

## THE TRAFFORD COLLEGE GROUP

**Minutes of the Meeting of the Board of the Corporation  
held on Wednesday 19 October 2022 at 5.30 pm  
in Aspire Restaurant at the Altrincham Campus Trafford College**

<b>Present:</b>	Graham Luccock	(Chairperson)
	James Scott	(Principal and Chief Executive Officer)
	Jill Bottomley	
	Olivia Bussey	
	Sarah Drake	
	Janet Grant	
	Alison Hewitt	
	Jed Hassid	
	Mollieann Jeacott	(Student Member)
	Heather Lang	
	Michelle McLaughlin	(Staff Member)
	Ayo Oyebode	
	Marcia Reynolds	
	Uswah Sayyed	(Student Member)
	Lina Tsui-Cheung	
<b>In</b>	Barry Watson	(Corporation Secretary)
<b>Attendance:</b>	Carmen Gonzalez-Eslava	(Deputy Principal)
	Kal Kay	(Chief Finance Officer)
	Michelle Leslie	(Vice Principal Corporate Services and Planning)
	Alison Duncalf	(Deputy Corporation Secretary)

**Minute No.****COR/108/22 Apologies for Absence**

The Corporation Secretary (CS) reported that apologies for absence had been received from Adele Carney, Fatema Desai, Louise Richardson, Sabine Van der Veer and Jeremy Woodside.

The Chairperson extended a welcome to the two new Student Governors, both of whom had previously served as Deputy Student Governors, to their first Board of the Corporation meeting.

**COR/109/22 Declarations of Direct or Indirect Interest**

Graham Luccock (GL) and Sarah Drake (SD) declared an interest in Agenda Item 5h (Appointment of Independent Members of the Board of the Corporation) and it was resolved that this item be deferred until the latter stages of the meeting and that GL and SD leave the meeting prior to the consideration of the item.

**Action: Board Members- GL and SD**

There were no further declarations of direct or indirect interest in any of the meeting business items.

**Minute No.****COR/110/22 Election of Vice Chairperson of the Board of the Corporation for the Academic Years 2022-2024**

The Chairperson sought nominations for the position of Vice Chairperson of the Board of the Corporation for the Academic Years 2022-2024.

**Sarah Drake was the sole nomination, and it was unanimously resolved that she be elected as Vice Chairperson of the Board of the Corporation for the period outlined.**

**Action: Corporation Secretary**

**COR/111/22 Minutes of the Board of the Corporation Meeting held on 20 July 2022**

The minutes of the meeting were received and noted, and it was agreed that the following changes be made to the minutes:

- The third bullet point of COR/91/22-(Minutes of the Audit Committee held on 27 June 2022) should read “The Leaders in Safeguarding **accreditation**”.
- COR/103/22- (Association of Colleges-Code of Good Governance and Department for Education Governance Requirements), second paragraph, should read “...to review the **statutory** requirements...”

**After due consideration it was resolved that, subject to the agreed revisions, the minutes be approved and accepted as a correct account of the meetings proceedings.**

**Action: Corporation Secretary**

**COR/112/22 Matters Arising from the Minutes**

The Chairperson referred members to the previously circulated summary and progress concerning the actions arising from the minutes and earlier meetings of the Board of the Corporation.

The following further updates on progress were reported:

**i) COR/26/22 Updated Safeguarding of Children and Vulnerable Young Adults Policy 2022-2023**

The Corporation Secretary (CS) reported that, as resolved by the Board the Corporation, the Policy had been reviewed by the Chairperson and Vice Chairperson of the Board of the Corporation and the Safeguarding Link Governor and duly approved on behalf of the Board of the Corporation.

The CS further reported that the Keeping Children Safe in Education (KCSIE) document, dated September 2022, had been emailed to all governors with a view to seeking confirmation that it had been read accordingly.

A request was made that any outstanding responses be progressed as a priority.

**Minute No.****Action: Board Members**

Wider discussion took place in relation to Governor Safeguarding training and it was noted that the annual Governor safeguarding training event was scheduled to take place Wednesday 9 November 2022 to which members were encouraged to attend.

**Action: Members of the Board of the Corporation****ii) COR/101/22 Resignation of Member of the Board of the Corporation**

The Chairperson advised the Board concerning the discussions he and the CS had had with Sattar Shakoor (SS) following his recent resignation as an independent member of the Board of the Corporation.

It was noted that SS had offered to continue to support the Board and its activities through his area of expertise (Information Technology) and that discussions were on going as to how this could be practically delivered.

The Chairperson undertook to provide an update to members on any progress and outcomes as appropriate.

**Action: Chairperson of the Board of the Corporation****iii) COR/46/22 Cultural Alignment Survey**

The Principal and CEO (PCEO) reported that in relation to benchmarking, the Pacific Institute had indicated that this could not currently be offered in the form that governors had suggested which was duly noted.

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/113/22 Operational Plan 2021-2022 and 2022-2023 Draft Plan**

The Principal and Chief Executive (PCEO) referred members to the previously circulated report and information on the outcomes of the Operational Plan (OP) 2021-2022 and the proposed OP for 2022-2023.

**i) Operational Plan Outcomes 2021-2022**

The PCEO reminded members that the OP for 2021-2022 had been agreed following the development of the three-year Strategic Plan (SP) 2021-2024 and that it contained yearly actions and milestone targets against all the objectives for each Strategic Priority and Strategic Enabler.

With respect to the OP 2021-2022 it was reported that the final outcomes against each objective had been rag rated and that 5 had been Rag rated as red (not achieved) and the PCEO provided the Board with an overview of the key issue for each of the 5 Rag Rated outcomes.

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In respect of the objective and action around apprenticeship delivery the PCEO added that the apprenticeship results, whilst not yet finalised, would be significantly short of the 73% achievement rate and were likely to be slightly below 50%. It was added that intelligence suggested that the performance of the Group was not out of line with that of the wider sector, having been negatively impacted upon by the pandemic and that the matter would be dealt with in detail through the Quality Improvement Plan (QIP).

**ii) Draft Operational Plan 2022-2023**

The PCEO referred governors to the previously circulated Draft OP 2022-2023 highlighting the targets set for the four Strategic Priorities and three Strategic Enablers. There was recognition that all aspects of the plan were important however particular emphasis was placed upon the following:

- Strategic Priority 1 – Providing high quality, responsive education, and training for all our students enabling their success and supporting progression placing emphasis upon the outcomes of students and the quality of the curriculum.
- Strategic Priority 2 – Establish the Group as a sector leading employer so that our colleagues thrive and deliver the highest quality of education and experience to all our students and stakeholders and a focus upon staff recruitment alongside leadership and management capacity.
- Strategic Enabler 1 – Transforming the estate to meet the skills and education needs of now and the future in the context of aspects such as sustainability, energy costs, rising inflation and easing demands around staff pay awards.

There was confirmation that the associated KPIs, would, following finalisation of 2021/2022 data, be presented at the next meeting of the Board of the Corporation for consideration.

**Action: Principal and CEO**

Questions and comments from members were invited.

- A member made an observation concerning the high number of objectives (44) which was noted.
- A question was asked in relation to the OP 2021-2022 Year End Update and the non-achievement of the objective associated with the Engage Programme. Clarity was sought as to what the programme entailed.

The PCEO responded that the Engage Programme had operated pre the pandemic offering support to those students at risk of withdrawing from their programme and had a particular focus on maths, English and employability skills. It was confirmed that this offer was in place as part of the current academic year's offer.

**There were no further questions or issues raised by members and following due consideration it was resolved that the Operational Plans Outcomes 2021-2022 be**

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**received and noted, and the Draft Operational Plan 2022-2023 be duly approved and implemented.**

**Action: Principal and Chief Executive Officer**

**COR/114/22 Draft Quality Improvement Plan 2022-2023 and Ofsted Ready Update**

The Deputy Principal (DP) referred members to the previously circulated report and accompanying Draft Quality Improvement Plan (QIP) for 2022-2023.

The DP advised that the QIP was a key document in the Group's quality improvement cycle, set in the autumn term, and was in response to the key areas for improvement identified within the Self-Assessment Report (SAR) for the previous academic year.

It was confirmed that the report provided an update on the key areas for improvement identified for 2022-2023.

A brief summary of the position in relation to the final position of the QIP for 2021-2022 was presented. There was confirmation that with the exception of objectives 6 and 10, which were rated as green, all other areas were amber reflecting the partial achievement of some of the actions and the KPIs agreed within each objective.

The DP further advised that in relation to the QIP for 2022-2023, 6 key objectives or areas for improvement (AFI) were outlined some of which were a continuation of AFI's identified during the previous year.

The DP provided an overview of the key issues in this respect which were noted.

Questions and comments were invited.

- A member, with reference to apprenticeships, asked what the challenges were that need to be addressed in order to improve the position.

The DP responded that the main challenge was in relation to staff shortages in some key areas, in particular construction and engineering. It was suggested that this issue could bring quality challenges as there was not always the opportunity to recruit the best candidates. In addition, it was stated that where staff left at short notice this could lead to breaks in learning.

The DP added that there was also the legacy of Covid, particular in relation to those programmes for which delivery had commenced pre the pandemic. In this scenario it was stated that some students lost their jobs and in other sectors e.g., the NHS there had been unprecedented work demands placed on students.

Reference was also made to the issue around awarding bodies leading to delays in assessing students. The DP stated that the students had been assessed by their tutors to be ready for assessment and completion of their qualification but that there had been issues sourcing assessors associated with the move from frameworks to standards. It was suggested that some of the standards assessors were not yet sufficiently trained to commence these assessments under the new standards.

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- The member asked whether there was a correlation between the staff recruitment issues and attendance and further whether the retention of staff was a management issue.

The DP responded that the main issue in recruiting teaching staff was that the Group was competing with other establishments. There was confirmation that the environment had been challenging and continued to be so.

- A member referenced the position of the wider sector and low engagement and the impact on apprentices particularly in construction and engineering.

The DP stated that the engineering and construction teaching positions had been particularly difficult to recruit to. The DP further commented on the legacy issues from the pandemic during which, for many businesses, there was a need for their employees to be working rather than studying leading to gaps in student learning and from which students had found it difficult to catch up.

The PCEO assured members that a clear oversight and forensic analysis of where students had left and the reasons why was being maintained. There was confirmation that in terms of the impact, from the Group's perspective, in the vast majority of cases the issues were beyond its control. The PCEO further stated that notwithstanding this position apprentices that do achieve, achieve very well.

Members recognised that this was a significant issue nationally.

- A member asked as whether a subcontracted model may help, enabling flexibility to cope with peaks and troughs.

The PCEO was advised that there were two options with regard to this issue namely the option of sub- contracting out to private training providers with which there were a myriad of issues nationally or alternatively the reverse approach where apprenticeships are sent to the Group through a Managing Agent process removing the accountability from the Group.

The PCEO assured the Board that the Group would continue to explore the available options and present to the Board of the Corporation for consideration accordingly.

**Action: Principal and CEO**

The DP went on to present an update in relation to Ofsted preparedness. It was indicated that an inspection was imminent and that managers, teachers and students were being supported in their preparations. It was reiterated that the two key areas of focus were likely to be High Needs and Apprenticeships.

**There were no further questions or issues raised by members and following due consideration and deliberation it was resolved that the update in relation to the Quality Improvement Plan for 2022-2023 be received and noted.**

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**Members recognised that finalisation of the Quality Improvement Plan would take place post the completion of the validation process.**

**COR/115/22 Meeting Local Needs**

The CS referred members to the previously circulated report and information in relation to the new statutory duty placed upon Boards of Corporations by the Department for Education to review how well the training or education provided by the Group meets local needs.

The CS also provided an overview of the key issues and statutory responsibilities placed on the Board of the Corporation by the Skills White Paper and Skills Act.

The DP directed members to the statement setting out how the Group was meeting the duty resulting from a review of the how TTCG was responding to local skills needs.

The PCEO provided more extensive detail in relation to the following areas:

- strategy and planning.
- meeting the needs of Greater Manchester growth locations.
- meeting the needs of employers.
- meeting the needs of the local community.
- engagement with civic partners.
- meeting local needs through collaboration with other education providers.

The PCEO stated that there was confidence in the actions of the Group to meet local needs and that it was considered that the contribution being made could be demonstrated.

In terms of further improving the Group's response to local needs there was recognition that there was further work to do, and it was added that by the end of December 2022 there would be greater information in relation to accountability and addressing gaps in provision. There was confirmation that the ways in which local needs would be and were already being met will form part of the Group SAR and be part of the validation process.

Questions and comments from members were invited.

- With reference to the requirement to work with other governing bodies a member asked whether it was known how this would be tested and by whom. It was further asked as to the definition of local and whether geographical boundaries would be specified.

The Chairperson indicated that he currently chaired the Chairs Group of the 9 local FE colleges within which the issue of how collaboration could take place had been raised. The PCEO added that one of the suggestions of the Group and proposed area for discussion was the sharing services and resources.

The member asked whether discussions between colleges were likely to extend beyond GM to include Cheshire and Merseyside. The view was expressed that

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collaboration with neighbouring colleges presented challenges as they were essentially set up to be competitive. It was suggested that collaboration was likely to be confined to Greater Manchester (GM) consistent with the source of adult funding being for this geographical area.

The PCEO stated that there were inherent tensions between local and regional aspects adding that Ofsted, when undertaking inspections, routinely requested representation from the Local Enterprise Partnership (LEP). The PCEO confirmed that Manchester College within GM had the relationship with the LEP.

There was confirmation that in advance of an Ofsted inspection the Group would produce a statement detailing how the GM colleges worked with the LEP and the GM Mayor. It was added that locally the Group also had a relationship with both Stockport and Trafford local authorities

The Chairperson further referred to the forthcoming governor training session, on 2 November 2022, and planned presentation from the Greater Manchester Colleges Group who would be providing an over view of the collaborative work taking place amongst GM colleges.

- A member commented on the determination of future need and the concern around the awareness of small and medium sized enterprises (SMEs) in terms of need. It was suggested that the role of the Group was perhaps more about making SMEs aware of that they may need and what could be provided.

The PCEO suggested that the Employer Advisory Groups (EAGs) had a role to play to work with employers strategically taking a forward-thinking perspective to identify, at an early stage, what may be needed moving forward. He acknowledged that this was a work in progress.

The member referred to a successful working model where IT providers and software houses, who had digital skills but were not trainers, worked to support the individuals to whom they were selling.

The DP stated that inspectors would seek to hear from various sources including governors, senior managers and employers and then subsequently test what had been said which would include asking teachers how they had adapted the curriculum to meet the needs of employers.

**There were no further questions or issues raised by members and following due consideration and deliberation it was resolved that the report in respect of Meeting Local Needs be received and noted and that the actions and approach taken be endorsed.**

**COR/116/22 GCSE and A Level Results 2021-2022**

The Deputy Principal referred members to the previously circulated report and a summary of GCSE and A Level result for 2021-2022 and analysis of the emerging position. The information provided comparisons with National outcomes and with the outturn data for 2018/2019 as appropriate.



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The DP provided the Board with an overview of the key issues with regard to the following:

- GCSE results by campus including English and Maths outcomes and progress measures.
- full-time GCSE programmes at Altrincham and Stockport.
- A Levels

Questions and comments from members were invited.

- Members commented on the excellent results stating that they were testament to the hard work of both staff and students. The Chairperson asked that the congratulations of the Board of the Corporation be passed on to staff.

**Action: Deputy Principal**

- A member further commented that A Level students who completed in 2021-2022 were those that joined to the Group with teacher assessed grades. The comment was made that it was pleasing that students had made very good progress and left with added value.
- A question was asked by a member in relation to T Levels and whether they would be of interest at an Ofsted inspection.

The PCEO confirmed that T Levels would not be in the scope of an Ofsted inspection until the next academic year.

**There were no further questions or issues raised by members and following due consideration it was resolved that the outcome in relation to GCSE and A Level results 2021-22 across the Group be received and noted.**

**COR/117/22 Learner Numbers and Funding Update**

The DP referred members to the previously circulated paper and a summary update in relation to the current position for learner number recruitment to the end of September 2022.

The position in relation to recruitment and income for the following areas of provision was outlined and reported on in detail:

- 16-19 Education Skills Funding Agency (ESFA) revenue funded learners.
- AEB Funding (ESFA and Greater Manchester Combined Authority)
- Community
- Apprenticeships
- Higher Education
- Advanced Learner Loans

Within in each funding category the DP outlined the actions that would be undertaken in year in order to seek to improve recruitment and its consequential impact on income as appropriate and as required.

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Questions and comments from members were invited.

- A member commented that the Group had been under recruited its Higher Education numbers over the past few years.

The DP concurred with this comment adding that a new Assistant Principal for Higher Education and Skills had recently been appointed and that their challenge would to turnaround the declining Higher Education numbers.

**There were no further questions or issues raised by members and following due consideration and deliberation it was resolved that the enrolment and funding position for 2022-2023 be received and noted.**

**COR/118/22 Minutes of the Higher Education Curriculum and Quality Committee held on 13 July 2022**

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

The CS confirmed that the meeting had taken place a few days before the July 2022 meeting of the Board of the Corporation and that on the recommendation of the Committee, a number of policies and revised governance arrangements were considered and duly approved by the Corporation at this time.

**There were no issues raised by members following the update and it was resolved that the minutes be noted.**

**COR/119/22 Matters Arising from the Meeting**

There were no matters arising from the minutes.

**COR/120/22 Management Accounts Year Ending 31 July 2022**

The Chief Finance Officer (CFO) presented a report in relation to the Management Accounts for the year ending 31 July 2022.

There was confirmation that the Management Accounts covering the 12 months to the 31 July 2022 had been considered by the Resources Committee and were recommended by the Committee to the Board of the Corporation for approval.

The CFO provided members with an overview of the Management Accounts and highlighted the following key headlines, cautioning that they continued to be subject to audit:

- Income was £160k worse than projected, largely due to the impact of the Adult Education Budget (AEB)
- Pay was approximately £20k worse than anticipated
- Non-pay was approximately £120k worse than projected, largely due to additional maintenance costs
- The overall position was a deterioration of circa £270k

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The CFO confirmed that the Management Accounts would feed into the Draft Report and Financial Statements which in turn would be scrutinised in detail by both the Audit Committee and Resources Committee prior to their presentation to the Board of the Corporation.

**There were no questions or comments from members and following due consideration and deliberation it was resolved that the Management Accounts for the Year Ending 31 July 2022 be approved.**

**COR/121/22 College Finance Forecast Return 2022-2023 to 2023-2024**

The CFO referred members to the previously circulated Financial Forecast Return 2022-2024 and Finance Dashboard for September 2022.

There was confirmation that the Board of the Corporation had previously received a summary from the ESFA in response to the submission of the Group's College Financial Forecast Return (CFFR), which was submitted in July 2022. It was noted that with the introduction of the dashboard by the ESFA, there was no longer a summary but an expectation that members would review the dashboard.

The CFO stated that the dashboard was largely in line with that which had been prepared as part of the business plan and had been provided to members for completeness.

**There were no questions or issues raised by members and following due consideration it was resolved that the Financial Forecast Return 2022-2024 and Finance Dashboard September 2022 be received and noted.**

**COR/122/22 Minutes of the Audit Committee Meeting held on 14 September 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 as follows:

- The GMCA compliance check arising from which some recommendations had been made.
- The range of issues discussed arising from the GMCA audit including the helpful support from the GMCA and confirmation that there were no direct financial consequences from the outcome of the audit.
- The GMCA ESF Desk Based Evidence Check for which feedback was awaited.
- A number of Internal Audit Reports including that relating to the new Finance System (2 low significance recommendations) and Apprenticeships (2 moderate recommendations).
- The draft Internal Audit Report 2021-2022
- A progress report from the Group's new Financial Statements and Regularity Auditor (Armstrong Watson).
- Information in relation to a new Subcontracting and Assurance Review process.
- The Audit Committee's Self-Assessment 2021-2022

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Questions and comments from members were invited.

- A member requested further information concerning the GMCA Compliance Checks and the Red Rag rating.

The CFO responded that the rating was the same as the previous year with similar issues having been identified. There was assurance that the issues were being worked through. It was added that a number of colleges in the GM area were also in a similar position.

**There were no further issues or comments raised by members following the update and it was resolved that the minutes be received and noted.**

**COR/123/22 Matters Arising from the Minutes****i) AUD/39/22 – Internal Reports Visit 3 2021-2022**

- New Finance System
- Learner Records – Apprenticeships

**The Board of the Corporation unanimously resolved that the Audit Committee's recommendations concerning the above-named Internal Audits be approved.**

**ii) AUD/40/22 – Draft Annual Internal Audit Report 2021-2022**

**The Board of the Corporation unanimously resolved that the Annual Internal Audit Report 2021-2022 be approved.**

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

**COR/124/22 Meeting of the Resources Committee held on 11 October 2022**

The Chairperson of the Committee reported that a meeting of the Committee had been held the previous week and that the minutes would be presented to the Board of the Corporation at its meeting on 14 December 2022.

**Action: Corporation Secretary**

The Chairperson of the Committee presented a brief overview of the business items considered by the Committee and the following was highlighted:

- The good progress being made in respect of the People Strategy Action Plan with an update on year one of the implementation of the People and Culture Action Plan.
- Current employment relations issues.
- The position in relation to the draft objectives for the Sustainability Strategy 2022-2025.
- Consideration of the Management Accounts for the year ending 31 July 2022 noting that there would be key financial challenges moving forward.
- An update on energy costs including the Government help received for the first 6 months of the academic year and the mitigating actions being taken to impact on energy costs.

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- The Annual Treasury Management Report 2022
- The Procurement Strategy Outcomes for 2021-2022.

**There were no issues raised by members following the update and it was resolved that the minutes be noted.**

**COR/125/22 Matters Arising from the Meeting****i) Draft Objectives for the Sustainability Strategy 2022-2025**

There was confirmation that extensive consideration took place in relation to the draft objectives for the Sustainability Strategy 2022-2025 and that they had duly been endorsed by the Committee.

**ii) People and Culture Annual Plan 2022-2023**

There was confirmation that the People and Culture Annual Plan 2022-2023 had been considered in detail by the Resources Committee and duly approved.

**iii) Capital Funding Bid Office for Students 2022-2025**

There was confirmation that approval of the Bid had previously been sought from Board of the Corporation members via email and this action was duly ratified by the Committee.

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

**COR/126/22 Equality, Diversity and Inclusion Annual Report Findings 2021-2022**

The Vice Principal Corporate Services and Planning (VPCSP) referred members to the previously circulated report and information on the key findings from the Equality, Diversity, and Inclusion (EDI) Annual Report for 2021-2022.

The report summary covered the following aspects arising from the objectives together with the key actions taken to improve equality of opportunity at the Group as follows:

- Governance
- Student Outcome Reports.
- Mental Health Support.
- The College Community Kitchen.
- EDI strategy 2022-2025
- Statutory EDI Compliance.

In presenting the report the VPCSP drew the members attention to the following:

- The Group's ongoing commitment to EDI supporting students and staff in overcoming any barriers they may face as a result of their protected characteristics.
- The Group's objectives of improving equality of opportunity at the Group; ensure the Group meets the requirements of the Public Sector Equality Duty;

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and ensuring the Group builds upon its current effectiveness in eliminating any discrimination and harassment.

- Confirmation that student data and outcomes for 2021-2022 would be considered further at the November 2022 meeting of the EDI Committee. It was noted that the Link Governor for EDI would be attending the meeting.
- Recognition that the collection of EDI employee data continues to remain a significant challenge for the Group and that addressing this issue will be a key priority for 2022-2023.

**Action: Vice Principal Corporate Services**

**There were no questions or comments raised by members and following due consideration it was resolved that the Equality, Diversity and Inclusion Annual Report Findings 2021-2022 be received and noted.**

**COR/127/22 Annual Safeguarding Report 2022**

The DP referred members to the previously circulated Annual Safeguarding Report for 2021-2022.

There was confirmation that the report evidenced the Group's activities in relation to safeguarding and provided assurance that it had met its legal practice standards during the course of the year.

The DP commented on the breadth of safeguarding related activities within the report as well as the inclusion of case studies.

Questions and comments from members were invited.

- A member commented on the excellent document and the information therein.
- It was suggested by a member that for the next report the table in relation to safeguarding referrals by campus may benefit from the inclusion of the total numbers by campus as a means of providing additional context. The DP agreed that this would be provided in the next report.

**Action: Deputy Principal**

- A member commented that it was an excellent document and sought clarity in relation to the references "L A Status Update".

There was confirmation that this category related to young people, who according to the local authority were at risk. It was noted that this was not a neatly defined category and went beyond care leavers. There was assurance that the Group worked closely with the local authority to identify these young people. The DP undertook to provide a more detailed explanation in future reports.

**Action: Deputy Principal**

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The PCEO commented on the information provided in relation to the Safeguarding Structure and confirmed that the DP as a Senior Post Holder was part of the Safeguarding Team and that this needed to be reflected within the report.

**Action: Deputy Principal**

**There were no further questions or comments raised by members and following due consideration it was resolved that the Annual Safeguarding Report 2022 be received and noted.**

**COR/128/22 Key Issues of the Safeguarding Committee held on 20 September 2022**

The DP in the absence of Safeguarding Link Governor referred members to the summary of the actions of recent meeting of Safeguarding Committee.

The following was highlighted:

- the updated safeguarding posters and their replacement on all of the 5 sites.
- the work taking place to produce a safeguarding handbook directed to apprentices, sub-contractors, and adults.
- consideration of a Safeguarding Prevent Risk Assessment update.
- a Prevent update.
- a Bullying Procedure updates.
- an overview of staff training completed including the second part of the Trauma Informed and Positive Mindset training taking place.

Comments and questions from members were invited.

- A member highlighted the 69 individuals who had not yet completed their statutory safeguarding and prevent training and sought clarification regarding the matter.

The DP responded that progress had been made since this meeting and only a very small number were now outstanding. It was confirmed that the reporting took place on a half termly basis and where the training had not been completed robust follow up took place.

**There were no further questions or comments raised by members and following due consideration it was resolved that the position in relation to the actions of the Safeguarding Committee be received and noted.**

**COR/129/22 Greater Manchester Colleges Group Update**

The PCEO presented a report which provided the Board of the Corporation with an update on the collaborative projects undertaken by the Greater Manchester Colleges Group (GMCG) in respect of national and regional skills priorities.

The report provided members with a summary of the projects together with details of the work with the Vice Chancellors of the Greater Manchester based Higher Education Institutions. It also detailed the other areas of activity that the GMCG were involved with.

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The PCEO referred to the discussions that had taken place earlier in the meeting in relation to Meeting Local Skills Need and further referred to the planned presentation to governors by the Senior Policy Officer from GMCG on 2 November 2022 which would address the breadth of work taking place across Greater Manchester, including the focus at L4 and L5 as well as the links to T Levels.

The Chairperson referenced the GMC Chairs Group and the collaborative nature of the Group.

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

**COR/130/22 Board of the Corporation Governance Annual Self-Assessment****i) Action Plan – Governance Outcomes 2021-2022**

The CS referred to the previously circulated report and provided a summary of the outcomes from the Governance Action Plan 2021-2022.

It was advised that the vast majority of targets had been achieved and that the only Amber Rag Rated activities related to the forthcoming Ofsted inspection which would determine the final Rag Rating and the pay to income ratio which had not been achieved as a result of the staff pay award for 2020/2021.

**There were no questions or comments raised by members and it was resolved that the summary of the outcomes against the Governance Action Plan 2021-2022 be received and noted.**

**ii) Draft Governance Action Plan 2022-2023**

With respect to the proposed Governance Action Plan (GAP) for 2022-2023 the CS confirmed that the document had previously been shared with both Board members and Senior managers with a view to seeking their input to the GAP.

The CS confirmed that there were 10 proposed actions moving forward adding that some of the actions were carried over from the previous year's GAP.

The following proposed actions areas with accompanying targets for 2022-2023 were highlighted:

- Strategic Plan and Key Performance Indicators
- Identified areas for improvement from the 2021/2022 Self-Assessment Report
- Financial Performance and Stability
- OFSTED inspection
- Estates and Capital Projects
- Digital
- Employer Engagement and Meeting Local Needs
- Sustainability and Climate Change
- Safeguarding and EDI
- Governance.



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The PCEO confirmed that the actions were consistent with Group's Operational Plan highlighting in particular the three big challenges of quality of education; financial stability; and people and culture.

In discussion it was agreed that people and culture should be more explicitly referenced within the actions and the CS undertook to work with the VPCSP to determine appropriate targets and dates for the additional target.

**Action: Corporation Secretary**

- A member commented on action 4 in relation to an Ofsted inspection and the reference to the **retention** of a grading of at least good.

There was recognition that the Group, following the merger with Cheadle and Marple College, did not currently have a grade.

- Comment was further made in relation to the changes to the numbering of the actions that was required.

**Action: Corporation Secretary**

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

- the Governance Outcomes for 2021-2022 be endorsed; and**
- the proposed Governance Action Plan 2022-2023, incorporating the agreed revisions, be approved, and adopted.**

**Action: Corporation Secretary****COR/131/22 Board of the Corporation – Annual Attendance Report 2021-2022**

The CS refers members to the previously circulated report and governor attendance data for meetings of the Board of the Corporation and Committees for the period September 2021 to July 2022.

The CS commented that the overall attendance had fallen compared to the previous year and provided detailed data for Board and Committee attendance including national comparators. It was advised that the attendance figures had been adversely impacted upon by 4 members whose attendance, for a variety of reasons, had been very low and that they all had now left membership of the Board of the Corporation.

Consideration followed with respect to whether there were any underlying factors impacting upon attendance at meetings and following a detailed and extensive debate it was agreed that that each committee should be asked to consider the arrangements that they make for future meetings.

**Action: Corporation Secretary**

**There were no further questions or comments raised by members and following due consideration it was resolved that the Governance Annual Attendance Report 2021-2022 be received and noted**

**Minute No.****COR/132/22 Outcomes from the Annual Individual Non-Executive Governor Review Process 2021-2022**

The CS referred members to the previously report and information in relation to the outcomes of from the Annual Individual Non-Executive Governor Review Process as conducted over the summer of 2022.

There was confirmation that the review consisted of several aspects which included:

- Skills Audit,
- Training Needs Identification,
- Individual Self-Assessment reviews,
- One-to -one meetings with the Chairperson of the Corporation with the Vice-Chairperson conducting the Chairperson's one-to-one review.

The CS outlined the key issues emerging and the reflections on 2021-2022 and reported that an action plan had been collated with a view to making further improvements moving forward.

**There were no questions or comments raised by members and following due consideration it was resolved that the report on the Governor Review Process 2021-2022 be received and that the action plan arising be adopted and implemented.**

**Action: Corporation Secretary**

**COR/133/22 Governor Links Annual Report 2021-2022 and Governor Links and Learning Walks Proposal 2022-2023**

The CS presented a report which provided members with a copy of the Annual Governor Links Report 2021-2022 and proposals for a revised arrangements for Governor Links and Learning Walks for 2022/2023.

Members were directed to the summary of link visits undertaken during 2021-2022 within which the completion of meetings within an area had been rag rated as fully, partially or mostly completed. There was recognition that the information in relation to Marketing and Employer Engagement needed to be updated as some of the visits had not been recorded due to a communication issue.

**Action: Corporation Secretary**

There was agreement that the summary of visits demonstrated the strength and breadth of governance arrangements.

The CS further reported that a significant amount of discussion had taken place between himself the Chairperson of the Board of the Corporation and the PCEO in relation to governor links and how the programme of visits could be improved and optimised going forward.

It was confirmed that it was proposed that there be a move away from a campus-based approach to one more aligned with Ofsted requirements and the current management structure. The CS added that it was also proposed that some areas

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should meet less frequently, reducing from 3 visits to 2 visits during the course of the year.

The CS further reported that the supporting guidance had been revisited to include additional information and greater clarity of the issues to be discussed by Governors in the link process.

Questions and comments from members were invited.

- A member welcomed the revised approach and alignment to the Group's management structure and new Ofsted framework.

The CS added that not all campus links had had been removed, adding that at Stockport College the "Unlocking Potential Fostering Success" aspect had been retained and would commence in January 2023.

- A member commented that with respect to FE Student Engagement there was a concern that the remit would be too big to manage and suggested that attendance and behaviour were particular key issues to be explored during visits.

The DP suggested that it may be more appropriate to embed Personal Development and Behaviour and Attitudes into each type of provision. Reference was made to the creation of a checklist to be used during Link Governor visits to ensure all key aspects were adequately addressed.

The Corporation Secretary undertook to consider the issue raised and to review the proposed arrangements with relevant persons.

**Action: Corporation Secretary**

With respect to the proforma for completion following each Link Governor Visit the CS confirmed that the proposed changes included a new section to capture the impact of the visit. There was confirmation that this information would subsequently feed into the annual report for the next academic year and the CS provided information in respect of how impact could be evidenced from the visits.

The CS undertook to circulate Word version of the form to each governor accompanied by the guidance information and a summary of items to be covered in a meeting.

**Action: Corporation Secretary**

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

- i) The Governor Links Annual Report 2021-2022 be received and noted:**
- ii) the proposed Governor Links and Learning Walks protocol and Link Governor areas for 2022-2023 be endorsed and adopted subject to the further refinements as discussed; and**

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- iii) **the proforma Link Governor Visit Report Form for 2022-2023 incorporating a summary of items to be discussed be adopted and implemented.**

**Action: Board of the Corporation**

**COR/134/22 Governor Links and Learning Walks 2022-2023 (Term 1)**

Members were referred to the previously circulated reports arising from Governor link visits as follows:

- Apprenticeships
- Stretford campus
- FE Student Engagement
- Safeguarding.

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

**COR/135/22 Minutes of the Search Committee Meeting held on 14 September 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.

There was confirmation that in addition to the matters arising from the minutes consideration was given by the Committee to the appointment of Student Governors 2022, both of whom were in attendance this evening, as well as the process for recruiting the Deputy Governor positions.

It was reported that wide ranging considerations took place in relation to the Board membership profile and skills.

**There were no issues raised by members following the update and it was resolved that the update be noted.**

**COR/136/22 Matters Arising from the Minutes**

- i) **SEA/19/22 – Appointment of Independent Members of the Board of the Corporation**

The Chairperson reported that there were currently 3 independent vacancies and that there were 2 current members whose terms of office were due to expire in 2023 (to be considered at the end of the meeting).

There was confirmation that in respect of the 3 independent vacancies applications had been received from 3 individuals, one of whom was a HE specialist, one with a FE background and one who was a local based senior manager and strategist from the National Health Service.

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Following extensive consideration of the applications the Search Committee resolved that a Governors' Appointments Panel meeting be held to interview each of the 3 applicants.

**ii) SEA/20/22 – Appointment of Co-opted Members of the HE Curriculum and Quality (HECQ) and Audit Committees**

The Chairperson reported that in relation to the vacancy to recruit to the vacancy for a co-opted member of the HECQ Committee opportunities continued to be explored to recruit to the vacancy.

The Chairperson reported that the term of office of BB as a Co-opted member of the Audit Committee was due to expire. There was confirmation that BB was a long serving member and had extensive skills in terms of Audit, Governance and understanding of local community issues.

**The Board of the Corporation unanimously approved the Search Committee's recommendation that BB appointment as Co-opted Member of the Audit Committee be extended until 31 December 2023.**

**iii) SEA/22/22 – Review of Governance Documentation 2022-2024**

The Chairperson reported that extensive consideration and recommendation for approval was given by the Committee to governance documentation encompassing the following:

- The Key Tasks and Role of the Chairperson of the Board of the Corporation.
- The Role and Person Specification of Members of the Board of the Corporation.
- Governor Expenses Policy.
- Governors Training, Induction and Mentoring Policy.
- Governor Ready Programme.

**There were no questions or issues raised by members and following due consideration it was resolved the Search Committees recommendation for approval of the above listed governance documents be confirmed and implemented for the period 2022-2024.**

**Action: Corporation Secretary**

**COR/137/22 Outcomes from the Meeting of the Governor Appointment Panel held on 21 September 2022 – Appointment of Independent Members**

The Chairperson provided an overview of the meeting of the Appointments Panel and advised of the recommendations made by the Panel for the appointment of Independent Members to the Board of the Corporation.

**Following due discussion and consideration the Board of the Corporation unanimously approved the Governor Appointment Panel's recommendation that:**

**Charlotte Barratt, Emily McIntosh and Jonathan O'Brien be appointed as Independent Members of the Board of the Corporation for a four-year term of office.**

**Minute No.**

**It was further agreed that the Corporation Secretary, in consultation with the Chairperson, discuss and agree Committee membership and Governor Link arrangements with the newly appointed members.**

**Action: Corporation Secretary**

**COR/138/22 Annual Health and Safety Report 2022 and Health and Safety Policy 2022-2023 Update**

The VPCSP referred members to the previously circulated Annual Health and Safety Report 2022 and confirmed that the report provided a snapshot of the Group's performance in health and safety matters.

There was confirmation that the report had been considered in detail by the Health and Safety Committee.

With respect to the Health and Safety Policy it was proposed that the timeframe of the current policy be extended until July 2023 to provide an equivalent timeframe to the Group's Health and Safety Charter and Statement. It was noted that the only amendments made to the policy related to the updating of job titles.

Reference was made to the strengths identified as part of the annual review and the following was highlighted:

- The Group had a comprehensive and consistent policy and procedural framework in place.
- There was an effective health and safety management structure in place.
- There was pro-active health and safety monitoring arrangements in place.
- there had been improvements to the number of staff undertaking first aid and fire marshal training.

The priorities moving forward were confirmed to be:

- That lockdown exercises were to be undertaken to prepare staff and students in the event of attack.
- DSE assessments were to be a priority area to reflect the greater flexibility for work locations.

**There were no questions or comments from members and following due consideration it was resolved that the Annual Health and Safety Report 2022 be received and noted and that the Health and Safety Policy be extended until 31 July 2023.**

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

**COR/139/22 Minutes of the Health and Safety Committee 10 October 2022**

The minutes of the meeting were received and the VPCSP provided a brief overview of the business items considered by the Committee as follows:

- the Health and Safety Annual Review and Annual Report

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- a review of the Business Continuity Policy
- accident analysis, fire safety management and first aid management.

**There were no issues raised by members following the update and it was resolved that the minutes be received and noted.**

**COR/140/22 Business Continuity Policy 2022-2024**

The VPCSP referred members to the Business Continuity Policy (BCP) 2022-2024 as circulated in the supporting documentation pack.

The VPCSP stated that the BCP had been in place for a number of years and formed part of a wider framework and implementation plan in relation to how the Group responded in instances of disruption.

It was confirmed that the BCP had been reviewed with a view to making its content more user friendly. The VPCSP further highlighted the lessons learnt from lockdown and the need for a more practical approach.

**There were no questions or comments from members and following due consideration it was resolved that the Business Continuity Policy 2022-2024 be approved and implemented.**

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

**It was further resolved that the signing of the accompanying declaration, on the part of the Principal and CEO and Chairperson of the Corporation, be authorised.**

**Action: Principal and CEO/Chairperson**

**COR/141/22 Special Education Needs and Disability Policy and Local Offer 2022-2023**

The DP referred to the documents as circulated in the supporting documentation pack and confirmed that the Special Education Needs and Disability Policy and Local Needs Offer for 2022-2023 comprised only minor changes to that which was in place the previous year.

The highlighted changes were confirmed to be largely around the staffing structures and technology.

**There were no questions or comments from members and following due consideration it was resolved that the Special Education Needs and Disability Policy and Local Offer be approved and implemented.**

**Action: Deputy Principal**

**COR/142/22 Any Other Business**

GL and SD were invited to withdraw from the meeting during consideration of their reappointment.

**Minute No.**

The CS referred members to the minutes of the meeting of the Search Committee held on 14 September 2022 at which consideration of the applications of GL and SD were considered alongside those of the three external applications.

Reference was made to the considerations of the committee and their view that both candidates were highly experienced and showed great commitment, making significant contributions as members of the Board of the Corporation.

There was confirmation that Committee's recommendation was that GL and SD be reappointed to a further 4-year term of office following the expiry of their current terms of office in 2023.

There was overwhelming support for the approval of the extension to the terms of office of GL and SD.

**There were no further questions or comments from members and following due consideration it was unanimously resolved that the applications from Graham Luccock and Sarah Drake for an extension to their terms of office as Independent Members of the Board of the Corporation for a further four-year term office, until 2027, be approved and implemented.**

**Action: Corporation Secretary**

GL and SD re joined the meeting after the consideration of the item.

There were no further items raised under any other business.

**COR/143/22 Date of the Next Meeting**

It was agreed that the next meeting of the Board of the Corporation would be held at 5.30pm on Wednesday 14 December 2022 in the Aspire Restaurant at the Altrincham Campus.

**Action: Corporation Secretary**

The meeting closed at 8.05pm.

Uswah Sayyed left the meeting at 7.30pm following consideration of agenda item 5c.