

THE TRAFFORD COLLEGE GROUP

**Minutes of the Meeting of the Board of the Corporation
held on Wednesday 21 July 2021 at 5.30 pm via Microsoft Teams**

Present:	Graham Luccock	(Chairperson)
	James Scott	(Principal and Chief Executive Officer)
	James Beazley	
	Jill Bottomley	
	Glad Capewell	
	Sue Derbyshire	
	Sarah Drake	
	Janet Grant	
	Jed Hassid	
	Alison Hewitt	
	Heather Lang	
	Esha Mumtaz	(Student Member)
	Ayo Oyebo	
	Louise Richardson	
Lina Tsui-Cheung		
In Attendance:	Barry Watson	(Corporation Secretary)
	Andrea Bennett	(Turnaround Director)
	Alison Duncalf	(Deputy Corporation Secretary)
	Carmen Gonzalez-Eslava	(Deputy Principal)
	Anthony Gribben-Lisle	(Data Protection Officer)
	Darryn Hedges	(Interim Chief Finance Office)
	Kal Kay	(Chief Finance Officer)
	Michelle Leslie	(Vice Principal Corporate Services and Planning)

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The Chairperson opened the meeting by welcoming James Beazley (Vice-Chairperson) who was returning from his sabbatical. Members recorded their thanks to Sarah Drake (Member) who had acted in the position of Vice-Chairperson during the period of the sabbatical.

Welcomes were also extended to Kal Kay who had recently joined the Group as Chief Finance Officer and Andrea Bennett who, post the merger with Cheadle and Sixth Form College, had returned in the position of Turnaround Director.

The Corporation Secretary (CS) introduced the revised presentation of the Corporation agenda and supporting papers which had been divided into essential reading and additional supporting documentation. There was confirmation that the mode of presentation would continue to be fine-tuned moving forward and comments were invited from members.

Action: Members of the Board of the Corporation

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The Corporation Secretary (CS) reported that apologies had been received from Kurt Allman, Colette Fagan, Sattar Shakoor, Sabine Van der Veer and Jeremy Woodside.

COR/53/21 Declarations of Direct or Indirect Interest

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

COR/54/21 Minutes of the Board of the Corporation Meeting held on 19 May 2021

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

COR/55/21 Matters Arising from the Minutes

- i) COR/41/21 – Higher Education Quality Improvement Plan Update May 2021

A member asked if the Higher Education taster sessions had generated greater interest in the Group's HE provision. The Deputy Principal (DP) advised that an increase in applications had been evidenced for 2021/2022 and that the position was currently 15% higher than at the same point in the previous year. The DP added that a lot of work had been undertaken in this area and feedback had been positive.

It was indicated that there was a need to determine how the aspects of the work undertaken had impacted upon this increase.

Action: Deputy Principal

- ii) COR/47/21 – Data Protection and Whistleblowing

The CS reported that the Data Protection Officer (DPO) had indicated that it was not usual to reference whistleblowing within the Data Protection Policy although it was suggested that that Data Protection may be referenced within the Whistleblowing Policy and that this aspect would be considered at the next appropriate review point.

Action: Corporation Secretary

- iii) COR/50/21 – Any Other Business (Governor Visits to Campuses)

The CS reported that the visits to the campuses had taken place and that the members attending had found the visits beneficial. Members who had not been able attend and who would like to visit any of the campuses were invited to contact the CS.

Action: Members/Corporation Secretary

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

Minute No.**COR/56/21****Data Protection Progress Report**

The DPO referred members to the previously circulated Data Protection Progress Report to July 2021. There was confirmation that the report would normally have been presented to and considered by the Audit Committee however due to unforeseen circumstances this had not been possible and the report was being presented to the Board of the Corporation on this occasion.

The DPO drew attention to the following key issues arising from the report:

- update on the merger and the associated low risk actions pre and post merger to harmonise the merged entity
- the robust plans in place to ensure that levels of training and awareness across the newly merged Group were highlighted as well as the low numbers of low-level data breaches
- the extension of the data protection training offer to Cheadle and Marple staff and the achievement of a consistent standard across the organisation which had enabled the area of risk to be reduced to low.

Members raised the following issue arising from the report as follows:

A member sought further clarification concerning the data protection training offer for staff and if members were required to undertake relevant training.

The DPO responded that staff as part of their induction undertook initial on-line data protection training following which, on a 2-year cycle, training was undertaken by those members of staff handling data on a day to day basis.

With respect to the training offer for members the CS stated that this aspect was periodically reviewed and had been addressed the previous year. There was recognition refresher data protection training may need to be actioned for new members of the Board of the Corporation.

Action: Corporation Secretary

There were no further issues raised by members arising from the report and it was resolved that the report be noted.

COR/57/21**Strategic Plan 2021/2024**

The Principal and CEO (PCEO) presented the updated Strategic Plan 2021/2024 (SP) following comments made by members at the last the Board of the Corporation meeting.

There was confirmation that the draft SP continued to focus upon “One College, Local Delivery” encompassing all parts of the newly enlarged Group and aimed at ensuring the Group was responsive to local and regional priorities whilst recognising the differences in the offer at each of its campuses.

It was noted that a significant amount of work had been directed to the draft SP within which the core purpose “Unlocking Potential, Fostering Success” had

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been retained; the vision and mission made clearer and simplified and aligned to the “dual mandate” of being an *Inclusive* college and a *Careers college*; and the values fine-tuned post the workshop and consultation with staff.

The PCEO also provided an overview of the changes that had been made since the redrafting of the SP together with confirmation of the 4 strategic priorities and the 4 strategic enablers.

There was confirmation that the updated SP contained a series of proposed objectives against the draft Strategic Priorities and Strategic Enablers and further that these objectives would contain a proposed impact/outcome measure for 2024.

The PCEO further stated that once the SP 2021-2024 had been agreed an Annual Operating Plan for 2021-2022 would be developed for consideration. It was added that aspects members may wish to further consider would be a target for absolute headline measures aligned to Ofsted outcomes; the Financial Health of the Group; and a new measure that the Government was currently consulting upon i.e. what success for the Group would look like in terms of the three measures.

Members raised a number of issues arising from the report as follows:

- A member applauded the excellent plan and the work of the PCEO and colleagues in developing the SP and asked what success looked like and why, as an independent organisation, the Group had to use government mandated measures particularly with regard to learner numbers.

The PCEO commented that the key issue in the context of the Group setting was did the Board of the Corporation want to set a growth target with its consequential impact on revenue and a balanced financial health score.

- A further question was asked with respect to Strategic Priority 3 (Driving business recovery) and transformational relationships with employers and what this meant.

The PCEO advised that the key link in this respect was the Group’s Employer Responsiveness Strategy, approved 12 months ago, which would be the driver of this aspect as follows:

- gaining of a greater understanding of the needs of employers;
- being an integral part of recovery from the pandemic;
- to continue the Group’s involvement in the Skills for Growth Project; and
- transformational conversations with employers which would be driven by an understanding of need (high quality training outcomes, internal system to support engagement and understanding how to market to employers).

The PCEO undertook to forward a copy of the Employer Responsive Strategy to LT-C.

Minute No.**Action: Principal and CEO**

- A member sought clarification with respect to the data presented in relation to Education Health Care Plans (EHCPs).

The PCEO undertook to review the information and ensure clear articulation of information relating to TTCG pre and post the merger with CAMSFC.

Action: Principal and CEO

- A member requested that the table in respect of Strategic Priority 1 (Providing high quality, responsive education and training) be extended to include support for students.

Action: Principal and CEO

- A member commented that the document represented the culmination of a tremendous amount of work which had been really well executed.

In discussion there was confirmation that the Operational Plan for 2021-2022 and the SP 2021-2024 would be available for consideration early in the autumn term 2021.

Action: Principal and CEO

There were no further questions from members and following due discussion and consideration it was resolved that the draft Strategic Plan 2021-2024 be approved subject to the revisions as outlined above.

Action: Principal and CEO**COR/58/21****Group Key Performance Indicator Targets 2021/2024**

The PCEO referred members to the previously circulated proposed Key Performance Indicator (KPIs) targets for 2021-2024. There was confirmation that the proposed set of KPIs over the next three years would be monitored by the Board of the Corporation and by Executive Leadership Team (ELT) to measure the effectiveness and performance of the institution and to ensure that rapid action could be taken in any key areas of risk.

There was confirmation that the impetus underpinning the KPIs was to ensure a focus upon the key aspects and critical success factors for the Group.

The following aspects of the KPIs were outlined:

- that they had been grouped in to 5 areas – Curriculum; Quality; People; Finance; and Estates
- the Financial Year (FY) 2021 was the base year and the targets had been stretched through to FY2024 to ensure alignment with the Strategic Plan for 2021-2024

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- the targets were referenced to the most appropriate Strategic Priority or Strategic Enabler in the Strategic Plan
- the inclusion of the Grant Agreement within a KPI was consistent with it being a critical part of the post-merger agreement.

Questions and comments were invited from members.

- A member commented that the Strategic Plan was an excellent document derived from an inclusive process. The member highlighted Strategic Priority 1 (Providing high quality, responsive education and training), within which there was an emphasis upon the Group being a career college and an indicator of a positive destination of 96%. It was asked whether this aspect should be included within the KPIs.

The PCEO welcomed the comment adding that central to the work of the Group was progressing people into jobs and was in agreement with the inclusion of a positive destination within the KPIs.

Action: Principal and CEO

- A member made an observation with respect to the “People” indicator highlighting the tracking of the employee experience and their mental well-being and asked whether each or either could assist in measuring the health of employees.
- Aligned to this observation another member added to this point stating that employer experience, current and new, needed to reflect what the employee added as well as the employer contribution and further that the right measure would reflect this engagement.

The Vice Principal Corporate Services and Planning (VPCSP) responded that currently the Group would struggle to set a corresponding target however moving forward this would be addressed within the People’s Plan. There was assurance that this aspect would be picked up but that articulation had not yet been determined. It was added that the People’s Plan aimed to include all these aspects alongside well-being.

Action: Vice Principal Corporate Services and Planning

- The comment was made by a member that if anything there should be less KPIs but that they were unsure what would be taken out. The member highlighted outside/external perceptions and measurement of satisfaction or how collaboration with the Group was viewed.

The PCEO referenced the employer and apprenticeship satisfaction measures which were currently monitored as part of the Quality Improvement Plan and further added that as a Career College the measurement in terms of destinations contributed to meeting the needs of the employer. The PCEO undertook to reflect further on this comment.

Action: Principal and CEO

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- A comment was made by a member in relation to the Financial Health Grade being recorded as inadequate in the base year of FY21.

The PCEO responded that this classification was consistent with the basis of the merger. The Turnaround Director (TD) added that the grade was aligned to the EBITDA and included the cost of the grant. It was confirmed that this was a technical issue and consistent with Education and Skills Funding Agency (ESFA) requirements. It was suggested that a note could be included within the document explaining the position.

Action: Chief Finance Officer

The Interim Chief Finance Officer (ICFO) added that the EBITDA and Adjusted Current Ratio were two of the three parts that made up the Financial Health Score.

There was agreement that as the measures were separated out in the Grant Agreement that they remain as individual KPIs.

- A comment was made by a member with respect to the move, in some sectors, from KPIs to Objectives and Key Results (OKRs).

There were no further questions from members and following due discussion and consideration it was resolved that the proposed Key Performance Indicator Targets 2021-2024, incorporating the above amendments, be approved and implemented.

Action: Chief Finance Officer**COR/59/21****Turnaround Director's Report**

The Turnaround Director (TD) reminded members that the role of the TD was to support the Group in successfully executing all aspects of the merger financial implementation plan and commitment to ensuring governance of key funding conditions relating to the delivery of the financial plan.

The TD presented an overview of the report and highlighted the following in terms of the latest financial plans compared to the business case:

- latest financial plans compared to business case including merger efficiencies relating to pay, non pay and interest efficiencies
- grant claim update including pre-merger costs, exceptional funding restructuring grant and grant overage (cash sweep)
- financial implementation plan update including the following specific milestones – CAMSFC asset and valuation, value added tax and CAMSFC financial statements
- stakeholder engagement update.

The TD stated that her responsibilities included support to the PCEO in key funder meetings and engagement with key financial stakeholders. It was further reported that a meeting with Barclays Bank was scheduled to take place on 8 September 2021. Members were reminded that should redevelopment

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of the estate at CAMSFC be approved then the approval of the Bank would be required for any business case.

In conclusion the TD reported that good progress had been made in a number of areas adding that the financial forecast for 2020-2021 was better than the business case and further that the draft budget for 2021-2022 was also slightly better than the business case. It was stated that further work was required on the latest cash forecast and the implications that this may have on a potential cash sweep. There was confirmation that this would also be considered alongside the Estates Strategy for the Cheadle and Marple sites.

The Chairperson commented on the position in respect of post merger pay costs which were higher than projected. Members noted that this had been in part due to a misalignment between job descriptions and roles performed at CAMSFC. It was further noted that another staff review was scheduled to take place in 12 months' time.

There were no questions from members and after due consideration it was resolved that the report be received and noted.

COR/60/21**Merger Progress Report – July 2021**

Members were referred to the previously circulated Merger Progress Report to July 2021 which had been prepared in conjunction with the Project Manager.

The following was highlighted:

- that post the completion of the merger, progress against plan had been monitored by a Steering Group and strand meetings had also continued to take place
- financially the position was positive and an Estates Strategy continued to be progressed
- that the biggest focus was upon staffing and cultural integration across the Group.

Members noted the appended Post Merger Transition Plan and Risk Register.

There were no questions from members arising from the report and following due consideration the Merger Progress Report to July 2021 was received and noted.

COR/61/21**Governor Links and Learning Walks**

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

- Finance
- Quality of Education (2 visits)
- Maths and English
- Stockport Campus (2 visits)

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- Altrincham Campus
- Stretford Campus
- Cheadle Campus
- Marple Campus
- Apprenticeships
- FE Student Engagement
- HE Student Engagement
- Students' Personal Development.

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

There were no questions and after due consideration it was resolved that the reports arising from link visits and learning walks be received and noted.

COR/62/21**Review of Governance Documentation**

The Corporation Secretary (CS) reminded members that a significant proportion of governance related documentation had been recently been reviewed as part of the merger process and that the documentation presented for consideration related to only that which currently needed updating.

- **Terms of Reference of the Audit Committee**

The CS reported that the ESFA had recently published the Post 16 Audit Code of Practice (ACP) following which the Audit Committee at its meeting on 28 June 2021 had considered the associated implications and impact upon the Group's governance and audit arrangements.

Members were referred to the updated terms of reference and accompanying summary of changes as considered by the Audit Committee and recommended to the Board of the Corporation for approval. It was confirmed that the amended requirements applied to all financial periods commencing on or after 1 August 2020 and the funding year 2020-2021.

- **Standing Orders 2021-2023**

With respect to the updated Standing Orders it was confirmed that only one substantial change had been made relating to the proposed arrangements for sabbatical leave of Board members and additional clarity with respect to the holding of virtual meetings.

- **Code of Conduct**

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The CS reported that he was currently awaiting new guidance from Eversheds and he was proposing that a review of the Code of Conduct be deferred pending its receipt.

Action: Corporation Secretary

There were no questions from members and following due consideration it was resolved that the updates made to both the Terms of Reference of the Audit Committee and Standings Orders be approved and implemented.

Action: Corporation Secretary**COR/63/21****Future Management of Board and Committee Meetings**

The Chairperson reported that future meeting arrangements had been considered during his Individual Non-Executive annual meetings of which 17 had taken place. It was confirmed that a number of options had been explored including on site meetings, the continuation of remote meetings as well as blended meetings.

It was stated that the future meeting arrangements would be guided by science and also by any restrictions in place at the college. The Chairperson stated that in the interim it was proposed that the requirements for effective blended meetings would be explored further and that members would be updated as to arrangements going forward.

Action: Corporation Secretary

There were no questions from members and it was resolved that the position in respect of future meeting arrangements be received and noted.

COR/64/21**Schedule of Meetings and Business Items Timetable 2021/2022**

The CS referred members to the previously circulated schedule of meetings and business items timetable for 2021-2022 which included a summary of the variations from the previous year's schedule.

There were no questions from members and following due consideration it was resolved that the proposed schedule of meetings and business items timetable for 2021-2022 be approved and implemented.

Action: Corporation Secretary**COR/65/21****Election and Appointment Process for Student Governors 2021/2022**

The CS reminded members that at the last meeting of the Board of the Corporation a change in approach to the appointment process for the recruitment of two new Student Governors and two new Deputy Student Governors had been agreed.

Governors were referred to the previously circulated information and overview of the proposed process and timeline for 2021-2022. There was confirmation

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of input from the Chairperson of the FE Curriculum and Quality Committee as well as the Student Engagement and Learner Voice Lead.

A comment was made by a member that there was a need to seek to ensure that student governors came from different sites. The CS respond that each student had one vote and that the votes arising would apportion the two student governor appointments. The CS added however that the unelected deputy positions would present an opportunity to deliver representation from across the sites. Assurance was provided that within the context of the outcome of the election action would be taken to ensure as far as possible representation from across the campuses.

Action: Corporation Secretary

There was agreement that the process be endorsed and that moving forward fine tuning would take place based on the experience of the current year.

There were no further questions from members and following due consideration it was resolved that the election and appointment process for Student Governors in 2021-2022 be approved and implemented.

Action: Corporation Secretary**COR/66/21****End of Sabbaticals for Board of the Corporation Members**

The Chairperson reported that JBE had recently returned following a sabbatical and that Ian Ruff who, following a longer sabbatical period, and due to his ongoing role with the Greater Manchester Colleges Group, had taken the decision to stand down as a member of the Board of the Corporation.

There were no questions from members and it was resolved that the updated position in respect of the sabbaticals of members of the Board of the Corporation be noted.

COR/67/21**FE Quality Improvement Plan Update July 2021**

The Deputy Principal (DP) referred members to the previously circulated Quality Improvement Plan (QIP) 2020-2021 and July 2021 update. Members were reminded that for the 2020-2021 academic year the QIPs had been retained separately for TTCG and CAMSFC. Moving forward into the new academic year it was noted the QIP would comprise a single document and also encompass both FE and HE.

The Deputy Principal referred to the summary of key themes and highlighted the following:

- that despite the issues associated with attendance retention had held strong across most areas reflective of the excellent support offer provided by staff to students
- the improvements achieved in apprenticeship provision which had been sustained throughout the year with the positive position being a credit to the team

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- at Cheadle and Marple retention had decreased for Level 3 provision however reporting related to term 2 of the second year of a 2-year programme and when viewed across the full 2-year period a more positive position was presented
- a significant amount of intelligence and knowledge had been gained in respect of the awarding position
- positive steps arising from the merger means that good examples of collaboration across the Group was now being seen particularly in relation to the development of strategies and the sharing of good practice including intensive inclusion and the support provided to vulnerable learners.

Questions from members were invited:

A member recognised the level of progress achieved and applauded the support and outcomes for vulnerable learners. Surprise was expressed at the drop in retention although it was recognised an explanation had been provided. The member further indicated that the reporting of the KPIs alongside the QIP would be a normal form of presentation.

The Deputy Principal responded that reporting across both the QIP and KPIs would be delivered early in the new academic year at the FE Curriculum and Quality Committee.

Action: Deputy Principal

There were no questions raised by members and following due consideration it was resolved that the July 2021 update in respect of the FE QIP be received and noted.

COR/68/21**HE Quality Improvement Plan Update July 2021**

The Deputy Principal referred members to the previously circulated July 2021 update pertaining to the Higher Education (HE) Quality Improvement Plan (QIP) 2020-2021.

The Deputy Principal highlighted the following themes:

- the good predictive data emerging which indicated a potential 5% increase when compared to the previous year
- the positive feedback from internal surveys
- confirmation that the national surveys had recently been received the results of which would be considered next term however it was indicated that overall student satisfaction had decreased
- the high priority being placed next year on the development of a HE strategy going forward which would encompass curriculum development; Higher Technical qualifications (a government priority); and management changes in leadership of the provision
- the overall positive position presented at the end of the academic year.

There were no questions raised by members arising from the update and it was resolved that the progress report for Higher Education Improvement Plan 2020-2021 be received and noted.

Minute No.**COR/69/21****Predicted Achievement**

The Deputy Principal (DP) made a presentation in respect of predicted achievement for the 2020-2021 academic year and reiterated that the reporting was predicted and had yet to be formally verified.

With respect to A Levels and GCSEs achievement it was confirmed that teacher assessed grades (TAGs) largely prevailed, which was a robust and rigorous process underpinned by internal verification processes.

The DP took members through information in respect of provision and identifying the following:

- worst and best-case outcomes;
- national rates (last published for 2018-2019);
- 2019-2020 outcomes;
- the difference between 2019-2020 outcomes and the best case; and
- the difference between 2019-2020 national rates and the best case outcomes.

With respect to English and Maths it was reported that the predicted outcomes were largely in line with that of the previous year. The DP added that a healthy position was presented when compared to national rates.

The DP highlighted areas where excellent progress had been made:

- A Levels with an approaching 17% improvement across the whole Group and a healthy position in respect of A*
- Health Care and Early Years, a predicted increase of 4% (assessed via TAGs)
- Hospitality, a predicted increase of 4% (no TAGs)
- Hairdressing, a predicted improvement of nearly 8% (no TAGs)
- Beauty, a predicted increase by 2% (no TAGs).

With respect to areas of risk for 2020-2021 the following was reported:

- Construction, whilst a better performance than the previous year continued to present challenges with the practical elements being impacted upon by lockdown and a large number of learners still working toward their qualifications
- Foundation Learning had been impacted upon by the nature of their learners with a significant number experiencing extreme mental health and health issues
- Engineering, a very disappointing position with achievement being impacted upon by the issue of retention of continuing students on some programmes
- Art and Design, although presenting a significant improvement over the previous year positively impacted upon by the CDAR (Curriculum Development Area Review) process.

A number of members expressed their recognition and support for the progress that had been made to date.

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There were no questions raised by members arising from the presentation and the position in respect of predicted achievement for 2020-2021 was noted.

COR/70/21**Minutes of the HE Curriculum and Quality Committee 9 July 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.

COR/71/21**Matters Arising from the Minutes**

The Chairperson of the Committee confirmed that consideration had been given to ten policies/procedures for which approval from the Board of the Corporation was sought.

The Chairperson confirmed that the Committee had given extensive consideration to the ten policies and procedures and commended them to the Board of the Corporation for approval (HEC&Q/19/21). Members were directed to the policies and procedures as circulated with the additional information.

There were no issues raised by members and following due consideration it was resolved that the policies and procedures as listed below be approved.

- Admissions Policy and Procedure
- Student Complaints Policy
- Mitigating Circumstances
- Appeals Policy and Procedure
- Fitness to Study Policy
- Accreditation of Prior Learning Policy and Procedure
- Academic Misconduct Policy
- Higher National Qualification Assessment Regulations
- Terms and Conditions of Enrolment
- Student Transfer Policy.

There were no further matters arising from the minutes.

COR/72/21**Minutes of the Equality and Diversity Committee Meeting held on 16 June 2021**

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

COR/73/21**Matters Arising from the Minutes**

There were no matters arising from the minutes.

COR/74/21**Minutes of the FE Curriculum and Quality Committee held on 16 July 2021**

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The minutes of the meeting were received and the Chairperson provided a brief overview of the business items considered by the Committee. The Chairperson stated that the minutes illustrated the significant amount of work taking place across the Group and further demonstrated impact of the CDARs and the new Student Success Framework.

COR/75/21**Matters Arising from the Minutes**

The Chairperson reported that the Committee had given consideration to the Quality Assurance Policy 2021/2022 (FEC&Q/33/21) and Review of Student Behaviour Policy (FEC&Q/35/21), as circulated in the supporting documentation, and that approval of the two policies was commended to the Board.

There were no questions from members and following due consideration it was resolved that the Quality Assurance Policy 2021/2022 and Review of Student Behaviour Policy be approved.

COR/76/21**Minutes of the Safeguarding Committee held on 27 May 2021**

The minutes of the meeting were received and noted and the Chairperson presented a brief overview of the items considered by the Committee referencing the activities of the team and the support being provided to students.

COR/77/21**Matters Arising from the Minutes**

There were no matters arising from the minutes.

COR/78/21**ESFA Financial Assessment Letter and Data Dashboard 2020/2021**

The Chairperson reminded members that receipt of the ESFA Financial Assessment Letter and Data Dashboard 2020/2021 had been reported at the last meeting of the Board of the Corporation.

The ICFO highlighted the dashboard of financial data provided by the ESFA in respect of:

- the financial health scores for FY2016 to FY2021
- future financial forecasting and financial health
- reliance on income streams
- solvency
- profitability
- borrowing.

There were no issues raised by members and following due consideration it was resolved that the ESFA College Finance Assessment Letter and College Dashboard July 2021 be received and noted.

COR/79/21**Management Accounts for the 9 Months Ending 31 May 2021**

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The ICFO referred members to the previously circulated report and information in respect of financial monitoring and forecast report as at 31 May 2021. There was confirmation that the report reflected the financial position to 31 May 2021 and encompassed ten months of “legacy” TTCG activity plus one month (May 2021) in respect of CAMSFC activity in terms of income and expenditure and cashflow. It was further confirmed that the balance sheet presented was a combined balance sheet as at 31 May 2021.

The ICFO reported that the Group remained on track to attain the projected outcome position with performance currently being better than mid case and closer to best case.

The following aspects were highlighted:

- the continued uncertainty around the full impact of Covid-19
- the year-to-date position against KPIs as at 31 May 2021 of ESFA Financial Health of good (against a target of requires improvement/good); pay to income ratio of 62% (against a target of less than 65%); and cash balance of £17,247k (against a target of more than £3m).

The ICFO indicated that the cash balance currently exceeded the financial target due in part to favourable funding receipts and the profiling of payments in relation to the Stockport redevelopment project.

The ICFO stated that the Further Education Commissioner had recently issued guidance on best practice for Management Accounts adding that the current reporting offer would be reviewed with a view to ensuring all aspects of the best practice guidance was being met.

Action: Chief Finance Officer

There were no questions from members and following due consideration it was resolved that the Management Accounts for the 9 months ending 31 May 2021 be approved.

COR/80/21**Draft Budget and Financial Forecast 2021/2022**

Members were referred to the previously circulated covering report and information in respect of the draft budget proposal for the financial year 2021/2022.

The Chairperson of the Resources Committee confirmed that the Committee had extensively reviewed the proposed budget for 2021/2022 at its meeting held on 23 June 2021 and commended it to the Board of the Corporation for approval.

There were no questions from members and following due consideration it was resolved that the Draft Budget and Financial Forecast for 2021/2022 be approved and implemented.

Action: Chief Finance Officer

Minute No.**COR/81/21****Financial Regulations 2021/2022**

The ICFO referred members to the previously circulated draft Financial Regulations for 2021/2022.

The ICFO confirmed that the Financial Regulations formed a core part of the Group's overall system of financial control and accountability and the recommended updates arose from an in-depth review.

The following updates were highlighted:

- the revision of the section on the Funding Audit
- a substantial development of the section on Treasury Management providing greater detail on approach, control and approval, consistent with recommendations arising from a recent internal audit report
- the Student Fees Policy and its approval by the Board of the Corporation
- changes to job titles and housekeeping as appropriate
- updates to KPI reporting in the management accounts
- revisions to references to EU procurement requirements to UK national government procurement requirements.

Questions from members were invited.

A question was asked with respect to risk appetite (section 6.5) and at what point a review of the Group's risk appetite would next be undertaken.

The CS responded that a review of the Group's Board Assurance Framework and Risk Management Policy was scheduled to take place by the Board of the Corporation in October 2021, after initial consideration by the Audit Committee, which would include a review of risk appetite. It was noted that the Policy would normally have been considered in the summer term however it had been deferred to the autumn term pending finalisation of the Group's Strategic Plan 2021/2024.

Action: Audit Committee/Board of the Corporation.

There were no further questions from members and following due consideration it was resolved that the Financial Regulations 2021/2022 be approved and implemented.

Action: Chief Finance Officer

COR/82/21**Board Assurance and Risk Management 2020/2021 Update**

The ICFO referred members to the previously circulated report and Board Risk Assurance Framework and Risk Register.

There was confirmation that the Risk Assurance Framework was reviewed at each meeting of the Audit Committee arising from which escalating risks were reported to the Board of the Corporation accordingly.

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The ICFO confirmed that only minor changes and revisions had been made during the summer term. It was reported that the overall Risk Assurance Framework indicates that there is one risk where the score has been reduced (Risk 15 – Failure to manage the post-merger impact and integration of CAMSFC into TTCG) consistent with the merger having taken place and the post-merger shift to integration, re-organisation and future success.

With respect to the CAMSFC risk management framework, which was to be integrated into the merged TTCG risk reporting framework from the start of the new academic year, it was reported a number of risks had been closed to reflect the completion of the merger and the ongoing management around aspects such as Covid-19.

There were no questions from members and following due consideration it was resolved that the updated Board Assurance and Risk Management 2020/2021 update be noted.

COR/83/21**Combined Financial Forecasting Return 2021/2023**

The ICFO referenced members to the previously circulated report in relation to the submission of the Group's College Financial Forecasting Return (CFFR) on 31 July 2021. There was confirmation that delegated authority was being sought for the PCEO to approve and sign the submission at the end of the following week.

Clarity was provided that the requirement for the CFFR had been introduced by the ESFA within the College Financial Planning Handbook for 2021.

There was confirmation that the CFFR reporting requirement required the submission of information in relation to the following financial years:

- FY2021 – the actual results to (at least) April 2021, plus the forecast for the period May to July 2021 or the balance of the financial year
- FY2022 – the budget approved by the Board of the Corporation
- FY2023 – the financial business plan approved by the Board of the Corporation.

Attention was drawn to the accompanying paper and the recent work undertaken in relation to the FY2023 which had been updated taking into account the FY2021 in-year performance and the FY2022 budgeted performance, both of which were significantly ahead of the original business plan. It was noted that the forecast outturn now stood at £536k for FY2022 and £465k for FY2023.

Questions from members were invited.

A member sought clarification concerning the use of the data that the ESFA made of the data.

The ICFO responded that all colleges were required to complete the CFFR and it was essentially a data gathering exercise on the part of the ESFA. The

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Turnaround Director added that the information submitted may also be compared against the Group's merger business case.

The PCEO highlighted the decrease in projected income for 2022/2023 and the prudent approach being taken. It was indicated that current income may be currently inflated and there also continued to be a number of unknowns around aspects such as pensions.

There were no further questions from members and following due consideration and deliberation it was resolved that it be approved and that the Principal and CEO receive delegated authority from the Board of the Corporation to sign and submit the Combined Financial Forecasting Return 2021/2023 by 31 July 2021.

Action: Principal and CEO

COR/84/21**Minutes of the Resources Committee Meeting held on 23 June 2021**

The Chairperson of the Committee referred members to the previously circulated minutes and presented an overview of key themes addressed at the meeting.

COR/85/21**Matters Arising from the Minutes**

- i) RES/26/21 – Supply Chain and Fees Charging Policy 2021/2022

The Chairperson reported that consideration had been given to the Supply Chain and Fees Charging Policy for 2021/2022 which was largely unchanged from the previous year and commended it to the Board of the Corporation for approval.

There were no questions from members and following due consideration it was resolved that the Supply Chain and Fees Charging Policy 2021/2022 be approved and implemented.

Action: Chief Finance Officer

There were no further matters arising from the minutes.

COR/86/21**Minutes of the Audit Committee held on 28 June 2021**

The Chairperson of the Committee referred members to the previously circulated minutes and also highlighted the additional reports provided in the supplementary pack of papers. A brief overview of the items considered by the Committee was presented and duly noted.

COR/87/21**Matters Arising from the Minutes**

The Chairperson drew the Board of the Corporation's attention to the following issues:

- i) AUD/15/21 – Closure of Accounts - Cheadle and Marple Sixth Form College up to 3 May 2021

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The Chairperson of the Committee reported that the Committee had been appraised of the up-to-date position and process that would be undertaken regarding the closure of the accounts.

The PCEO commented that the process for the closure of the accounts would be considered by the Audit Committee going forward as it may be more effective to sign off the accounts later in the year.

Action: Audit Committee

ii) AUD/17/21 - Internal Audit – Visit 2 2020/2021

- AEB Learner Records – Covid 19 Completers

It was confirmed that the report was advisory and no opinion was attached to the report. The Chairperson of the Committee further confirmed that there had been no double counting of the Individual Learner Record

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

- Project Management Capital Projects

The Chairperson reported that several areas had been evidenced as good practice from the review and that only one recommendation of medium significance and one of low significance had been identified and agreed with the Group's management.

The Board of the Corporation unanimously approved the Audit Committee recommendation that the report be approved.

- Marketing and Communication

The Chairperson reported that some of areas of good practice had been identified and that 5 recommendations of medium significance and 2 of low significance had been agreed with the Group's management.

The Chairperson further reported that discussion had taken place in relation to student input to the audit review and that a meeting had been arranged between the Link Governor (Marketing) and the Director of Marketing to explore the issues further.

The Board of the Corporation unanimously approved the Audit Committee recommendation that the report be approved.

iii) AUD/18/21 - Draft Internal Audit Plan 2021/2022

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The Chairperson of the Committee indicated that the Plan had been the subject of extensive discussion that had resulted in the upgrading of the content to include Mental Health and Wellbeing as part of the planned Safeguarding work plus additional days to be allocated to implications associated with the Strategic Plan 2021/2024 and Strategic Review.

It was confirmed that 80 days of internal audit work had been subsequently agreed consistent with the increased size of the Group.

The ICFO added that consideration may also be required with respect to the commissioning of more specialist input to audit work in areas such as cyber security and network penetration.

It was further confirmed that members of the Executive Leadership Team and the newly appointed CFO had been involved in the scoping of the work and a member of the Team would be in attendance at all final audit meetings.

The Board of the Corporation unanimously approved the Audit Committee recommendation that the Draft Internal Audit Plan 2021/2022 be approved.

iv) AUD/19/21 - Draft External Audit Plan ending 31 July 2021

The Chairperson of the Committee confirmed that further to substantial changes associated with the withdrawal of the ESFA letter (which had confirmed funding in their annual letter) moving forward there was a requirement for the commissioning of additional External Audit days from Grant Thornton to undertake work to provide the equivalent assurances.

It was confirmed that the exact costs were yet to be finalised but that they were likely to be in the region of an additional £2/3k.

The PCEO indicated that there had been consternation across the sector following the decision of the ESFA to combine funding audits and management accounts.

The Board of the Corporation unanimously approved the Audit Committee recommendation that the Draft External Audit Plan ending 31 July 2021 be approved, recognising that there may be further minor revisions associated with the additional work commissioned.

v) AUD/22/21 - Anti-Fraud, Theft, Bribery and Corruption Policy 2021/2023

The Board of the Corporation unanimously approved the Audit Committee's recommendation that the Anti-Fraud, Theft, Bribery and Corruption Policy 2021/2023 be approved and implemented.

Action: Chief Finance Officer

vi) AUD/25/21 - New Audit Code of Practice

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Members were referred to the considerations of the Board of the Corporation undertaken earlier in the meeting.

There were no further issues raised by members arising from the minutes.

COR/88/21**Minutes of the Health and Safety Committee Meeting held on 11 June 2021**

The VPCSP referred members to the previously circulated minutes stating that this had been the first post-merger meeting of the Health and Safety Committee and moving forward the remit of the Committee now included five sites. It was further reported that a new Health and Safety Advisor had been appointed.

The VPCSP highlighted the discussions that had taken place with respect to ISO 45001/14001 a global standard for Occupational Health and Safety Management System that provides a practical solution to improving the safety and health of both employees and other personnel. It was stated that there was a commitment to working towards its achievement across all campuses (currently achieved at Altrincham and Stretford).

The VPCSP further extended upon the lockdown procedures which had recently been reviewed as part of the Group's wider Continuity Plan. There was confirmation that lockdown scenario exercises were to be undertaken at all 5 campuses.

There were no questions from members and it was resolved that the minutes be received and noted.

COR/89/21**Matters Arising from the Minutes**

There were no matters arising.

COR/90/21**Anti-Slavery and Human Trafficking Statement 2021/2022**

The VPCSP, in the absence of the Director of HR and Performance, referred members to the previously circulated Anti-Slavery and Human Trafficking Statement 2021/2022. There was confirmation that the Group had a legal responsibility to publish the statement.

The VPCSP confirmed that the statement had been extended to include Cheadle and Marple. It was further indicated that there were two main routes for application, the procurement chain and via recruitment inclusive of agency appointments. The VPCSP advised that further due diligence work was required in order to demonstrate the audit trail more clearly.

Action: Vice Principal Corporate Services and Planning

Following a question from a member in relation to protocols the VPCSP provided assurance that clear processes were in place and were underpinned

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by key policies. It was noted that the policy was consistent with the Corporate Social Responsibility as referenced in the Strategic Plan 2021/2024.

There were no questions from members and after due consideration it was resolved that the Anti-Slavery and Human Trafficking Statement 2021/2022 be approved and implemented.

Action: Vice Principal Corporate Services and Planning

COR/91/21**Local Government Pension Scheme Employer Discretionary Statement of Policy 2021/2023**

The VPCSP referred members to the Local Government Pension Scheme Employer Discretionary Statement of Policy 2021/2023, as previously circulated.

There was confirmation the Scheme requires all employers to publish and keep under review a written policy statement on how they would apply their discretionary powers in relation to certain provisions of the scheme.

The VPCSP confirmed there were no proposed changes and added that the discretionary powers would only be applied in exceptional circumstances.

There were no questions from members and following due consideration the Local Government Pension Scheme Employer Discretionary Statement of Policy 2021/2023 be approved and implemented.

Action: Vice Principal Corporate Services and Planning

COR/92/21**Proposed Partner Subcontracting Activities 2021/2022**

The DP referred members to the previously circulated report and information in respect of proposed partner subcontracting activities 2021/2022. Members were reminded of the issues around reputation, finance and quality within subcontracting relationships and where students belonged to the Group regardless of the point and source of delivery.

There was confirmation that the Group was proposing to continue the following subcontracting arrangements:

- Carrington Riding School
- Debut Arts Dance School
- Flixton Girls' School
- Interactive Business Limited
- Code Nation
- City in the Community.

With respect to the City in the Community partnership it was reported that the contract value had not changed but that the contribution was higher. It was

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also stated that it was considered that there was some financial risk to the model and that it was to be revisited later in the year.

Action: Deputy Principal

The DP also outlined two new proposed subcontracting arrangements as follows:

- Stockport County Football Club
- ABC Cycling Limited.

There was confirmation that both of the proposed new contractors were local and complemented the current provision and/or aspirations of the Group.

Clarity was provided that there was a requirement to inform the ESFA and seek approval for any new subcontracting arrangements that the Group proposed entering into.

Questions from members were invited.

A question was asked with respect to the reporting that took place on the performance of each of the subcontractors.

The CS confirmed that reporting took place at each meeting of the Resources Committee and further that quality assurance arrangements were considered by the Audit Committee through the internal audit process as appropriate.

The PCEO added that to ensure curriculum and quality oversight, including achievement rates and contribution, reporting would be extended accordingly.

Action: Deputy Principal

There were no further questions from members and following due consideration it was resolved that the continuation of subcontracting arrangements for 2021/22 with Carrington Riding School; Debut Arts Dance School; Flixton Girls' School; Interactive Business Limited; Code Nation; and City in the Community be approved and implemented

Action: Deputy Principal

It was further resolved, that subject to approval from the ESFA, the proposed new subcontracting arrangements for 2021/2022 with Stockport County Football Club and ABC Cycling Limited be approved.

COR/93/21**Any Other Business**

The ICFO highlighted that the Board of the Corporation would also be required to submit a CFFR in relation to CAMSFC for the 9 months to 30 April 2021.

Members were in agreement that authority be delegated to the PCEO to sign and submit the return accordingly.

Minute No.**Action: Principal and CEO**

The Chairperson recorded his thanks to members, the senior team and Corporation Secretary and Deputy Corporation Secretary for their work and commitment during a very hard and challenging year.

The Chairperson further recorded the thanks of the Board of the Corporation to the Student Governor and Deputy Student Governors, Esha Mumtaz and Michael Jarkowski respectively, adding that they had undoubtedly been the best student governors and had served tirelessly over the last two years. Their valuable and insightful contributions to both meetings of the Board of the Corporation and its supporting Committees were highlighted.

The Chairperson went on to highlight some of the significant contributions made by the student members both to the Board of the Corporation and the wider Group:

- Esha had been Student Governor 2019/2020; Student Governor 2020/21; Equalities Deputy Leader at Stockport; volunteered at Trafford General Hospital during the pandemic; wrote a peer support piece for young people during Ramadan during the pandemic; made presentations in front of the Children and Families Scrutiny Committee at Stockport Council; was the Association of Colleges – Student of the Year 2021; a regular contributor to the Student Newsletter for TTCG; delivered tutorial session to 170 TTCG students on the importance of registering to vote and using your vote; and attended the Equalities Council each Friday at 4pm.
- Michael was a former MYP (UK Youth Parliament) for Trafford; the Leader of the Altrincham Equalities Council; founder and editor of the TTCG Student Newsletter – as a direct response to supporting peer groups during the pandemic; presented at the Children and Families Scrutiny Committee at Trafford Council; delivered tutorial session to 170 TTCG students on the importance of registering and using your vote; presented to Trafford councillors on mental health and the impact of the pandemic on young people; requested that TTCG hold a Mayoral Hustings; and was showed commitment to the Equalities Council where he has been present each Friday at 4pm to take the lead on future actions.

The Chairperson, on behalf of the Board of the Corporation, wished Esha and Michael the very best for the future.

Esha responded with her thanks to the Chairperson and the Board of the Corporation and referenced the immense support she had received whilst studying at college and the contribution this had made to shaping her.

There were no further items of business.

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It was noted that the next meeting of the Board of the Corporation would be held at 5.30pm on Wednesday 20 October 2021.

Action: Corporation Secretary

The meeting closed at 8.09pm.

The Data Protection Officer left the meeting at 5.42pm following consideration of agenda item 2(a).

The Turnaround Director left the meeting at 6.21pm after agenda item 3 (c).