

COR/98/21 Matters Arising from the Minutes

A member welcomed the new format of the agenda and reports and referenced the summary of actions arising and supporting documents. It was requested that the Executive give consideration to what was included and the volume of the paperwork that was presented at meetings going forward.

Action: Executive Leadership Team

The Chairperson referred members to the previously circulated summary of actions arising from the Minutes and the status of the actions taken.

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

COR/99/21 Organisational Development and Engagement Plan 2021/2022

The Director of Human Resources and Performance (DHRP) referred members to the previously circulated draft Organisational Development (OD) and Engagement Plan for 2021/2022. It was confirmed that the Plan had been provided for information and that in its draft format was subject to further consultation with stakeholders.

The following four key areas of focus were outlined:

- Statutory and mandatory training to ensure compliance
- Cultural alignment post-merger (Strategic Plan and values and mission going forward)
- Leadership development

Minute No.

- Equality, diversity and inclusion development for staff.

It was further reported that from a cultural perspective three themes had been identified to ensure that curriculum staff were able deliver effectively using a blended learning approach.

The three themes were confirmed as the following:

- The Blended Delivery Model (linked to Digital Skills for Curriculum Delivery)
- Bespoke training on departmental needs identified through Quality Assurance (QA) processes
- 1-2-1 coaching and development identified through QA processes.

The DHRP confirmed that there was flexibility within the Plan going forward to enable a response to be made to need as the Group progressed through the year.

Questions from members were invited.

- A member asked for further clarification regarding the focus relating to post merger and cultural development and the reference made at the recent meeting of the Resources Committee to the work currently taking place with the Pacific Institute.

The DHRP provided the Board with an overview of the Pacific Institute project, together with the staff survey, and how they would support post merger cultural development.

The DHRP stated that regular updates against the Organisational Development and Engagement Plan 2021/2022 would be made to the Resources Committee and outcomes reported to the Board of the Corporation.

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 Draft Organisational Development and Engagement Plan 2021/2022 be received and noted.

COR/100/21 Data Protection Annual Report 2020/2021

The Data Protection Officer (DPO) referred members to the previously circulated Data Protection Annual Report 2020/2021 incorporating an overview of the effectiveness of the framework for Data Protection and its effectiveness across the operations of the Group.

The DPO stated that the Annual Report presented a summary of the work undertaken over the of previous year. There was confirmation that in the 2020/2021 academic year careful consideration had been given to the impact of Covid-19 and the changes required to maintain the operations of the Group as well as the merger with Cheadle and Marple Sixth Form College.

The following aspects of the report were highlighted:

- the Data Protection Framework

Minute No.

- the merger
- training
- subject access requests
- data breaches.

The DPO also highlighted the position in terms of subject access requests (5 requests received), a very small number of requests for specific information relating to the Teacher Assessment Grade process and data breaches (4 up from 3 the previous year). The overall small number of requests, it was suggested, should provide members with a good level of assurance.

There were no further questions or issues raised by members and following due consideration it was resolved that the Data Protection Annual Report 2020/2021 be received and noted.

COR/101/21**Draft Further Education (FE) Quality Improvement Plan 2021/2022**

The Deputy Principal (DP) referred members to the previously circulated Quality Improvement Plan (QIP) in response to the key areas for improvement identified within the Group's Self-Assessment Report (SAR).

The DP confirmed that the SAR was scheduled to be validated on 10 November 2021 following which the areas for improvement (Afi) identified in the QIP would be confirmed. The DP further stated that the Afi captured the main areas that the Group would be working on during the course of the academic year to continuously to improve the quality of education, build upon the improvements delivered in 2020/2021 and address the changing needs of students following the disruption and loss in learning caused by the pandemic.

It was noted that the Group had a number of other improvement strategies and processes that complemented the QIP which included:

- Excellence in Teaching, Learning and Assessment Strategy
- Student Success Framework
- Curriculum Development Area Reviews (CDAR)
- Progress Boards
- Student Engagement Strategy
- Staff appraisals and professional development plans
- Department/Faculty Self-Assessment and Team/Quality Improvement Plans.

In terms of the proposed QIP for 2021/2022 the DP reported that 10 objectives in total had been identified adding that a number of the objectives were the continuation of areas for improvement as identified the previous year some of which had been partially achieved and some that were new areas reflective of the Group's current position, the needs of learners and the integration of Cheadle and Marple into the Group. It was noted that the QIP very much reflected the return to face-to-face teaching, learning and assessment and the different social situation which prevailed following the pandemic.

Areas of particular importance were highlighted to be the continuation of work to further develop student skills in English and maths (objective 3) and to continue to drive improvements across apprenticeship provision (objective 4).

Minute No.

The tenth objective relating to a commitment to establishing a rapid understanding at the newly merger Cheadle and Marple College was also highlighted.

There was confirmation that post validation the SAR would be underpinned by clear actions and milestones.

The DP stated that consistent with the SAR being in draft format and not yet validated guidance was being sought from members as to whether the Plan reflected the aspiration of taking the Group to the next level in terms of teaching, learning and assessment.

Questions from members were invited.

- A member welcomed the structure and content as well as the plan for an integrated QIP for Further Education (FE) and Higher Education (HE).

The DP responded that following approval of the SAR and FE QIP separate documents would be presented and added that reporting of FE and HE would be aligned, having the same template and reporting schedule.

Action: Deputy Principal

The view was expressed by the member that they understood the approach of the proposed reporting from an audience point of view and stated that their comment related more to the internal processes adopted.

The PCEO clarified that the QIP would be finalised following validation and that it had been presented to the Board of the Corporation at this point in time in preparation a potential early Ofsted visit.

- In answer to a question to a member around declining achievement rates the PCEO further advised that overall achievement rates had not yet been finalised and added that overall, achievement rates had not declined.

The CS confirmed that the document in its finalised format was due to be presented to the Board of the Corporation at its meeting on 15 December 2021 at which time an updated position in respect of progress would also be made.

A member commented that he welcomed the Curriculum Intent Review together with the identification of the needs of the local labour market and looked forward to a further update in due course.

Action: Deputy Principal

There were no further questions or issues raised by members and following due consideration it was resolved that the draft Quality Improvement Plan for 2021/2022, in advance of its validation and any changes that may arise through this process, be received and noted.

Minute No.**COR/102/21 A Level and GCSE Results 2021**

The DP referred members to the previously circulated report and a summary of GCSE and A Level results for 2020/2021 together with an overview of the key issues arising from the results.

The DP stated that GCSEs and A Levels presented a significant proportion of the Group's provision and overall a positive outcome was presented. Members were referred to the detailed breakdown of GCSE and A Levels and accompanying 3 year trend. The separated results with respect to GCSE English and maths were also referenced.

GCSE Results

The DP highlighted the following:

- the successful results of the full-time GCSE programmes
- the opportunity presented to students who had not achieved at school to retake a suite of GCSE qualifications
- that the Group was the only provider in Greater Manchester which had this offer
- since the introduction of the programme at the Altrincham campus demand has seen it be extended to the Stockport campus
- the breakdown presented by site
- there was also an Altrincham Express provision which ran from the October half-term and took late enrolments until the January
- that the results for GCSE maths and English had been based on Teacher Assessed Grades (TAGs) in 2020/2021 and Centres Assessed Grades (CAGs) in 2019/2020 consistent with the impact of Covid and students not being able to sit external exams
- achievement rates for maths and English had declined in all areas with the exception of Marple 16-18 English but that high grades (4-9) were in line or had improved across the ages and sites with the exception of maths at both Cheadle and Marple which had significantly declined
- pass rates for full-time provision by college including high grades.

A Levels

The DP highlighted the following:

- that the results for 2020/2021 were based on Teacher Assessed Grades (TAGs) which was the second successive year that external examinations had not been undertaken
- pass rates by campus including A* to B, A* and A* to C.

Questions from members on both GCSE and A Level results were invited:

- A member commented on the English and maths GCSE results and the reasons for the decline in all areas with the exception of Marple 16-18.

The PCEO expanded upon the overall achievement rates of 1-9 and the higher rate of 9-4. It was suggested that the reason for the decline in overall

Minute No.

achievement rate had been because, in the previous year, there had been a close-off point as at March 2020 linked to the pandemic which had led to an artificial increase in the achievement rate. There was confirmation that 2020/2021 presented a more realistic position post attrition.

The DP added that the success rate at Stockport had been excellent albeit there had been a slight dip at Cheadle and Marple. It was reiterated that overall the Group had performed well at grades 9 – 4, the threshold to progression.

- A member sought clarity with respect to the achievement and pass rates presented in relation to qualifications on entry and average points score at Trafford College.

The PCEO confirmed that the information presented indicated that there had been an increase in the starting points score of students on entry however it was added that this may be consistent with grade information associated with TAGs (2020/2021) and QTAGs (2019/2020) i.e. teachers assessing in place of examinations.

There were no further questions or issues raised by members and following due consideration it was resolved that the overview of GCSE and A Level results for 2020/2021 be received and noted.

COR/103/21 Enrolment and Student Numbers Update 2021/2022

The Interim Director of MIS (IDMIS) presented an update to members in respect of enrolment and student numbers for 2021/2022. There was confirmation that recruitment of full-time learners, overall, had been very positive with most of the colleges within the Group had recruited to at least similar levels as in 2020/2021

An overview of student numbers by site and programme was presented. It was further stated that recruitment would continue throughout the first half term with additional planning underway for an increased offer to adults in the spring and summer terms.

The following was highlighted:

- that for 16-18 Study Programmes there had been good progress across the Group with the targets set have been taken from the curriculum plan
- there were strong indications that funded 16-18 learners for 2021/2022 would be achieved
- confirmation that the challenging targets had been set which differed from the funding target level and that a short fall from a stretch target was not as concerning as that relating to a funding target
- the growth in practical course at the Stretford campus
- there had been growth at both Stockport and Cheadle but recruitment had been lower than expected at Marple which was currently being investigated
- for Higher Education (HE) recruitment below the curriculum plan target but was consistent with the position for the previous year
- there had been positive HE recruitment in Creative and Sport at Altrincham with Digital and IT being lower than expected

Minute No.

- there had been continued HE growth at Stockport which compensated for some courses which did not recruit at Stretford
- the next step would be to undertake a financial overview (the courses and their different levels of income)
- with respect Adult Education (AEB) and FE Learner Loans work within the MIS team was currently taking place to finalise the reporting of targets for AEB provision in 2021/2002 however adult learner numbers were currently lower than expected and further work would take place to complete the curriculum plan for spring and summer 2022
- for Apprenticeships, numbers were being finalised but the recruitment pattern had been similar to the previous year with included 120 new starts

The PCEO added that numbers were in line with previous years taking into account unusual numbers in 2020/2021 due to the pandemic. There was confirmation that work would take place to analyse the position further including an analysis of the demographics of the various areas.

Action: Director of Marketing and External Relations

It was further reported that a number of open events had been taking place across the Group, particularly at Cheadle, and that indications were that the position would turnaround moving forward. There was confirmation that Marple would be a key focus.

Questions from members were invited:

- Clarity was sought from a member with respect to 16-18 recruitment and how it compared to the previous year.

The IDMIS confirmed that numbers were 370 ahead of last year with Stockport and Stretford being ahead, Cheadle and Altrincham on target and Marple below.

- A member commented that the growth at Stockport was welcomed and reflective of the effort of the team. It was added that the completion of the phase 1 redevelopment and the positive progress of phase 2 would continue to support this growth.

The PCEO cautioned that some of the growth could be attributed to the new partnership with Stockport County Football Club (150) but added that notwithstanding there had been definite growth particularly in the trade areas where Year 1 groups were 2 or 3 times greater than plan.

- A further question was asked by a member as to whether there was likely to be any additional in-year funding due to increased learner numbers.

The PCEO responded that he believed this to be unlikely and that it remained to be seen how the ESFA would address the issue in the current year.

There were no further questions or issues raised by members and following due consideration it was resolved that the enrolment and student numbers update for 2021/2022 be received and noted.

Minute No.**COR/104/21 Post-Merger Progress Report**

The PCEO referred members to the previously circulated report and an update on merger progress. Members were reminded that following the merger on 4 May 2021 a Post-Merger Implementation Plan had been established.

The PCEO highlighted the following key issues and progress since last meeting:

- the progress being made in relation to an estate's solution
- the harmonisation of Learning Support and Quality Assurance/ Improvement for the new academic year
- confirmation of the commitment to continue with separate curriculum delivery models for the first 12 months of the merger providing an opportunity to review the way in which curriculum was delivered across the merged Group and to allow for agreement of a harmonised approach to curriculum delivery and management for the 2022/2023 academic year
- the completion of the harmonisation of IT, with work around MIS and Data Protection ongoing and noting that reporting, systems and the harmonisation of pro-monitor being the key MIS issues at present
- the work in progress in relation to MIS and the positive steps forward being made.

The PCEO further identified the following emerging issues:

- that student recruitment was on target for Cheadle but below target (and the previous year's numbers) at Marple
- a review of staffing capacity across Cheadle and Marple sites to ensure sufficient operational resources were in place following the enabling teams restructure process that took place the previous year.

The PCEO added that there was greater understanding post the operating review and it had been recognised there had been some of issues "on the ground" at Cheadle and Marple. There was confirmation that the understanding gained included the day-to-day challenges and that where it was required additional support had been provided. Assurance was provided that the Executive was closely working through the issues with a view to determining the additional capacity required.

Questions from members were invited.

- A question was asked by a member with respect to the items rag rated as red and whether there were any serious causes of concern relating to them.

The PCEO provided assurance that appropriate remedial actions were being taken with regard to address the red rag rated issues. He added that that while MIS was not currently where the Group would want it to be at this stage positive progress was being made through the IDMIS.

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

Minute No.**COR/105/21 Letter from the Interim Chief Executive ESFA to Accounting Officer – September 2021**

The PCEO referred members to the previously circulated letter from the Interim Chief Executive ESFA dated 22 September 2021.

The PCEO confirmed that the letter had been provided for information and that it offered helpful information including around the ETS programme and governance support.

There were no questions from members and it was resolved that the Letter from the Interim Chief Executive ESFA to Accounting Officer – September 2021 be received and noted.

COR/106/21 Turnaround Director's Report

The Turnaround Director (TD) presented a report which provided an updated overview of the latest financial plans compared to the business case.

The following was highlighted:

- an overview of the actual financial position compared to the business case and the positive surplus position as compared to business case
- the forecast 2021/2022 and 2022/23 compared to the business case and the surplus/deficit position of circa £200k above the forecast
- the delivery of merger efficiencies compared to business case with the delivery of efficiencies in 2021/2022 plus those planned for 2022/2023
- the potential merger financial risks to delivery of the business case and issues in relation to an option to tax risk and overall 16-18 student numbers
- an update on the merger grant claim and the receipt of the first claim submission
- the latest cash forecast compared to the business case and confirmation that the forecast was currently above the business case
- the ESFA potential cash sweep which would be set aside to support the Group's capital application should it be successful
- stakeholder engagement continued to be ongoing and had included meetings with Barclays Bank during which no issues had been identified
- confirmation that Barclays Bank needed to be kept informed in respect of any capital grant applications made by the Group.

There were no questions or issues raised by members and following due consideration it was resolved that the Turnaround Director's report be received and noted.

COR/107/21 Financial Update and Management Accounts for the Year Ending 31 July 2021

The Chief Finance Officer (CFO) referred members to the previously circulated reports in respect of a financial update to the Management Accounts for the year ending 31 July 2021 as well as the cash forecasts.

Minute No.

It was stated that the report and accompanying information provided an update on the cash forecast and also reconciled the numbers with those presented in the TD's Report.

In respect of the cash flow there was confirmation that this was consistent with that which had been considered at the recent meeting of the Resources Committee.

The following was highlighted:

- the presentation of the current cashflow using the submitted CFFR as a basis and updated for the financial performance until the end of the year
- update post merger to reflect transitional/merger commitments to the repairs of the Cheadle and Marple campuses
- post year end the cashflow has been updated with revised estimates for the Stockport redevelopment project up to the values approved by the Board of the Corporation.

The CFO further highlighted an adjustment in the July 2021 Management Accounts relating to the calculation of the pay to income ratio which had been reported as 62%. It was advised that this calculation had included the merger grant which should have not been excluded resulting in an amended ratio of 64%.

Questions from members were invited.

- A member commented that at 64% the pay to income ratio continued to be under the national benchmark.

The CFO concurred with this statement but added that for alternative measures, within which some pay aspects were excluded, the position increased to 68% which was just above benchmark.

There were no further questions or issues raised by members and following due consideration it was resolved that the financial update in respect of the Management Accounts to 31 July 2021 and cash forecasts, including the revised cash flow and correction to the pay to staff ratio be approved.

COR/108/21**Minutes of the Audit Committee held on 16 September 2021**

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.

The following was highlighted:

- the Draft Report and Financial Statements for the Trafford College Group and Cheadle and Marple Sixth Form
- the Final External Audit Plan 2020/2021 and the additional work and costs undertaken by Grant Thornton
- key issues arising from the Internal Audit reports considered by the Committee
- the Draft Annual Internal Audit Report for 2020/2021

Minute No.

- consideration of the Board Assurance and Risk Management Policy 2021/2024.

Questions and comments were invited.

- The CFO indicated that the additional fees for the grant income work being undertaken by Grant Thornton was currently an estimate and further a final fee for the merger work in relation to bringing Cheadle and Marple on to the balance sheet had not yet been finalised. There was confirmation that the final fee would be reported to the November 21 meeting of the Audit Committee

Action: Chief Finance Officer

- The PCEO expanded upon the position in relation to Learning Curve stating that the Group had worked with them for many years as a partner. There was confirmation of the quality of the provision and strong outcomes achieved. The PCEO added that it was still believed a good quality education was delivered by Learning Curve however following the devolving of the Adult Skills budget to the GMCA a different approach to that of the ESFA had prevailed, from an audit perspective, in terms of the evidencing of learning and hours. The PCEO reiterated that the withdrawal by the Group from the Learning Curve subcontracted arrangement was consistent with the desire of the Group to reduce its reliance on subcontracting and was not due to any other reasons.

There were no further questions or issues raised by members and following due consideration it was resolved that the Minutes of the meeting of the Audit Committee held on 16 September 2021 be received and noted.

COR/109/21 Matters Arising from the Minutes

- i) AUD/33/21 – Financial Considerations for the Report and Financial Statements 2020/2021 for TTCG

The Board of the Corporation unanimously approved the Audit Committee's recommendation that the Draft Report and Financial Statements 2020/2021 for TTCG be prepared on the basis of the treatments as detailed in CFO's report.

Action: Grant Thornton/Chief Finance Officer

- ii) AUD/34/21 - Final External Audit Plan 2020/2021

The Board of the Corporation unanimously approved the Audit Committee recommendation that the Final External Audit Plan 2020/2021, subject to any minor adjustments to fees due to the merger aspects of the work undertaken, be approved.

- iii) AUD/37/21 – Internal Audit Visit - 2 2020/2021

- Learning Curve 16-18 – September 2021
- Subcontracting Follow Up

Minute No.

- Introduction to T Levels – September 2021
- Follow Up Internal Audit Report.

The Board of the Corporation unanimously approved the Audit Committee's recommendation that the above named reports be approved.

- iv) AUD/38/21 - Draft Annual Internal Audit Report 2020/2021

The Board of the Corporation unanimously approved the Audit Committee's recommendation that the Draft Annual Internal Report 2020/2021, incorporating a revision to the final sentence of the Annual Statement of Assurance, be approved.

- v) AUD/39/21 - Board Assurance and Risk Management Policy 2021/2024

The Board of the Corporation unanimously approved the Audit Committee's recommendation that the Board Assurance and Risk Management Policy 2021/2024 be approved and implemented.

Action: Chief Finance Officer

There were no further matters arising from the minutes.

COR/110/21 Minutes of the Resources Committee Meeting held on 13 October 2021

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

COR/111/21 Matters Arising

- i) RES/35/21 – Management Accounts for Year Ending 31 July 2021

Members noted that this item had been considered and approved earlier in the meeting.

- ii) RES/36/21 – Treasury Management and Deposit Limits

The Board of the Corporation unanimously approved the Resources Committee's recommendation in relation to the investment of surplus funds, in the short term, and agreement of a temporary waiver to the limit set within the Treasury Management Policy for investment in a single financial institution (of up to £2m for up to 6 months) for the current financial year only, be approved and implemented as necessary.

Action: Chief Finance Officer

- iii) RES/37/21 – Procurement Strategy 2021/2024

The Board of the Corporation unanimously approved the Resources Committee's recommendation that the Procurement Strategy 2021/2024 be approved and implemented.

Minute No.**Action: Chief Finance Officer**

There were no further matters arising from the minutes.

COR/112/21 Board of the Corporation Self-Assessment Action Plan – Outcomes 2020/2021 and Draft Action Plan 2021/2022

The CS referred members to the previously circulated report incorporating the 2020/2021 outcomes against the Board of the Corporation's Self-Assessment Action Plan (SAAP), and the proposed Action Plan for 2021/2022.

The following areas were highlighted in respect of positive progress:

- comprehensive oversight of the financial stability of the Group
- approval of a digital vision and strategy
- the successful completion of the merger with Cheadle and Marple Sixth Form College
- completion of phase 1 of the Stockport redevelopment
- successful Student Governor engagement
- effective support arrangements for Executive appointments during their first year in post
- improved attendance rates which completed at 86% which was over the target by 13%
- governor links visits having taken place across virtually with every area of activity and reported to the Board of the Corporation.

In summary it was stated that overall 2020/2021 had been a successful year in terms of the actions delivered.

There were no questions or issues arising raised by members regarding the SAAP.

With respect to the proposed Action Plan for the current academic year there was confirmation that comments had previously been invited from members and that furthermore there had also been discussion and input from the Chairperson of the Board of the Corporation and PCEO.

The following aspects of the proposed Action Plan were highlighted:

- the continuation of the previous year's actions in relation to the quality of teaching and learning
- a carryover of the action in relation to financial stability the targets for which would be set in conjunction with the CFO
- retention of an action in relation to student engagement to which there would be input from the newly appointed student and deputy student governors
- in relation to estates, there continued to be an action in relation to phase 2 of the Stockport re-development plus a further action in relation to the oversight of the Cheadle campus
- a new action of employer engagement had been introduced aligned to the KPI for the current year
- targets were included around governance and featured the recent White Paper, the revised AoC Code of Governance, ACOP and support to new members.

Minute No.

Questions were invited from members in respect of the Action Plan.

- A member highlighted the commitments within the Action Plan for 2021/2022 in relation to regular student reports for FE and HE indicating that there was not currently a HE student representative in place

The CS responded that discussions were taking place with both the DP and the Head of HE and Higher Skills with a view to securing HE student representation.

Action: Corporation Secretary

There were no further questions or issues raised by members and following due consideration the Outcomes of the Governance Action Plan 2020/2021 were noted and proposed Governance Action Plan for 2021/2022 be approved.

COR/113/21**Board of the Corporation – Governance Documentation and Membership Arrangements**

- i) Members Code of Conduct 2021/2023

The CS referred to the impending publication of an updated Eversheds Members Code of Conduct framework. The CS confirmed that he was in receipt of a draft of the framework which was showing no significant changes to that which was already in place.

The CS sought support from members, that once he was in receipt of the finalised framework, it be transposed to the Group's documentation and be adopted.

There were no questions or issues raised by members and following due consideration it was resolved that a Members Code of Conduct for 2021/2023, consistent with the recently updated Evershed's framework, be approved and adopted.

Action: Corporation Secretary

- ii) Appointment of Student Governors

Members were reminded that at the 21 July 2021 meeting of the Board of the Corporation an updated student governor appointment process had been approved.

The CS reported on the outcomes of the election process for which 11 students had been nominated for the positions and that outcome of the election and the 2 students with the highest number of voted being was as follows:

- Adam Redford (Marple College) and Fatma Shami (Cheadle College).

Minute No.

It was also advised that in order to secure student representation across the Group the following Deputy Student Governors appointments had been made:

- Uswah Sayyed (Trafford College) and Mollieann Jeacott (Stockport College).

It was further advised that the duration of the Student Member period of office would be until they conclude their studies at the Group.

There were no questions or issues raised by members and it was resolved that the following appointments be approved:

- **Adam Redford (Marple College) and Fatma Shami (Cheadle College) to the position of Student Members; and**
- **Uswah Sayyed (Trafford College) and Mollieann Jeacott (Stockport College) to the position of Deputy Student Governors.**

Action: Corporation Secretary

iii) Appointment of Staff Governor

The CS reported that nominations had been sought with respect to the Staff Member vacancy for which one nomination had been received from Michelle McLaughlin, Student Engagement and Learner Voice Lead.

There was confirmation that no election had therefore been undertaken and that Michelle McLaughlin was duly appointed to the position of Staff Member for a four year period of office.

There were no questions or issues raised by members and it was resolved that the appointment of Michelle McLaughlin to the position of Staff Member, for a period of 4 years, commencing 20 October 2021 be approved.

Action: Corporation Secretary

Ayo Oyebode (AO) withdrew from the meeting during consideration of the next agenda item.

iv) Extension to Period of Office for Independent Member of the Board of the Corporation (AO)

The CS advised the Board of the Corporation that the term of office for AO was due to expire on 3 January 2022.

The Chairperson indicated that he had met with AO in respect of his continuation as a Board member arising from which it was proposed that the appointment be approved for a further 3 years to 3 January 2025.

There were no questions or issues raised by members and it was approved that the period of office for Ayo Oyebode, as an Independent Member of the Board of Corporation, be extended to the 3 January 2025.

Action: Corporation Secretary

Minute No.

Ayo Oyebode re-joined the meeting.

v) Governor Attendance Report 2020/2021

The CS referred members to the previously circulated Governance Attendance Report 2020/2021. There was confirmation that the report identified patterns of attendance by members at meetings of the Board of the Corporation and its supporting Committees during the 2020/2021 academic year.

The CS reported that when compared to the wider sector attendance at both Board and Committee meetings had been very healthy.

There was confirmation that individual member attendance had been discussed with the Chairperson through the individual non-executive review process.

There were no further questions or comments and following due consideration it was resolved that the report be received and noted.

COR/114/21 Governor Link Reports

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

- Marketing
- Employer Engagement
- Maths and English

The Chairperson thanked members and staff involved in the visits and questions were invited.

- A member highlighted the MIS issues and the impact on the Group's Marketing function.

The PCEO recognised the issues raised by the member and outlined the actions that had been taken and would be taken to address the issues. He further advised that good progress was being made and updated the Board concerning staffing appointments at the Assistant Principal level

The Chairperson reminded members that when carrying out their link governor roles, that oversight be maintained of safeguarding arrangements and that assurances be sought from staff around their awareness and application of safeguarding arrangements across the Group.

Action: Members/Link Governors

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

Minute No.**COR/115/21 Special Education Needs and Disability Policy 2021/2022**

The VPCSP referred members to the previously circulated updated Special Education Needs and Disability Policy 2021/2022 and questions were invited.

There were no questions from members and following due consideration it was resolved that the Special Education Needs and Disability Policy 2021/2022 be approved and implemented.

Action: Deputy Principal

COR/116/21 Safeguarding Children and Vulnerable Adults Policy 2021/2022

The VPCSP referred members to the previously circulated updated Safeguarding Children and Vulnerable Adults Policy 2021/2022. There was confirmation that the Policy had been updated to reflect Keeping Children Safe in Education 2021 as well as latest guidance in relation to Sexual Violence and Sexual Harassment.

Members were also reminded that a governor safeguarding training session was scheduled to take place on 24 November 2021.

There were no questions from members and following due consideration it was resolved that the Safeguarding Children and Vulnerable Adults Policy 2021/2022 be approved and implemented.

Action: Deputy Principal

COR/117/21 Sexual Violence, Harassment and Abuse Policy 2021/2022

The VPCSP referred members to the previously circulated Sexual Violence, Harassment and Abuse Policy 2021/2022 and questions were invited.

There were no questions from members and following due consideration it was resolved that the Sexual Violence, Harassment and Abuse Policy 2021/2022 be approved and implemented.

Action: Deputy Principal

COR/118/21 Excellence in Teaching, Learning and Assessment Strategy 2021/2024

The Deputy Principal referred members to the previously circulated Excellence in Teaching, Learning and Assessment Strategy 2021/2024 and questions were invited.

There were no questions from members and following due consideration it was resolved that the Excellence in Teaching, Learning and Assessment Strategy 2021/2024 be approved and implemented.

Action: Deputy Principal

Minute No.**COR/119/21 Health and Safety Annual Report 2020/2021**

The VPCSP referred members to the previously circulated Health and Safety Annual Report 2020/2021.

There was confirmation that the health and safety review was undertaken on annual basis by the Health and Safety Officer and the report provided a snapshot of the Group's performance in health and safety matters.

It was further confirmed that an action plan had been produced to address the identified weaknesses.

There were no questions from members and following due consideration it was resolved that the Health and Safety Annual Report 2020/2021 be received and noted.

COR/120/21 Information Security Policy 2021/2023

The VPCSP referred members to the previously circulated Policy which included an information security statements and the immediate arrangements to be taken if a breach of information security had occurred or was suspected.

There were no questions from members and following due consideration it was resolved that the Information Security Policy 2021/2023 be approved and implemented.

Action: Vice Principal Corporate Services and Planning

COR/121/21 Business Continuity Plan 2021/2022

The VPCSP referred members to the previously circulated Business Continuity Plan 2021/2022.

There was confirmation that business continuity management at the Group was established via the Business Continuity Framework which provides a structure for ensuring effective continuation of services in the event of a disaster or serious disruption.

There were no questions from members and following due consideration it was resolved that the Business Continuity Plan 2021/2022 be approved and implemented.

Action: Vice Principal Corporate Services and Planning

COR/122/21 Any Other Business

There were no further items of business.

COR/123/21 Date of Next Meeting

It was noted that the next meeting of the Board of the Corporation would be held at 5.30pm on Wednesday 15 December 2021.

Minute No.

Action: Corporation Secretary

The meeting closed at 7.27pm.