

## TRAFFORD &amp; STOCKPORT COLLEGE GROUP

**Minutes of the Meeting of the Board of the Corporation  
held on Wednesday 26 March 2025 at 10.00am in the Boardroom at the Altrincham Campus**

<b>Present:</b>	Graham Luccock	(Chairperson)
	James Scott	(Chief Executive Officer)
	Charlotte Barratt	
	Jill Bottomley	
	Olivia Bussey	
	Sarah Drake	
	Alison Hewitt	
	Heather Lang	
	*Emily McIntosh	
	Michelle McLaughlin	(Staff Governor)
	*Jonathan O'Brien	
	Lewis Ormston	
	Shaun Parker	
	Marcia Reynolds	
	Louise Richardson	
	Catherine Thomas	
<b>In Attendance:</b>	Rebecca Clare	(Corporation Secretary)
	Carmen Gonzalez-Eslava	(Group Principal)
	Henry Taylor-Toone	(Chief Finance and Operations Officer)
	Michelle Leslie	(Chief People Officer)
	Yvonne Riley	(Assistant Corporation Secretary)
	Tracey Wood	(Chief Commercial Officer)

\*attendance at the meeting via Microsoft Teams

**Minute No.****COR/01/25      Apologies for Absence**

The Corporation Secretary (CS) reported that apologies for absence had been received from Nick Wroe.

It was noted that the student governors, Aisha Shabbir and Blerta Shira were not in attendance.

The Board welcomed newly appointed members Shaun Parker and Catherine Thomas to their first Board meeting and introductions were made.

It was confirmed that the Chief Commercial Officer would be in attendance at the meeting for consideration of item 2.1 Market Intelligence and Insights Report 2024/2025.

**COR/02/25      Declarations of Interest**

There were no declarations of direct or indirect interests in any of the business items.

**Minute No.**

<b>COR/03/25</b>	<p><b>Minutes of the Board of the Corporation Meeting held on 11 December 2025</b></p> <p><b>There were no issues raised by members and it was resolved that the minutes of the meeting be approved and accepted as a correct account.</b></p>
<b>COR/04/25</b>	<p><b>Matters Arising from the Minutes</b></p> <p>The Chair referred members to the previously circulated summary and progress update concerning the actions arising from the minutes and earlier meetings of the Board of the Corporation.</p> <p>It was noted that all actions had been closed.</p> <p>There were no further issues raised by members arising from the minutes.</p>
<b>COR/05/25</b>	<p><b>Market Intelligence and Insights Report 2024/2025 Report</b></p> <p>The Chief Commercial Officer (CCO) referred members to the previously circulated report and key data in relation to trends in recruitment, enrolment, economic activity, and regional demographics to support strategic decision-making.</p> <p>It was confirmed that the Report aimed to ensure that the Group remains competitive in an evolving educational landscape by aligning its marketing, recruitment, and curriculum strategies with regional needs and growth sectors.</p> <p>The CCO gave a presentation which identified the following:</p> <ul style="list-style-type: none"> <li>- Vector learner projections</li> <li>- 16-year-old population projections</li> <li>- Market context</li> <li>- Market position per campus including strengths and challenges</li> <li>- Trafford and Stockport school engagement</li> <li>- Marketing and recruitment priorities for 2024/2025</li> </ul> <p>A detailed summary of the key issues was provided.</p> <p>Next Steps included:</p> <ul style="list-style-type: none"> <li>- Review and enhance student/ stakeholder engagement support at Marple Campus.</li> <li>- Strengthen marketing and recruitment strategies for target schools.</li> <li>- Conversion and retention initiatives.</li> <li>- Monitor and measure the impact of recruitment led campaigns.</li> <li>- Monitor recruitment trends and adjust marketing strategies accordingly.</li> </ul> <p>Questions and comments were invited from members.</p> <p>In response to a question on early leavers and conversion rates, the Group Principal (GP) highlighted the range of initiatives to support students during the enrolment process and the ongoing work in relation to conversion rates and retention. In respect of Day 42, it was confirmed that the Group compares well against the sector.</p>

**Minute No.**

A member raised a question in relation to career pathways and links with local high schools and made reference to a newsletter from a local high school and the lack of reference to FE Colleges. The Chief Executive Officer (CEO) highlighted ongoing efforts to enhance communication and engagement with schools and local authorities. Reference was made to the recent Careers Conferences held at both Trafford and Stockport and comments from a careers advisor from a local academy in relation to pupils in difficult situations that were now engaged on courses at the Group.

**Action: Chief Commercial Officer**

**It was confirmed that as part of the Group's approach; to strengthen marketing and recruitment strategies for target schools, the Group would look to include more case studies in the information that was circulated.**

The GP advised that the Vice Principal Education and Skills and the Assistant Principal Student Support, Safeguarding and Inclusion were meeting with headteachers as part of their monthly teacher meetings across two local authorities. It was noted that this was part of the Group's approach to school liaison and addressing problems that schools may have, aiming to transform and improve opportunities for young people.

There were no further questions or comments from members and following due consideration and deliberation it was unanimously resolved that the Market Intelligence and Insights Report be received and noted.

**COR/06/25****Key Performance Indicators 2024/2025 – Term 2**

The Chief Executive Officer (CEO) provided an update in relation to the Term 2 Key Performance Indicators for 2024-2025.

Members were referred to the Executive Summary and RAG rated supporting information in relation to the Term 2 position against the Group's KPIs.

The CEO reported a positive picture indicated by the number of KPIs RAG Rated Green.

The CEO drew the Board's attention to the following key issues:

- **Headline Measures:** Total learner numbers below target due to shortfalls in 16-19 and Higher Education (HE) enrolments. It was noted that adult learner numbers, which continue to recruit throughout the year, impact the current figure.

The CEO advised that the impact of the shortfall in students in 2025/2026 was likely to be more positive than initially thought. It was reported that this was due to the government agreed increase in the base rate for 16 to 19-year-olds. However, the CEO highlighted the slight issue around the cuts to adult education funding. It was indicated that the Greater Manchester Combined Authority (GMCA) would lessen the impact of the cuts on grant providers.

- **Organisational Blueprint Survey:** The CEO reported that the survey score had been static for a number of years and was based on the original Culture

**Minute No.**

survey conducted in 2021. It was confirmed that the Culture survey would be conducted again this summer to provide an updated organisational culture score. It was noted that the previous survey indicated a constructive culture despite challenges from two mergers in three years and that it was hoped that the results of the new survey would demonstrate a positive trajectory.

- **Student Attendance:** Although improved from FY24, raising standards in student attendance remains challenging. The CEO emphasised that whilst attendance was currently in line with the KPI, further work was required and stressed that the Group would continue to drive improvements.

Questions and comments were invited from members.

A member raised a question in relation to the SP5 KPI digital technology figure and asked for an update on the replacement of older PCs and laptops. It was confirmed that the performance measure had been held back due to the Cheadle Project and accommodation work at Marple in relation to the RAAC. The Chief People Officer (CPO) highlighted investment and the positive direction of progress.

There were no further questions or issues raised by members and following due consideration it was resolved that the Key Performance indicators Report 2024/2025 Term 2 be received and noted.

**COR/07/25****FE Quality Improvement Plan and Key Performance Indicators 2024-2025**

The Group Principal (GP) referred members to the previously circulated reports in respect of the Quality Improvement Plan (QIP) and associated Key Performance Indicators (KPIs) 2024-2025 update. There was confirmation that the reports had been discussed in detail at the most recent meeting of the FE Curriculum and Quality Committee and that there were no fundamental changes.

The GP stated that the QIP and accompanying summary was also an extension of the report made by the CEO under the last agenda item.

A summary and progress against the eight key objectives or Areas for Improvement (Afls) was presented.

The GP reported positive in year progress.

It was confirmed, as earlier advised, that attendance remains one of the biggest challenges and that work continues to improve attendance and narrow the gap between students' main programme and English and maths attendance.

**Apprenticeship Accountability Framework**

The GP referred members to the previously circulated presentation and overview of the Group's position in relation to the national set of Apprenticeship Accountability Framework (AAF) metrics.

The GP advised that the indicators collectively provide a comprehensive view of a provider's performance and are regularly monitored by the DfE.

**Minute No.**

It was confirmed that the Group is currently rated 'Green' for all indicators and that this is a much-improved position compared to previous years and a result of the relentless approach to improving our apprenticeship provision.

Questions and Comments were invited from members.

- A member raised a question in relation to the apprenticeship survey and follow up. The GP clarified that the survey measured within the AAF is an external survey and that as such the Group was not made aware of the specific employers involved. It was confirmed that the Group works actively with employers to address any pockets of underperformance.
- A member commented on the attendance and the importance of the new service level agreement with Stockport local authority, highlighting that sharing information would provide narrative and help to demonstrate improvements in student attendance, however small. The GP advised that that the first cohort of data would be seen in term 3 to align with the school cycle. It was confirmed that five key feeder schools had been identified, and discussions were taking place.
- A member suggested the use of IA to analyse the spreadsheet to gain insights and recommendations.
- A member raised a question in relation to Ofsted and attendance challenges and the GP advised of the evidence base and the number of initiatives to support students and drive improvements in attendance. However, it was highlighted, that whilst the Group has made significant efforts to improve attendance, and had seen some progress, there was still more work to be done.

The CEO emphasised that the gap between attendance in English and maths classes compared to the main programme and highlighted that indications show that the gap between English and maths at other colleges was smaller. The CEO stressed the importance of exploring different strategies to improve attendance through quality of teaching and learning in these subjects.

The GP reported on a pilot programme to integrate English and maths staff within subject departments. It was noted that this initiative would aim to improve attendance and engagement and that the pilot would be conducted in the Construction and Engineering departments.

- The CEO highlighted, that despite the attendance issues, the outcomes of English and maths exams were relatively better compared to other institutions.
- A member commented on a webinar and highlighted a college that had implemented a strategy where they had contextualised maths lessons to make them more relevant to the student's main programme of study. It was highlighted that this approach reportedly led to improved grades as students saw the relevance of math to their field of study.

**Minute No.**

The CEO commented that whilst contextualisation could be utilised to help students to understand the relevance of subjects like math to their courses, the GCSE exams themselves were not contextualised, and it was therefore crucial to focus on what students need to know to pass the exams rather than solely on contextualised learning.

- In relation to data, a member asked if the Group were aware how other colleges were recording English and maths attendance. The CEO emphasised that, rather than focusing on how other colleges record attendance data, there was a need to understand how other colleges were achieving a narrower gap in overall attendance rates to attendance rates in maths and English.

**Action: Group Principal**

The CEO suggested that the Group should have conversations with other institutions to learn about their strategies and practices for improving attendance in English and Maths and noted that whilst the Group were making efforts, there might be additional methods or approaches that other colleges are using to achieve better results.

**Action: Group Principal/ Governor (EMCI)**

A member made a comment on a recent attendance procedure that had increased attendance across all levels. It was noted that whilst this related to HE they would be happy to have conversations if it was felt it would be of assistance.

There were no further questions or issues raised by members and following due consideration it was resolved that the FE Quality Improvement Plan and Key Performance Indicators 2024-2025 Update Report including Accountability Framework be received and noted.

**COR/08/25****HE Quality Improvement Plan 2024/2025**

The Group Principal (GP) referred members to the previously circulated reports in respect of the HE Quality Improvement Plan. There was confirmation that the reports as presented had been discussed in detail at the most recent meeting of the HE Curriculum and Quality Committee.

A summary and progress against the seven key objectives or Areas for Improvement (Afls) was presented.

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

**COR/09/25****FE Provider Dashboard – Curriculum Performance**

The Group Principal (GP) referred members to the previously circulated report and overview of the FE Provider Dashboard, the key performance measures and the Group's current position in relation to those measures both nationally and compared to the Northwest providers.

## Minute No.

The report covered the following key information:

- Description of the FE Provider dashboard
- Providers that are included in the dashboard
- Advice on what data the dashboard contains
- Details of how the data will be used by other organisations
- New data expected to be added to the dashboard during academic year 2024/25
- New data expected to be added to the dashboard during academic year 2025/26
- TSCG Performance

It was confirmed that the two presentations were attached to the covering report and included:

- Current TSCG performance compared to FE colleges nationally and in the North West
- Provider Dashboard – New Measures

The GP confirmed that TSCG overall performance, compared with all colleges in the UK, all General FE colleges and General FE colleges in the North West, was positive and rated Green or Amber, with the exception of achievement rates in Digital for adults in 2022/2023, which was due to a very small number of students completing courses with Code Nation not achieving by the 31 July.

The GP reported that the GM FE colleges data for 2023/2024 had not yet been published. A summary was provided of the 2022/2023 position.

### New Measures

The GP reported that there remains a lack of clarity within the sector regarding the calculation of newer measures outside of achievement rates. It was confirmed that the Group had provided feedback to the Department for Education (DfE). It was also confirmed that the dashboard was still in the pilot stage and was likely to change as it evolves and refines overtime.

Issues highlighted included:

- **Data relevance:** Dashboard uses historic data, which may not be relevant for current strategic conversations.
- **Enrolment data:** Dashboard includes adult enrolments with 16- to 19-year-olds.
- **Skills Measure:** The skills measure is calculated based on how well a provider enables learners to become economically active by progressing into sustained employment or higher-level learning. This measure is particularly focused on university destinations, which can disadvantage typical GFE colleges compared to sixth form colleges. Conversely, sixth form colleges struggle with the national skills priorities measure, which includes sectors like construction and manufacturing that they typically do not deliver.

A member highlighted a potential issue in relation to the progression, noting that it looks positive but is only available for learners with a full education history. The member expressed concern that this might exclude disadvantaged learners from different backgrounds that may not have complete information available.

**Minute No.**

A member raised a question about the lag indicators and how they will be addressed in the context of the Group's current performance measures. The CEO advised that the Group proposes to incorporate key measures from the FE Provider Dashboard into the KPIs. However, it was noted that this integration would not happen immediately due to timing and the need to consider the calculation methods due to the lagged measure.

The CEO highlighted that the national skills priorities will change significantly based on the new government's Industrial Strategy.

There were no further questions or comments raised by members and following due consideration it was resolved that the FE Provided Dashboard be received and noted.

**COR/10/25****Gender Pay Gap**

The Chief People Officer (CPO) referred members to the previously circulated report and the Gender Pay Gap Report for the Group.

There was confirmation that the report had been considered in detail by the internal Equality, Diversity and Inclusion Committee.

There was confirmation that following its consideration by the Board of the Corporation the report would be published on the Group's website.

The CPO highlighted the following points:

- The Group compares favourably against national benchmarks. However, a gender pay gap still exists.
- The Group's approach to gender pay equality has introduced several family friendly and flexible working policies. The CPO reported that traditionally such policies are recognised as effective tools in encouraging women to maintain or apply for senior positions.
- The modernising pay initiative and job evaluation scheme had supported greater pay equality as traditionally pay based on market factors alone reinforced existing pay inequalities.
- The increased investment in roles towards the lower end of the salary scale (e.g. learning facilitators and invigilators) had impacted on the overall TSCG gender pay performance.
- The Group is committed to building on the successes already achieved to support further gender pay equality.

In response to a question in relation to the government announcement to extend gender pay gap reporting, the CPO highlighted the challenges and the work undertaken by the Group and the EDI Committee to improve the disclosure of protected characteristics and sensitive data.

**There were no further comments or questions raised by members and following due consideration it was resolved that the Annual Gender Pay Gap Report be approved in advance of its publication on the Group's website**



**Minute No.****COR/11/25****Annual Equality, Diversity & Inclusion Report 2024**

The Chief People Officer (CPO) referred members to the previously circulated report and information on the Group's performance in 2023/2024 in relation to equality, diversity and inclusion.

There was confirmation that following its consideration by the Board of the Corporation the report would be published on the Group's website.

There was confirmation that the draft report provides a summary of how EDI is structured and monitored by the Group.

The CPO provided the Board with a summary of the Report and highlighted the Group's commitment to creating an inclusive environment.

It was highlighted that the following was contained within the report:

- The diversity profile of our students and staff.
- Information to highlight key events and EDI initiatives.
- Progress against the EDI strategic ambitions.

The CPO highlighted that the EDI Strategy does not solely focus on protected characteristics but also considers socio-economic factors.

It was reported that there has been some progress in staff disclosing EDI information and that to build on this progress the HR team and Unions would be collaborating to support further disclosure.

The CPO advised that future reports would include more information on student related activities. The CPO highlighted initiatives to support both staff and students, aiming for an inclusive approach that addresses various challenges.

It was confirmed that the internal Equality, Diversity and Inclusion Committee had considered the report and recommended to the Board for approval subject to some additions to highlight the positive EDI measures to support students. It was confirmed that this information would be added to the report prior to publication.

**Action: Chief People Officer**

**A member thanked the CPO for the detailed report and asked how the information, especially on race, compares to the local community. The CPO advised that the focus has been on gathering more information and increasing disclosure and that once this has been achieved the Group would look to make comparisons against the community and students.**

A member enquired as to why student religious beliefs and sexual orientation data was not gathered in 2023/2024. The CPO highlighted students' reluctance to disclose and advised why sensitive information like sexual orientation and religious belief might be more confidential.

**Action: Chief People Officer**

**A member asked if more information could be included on the impact of progress against strategic aims for 2024/2025. The CPO advised of the**

**Minute No.**

discussions that had taken place in relation to the new strategy and impact measures. The CPO advised that the Group would look to include key targets/impact measures to evidence progress against the key strategic aims within future reports.

There were no further comments or questions raised by members and following due consideration it was unanimously resolved that the Annual Equality, Diversity and Inclusion Report, subject to the additions as detailed, be approved in advance of its publication on the Group's website.

**COR/12/25****Chief Finance and Operations Officer's Report and Management Accounts P7 and P5 FY24/25**

Members were referred to the previously circulated CFOO Report and P5 and P7 Management Accounts.

It was confirmed that the following was attached to the covering report:

- A copy of the CFO's presentation
- Period 7 Management Accounts
- Period 5 Management Accounts

The CFO made a presentation in relation to the key issues from his report and the management accounts under the following headings:

- Underlying Ed. EBITDA
- Higher Education
- Risks and Opportunities
- Financial Year 24/25 Forecast
- Cash
- Financial year 25/26 Outlook

The CFOO highlighted the Group's strong financial position and the positive outlook for the next fiscal year, despite some uncertainties regarding funding allocations and contributions.

Questions and comments were invited from members:

- A member raised a question in relation to the T levels risks and whether the target for next year would be met. The GP advised that application numbers were more positive and noted the introduction of two new programmes. The GP highlighted issues with the current context and the difficulty in making predictions.

**Action: Corporation Secretary/ Chief Finance and Operations Officer**

- **In response to a request, it was confirmed that a refresher training session on funding streams and their impact on the next few years would be scheduled.**
- A member enquired about the £4m VAT for Cheadle and whether it would be required. The CFOO advised that it is currently a reserve, and the final decision will depend on project completion. The CPO advised the requirement in relation to the DfE funding agreement.

**Minute No.**

- A member asked about the current position in relation to the RAAC situation at Marple campus and payment. The CPO confirmed that some payments had been received. It was noted that there were some costs associated with the project that the Group would need to fund, for example any upgrades to make the sites more sustainable.

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

- a) the Chief Finance Officer's Report and presentation be received and noted; and**
- b) the P5 and P7 Management Accounts be duly approved.**

**COR/13/25****Letter to Accounting Officer 19 March 2025**

The Chief Finance and Operations Officer (CFOO) referred members to the previously circulated letter from the Department for Education (DfE) and notification that the ESFA will close on 31 March 2025 and transfer to the DfE on 1 April 2025.

A member raised a question relation to the PMO (Provider Market Oversight) and it was noted that it was anticipated that they would transition to the DfE.

There were no further questions or issues raised by members and following due consideration and deliberation it was resolved that the letter to the Accounting Officer dated 19 March 2025 be received and noted.

**COR/14/25****Modern Slavery and Human Trafficking Statement**

The Chief Finance and Operations Officer (CFOO) referred members to the previously circulated report and information in relation to the proposed Modern Slavery and Human Trafficking Statement for 2025.

There was confirmation that Section 54 of the Modern Slavery Act 2015 required large businesses and organisations to produce a statement annually setting out the steps that they had taken to ensure that their business and supply chains were slavery free and/or for the statement to say that they had taken steps to do this. It was further confirmed that the statement was being presented for consideration in advance of its publication on the Group's website.

The CFOO highlighted the proposed tracked changes which included, the removal of references relating to COVID and various minor terminology updates.

The CFOO commended the Modern Slavery and Human Trafficking Statement for approval.

**There were no questions and comments raised by members and following due consideration it was resolved that the Modern Slavery and Human Trafficking Statement 2024 be approved prior to its publication on the website.**

**Minute No.****COR/15/25****Governance Action Plan Progress Update**

The Corporation Secretary (CS) referred members to the previously circulated mid-year report in relation to the Governance Action Plan for 2024/2025.

There was confirmation that good progress had been made to date against the actions and attention was drawn to the following:

- The Strategic Development Day took place on 5 March 2025 with a focus on the relevant TSCG strategies to support the delivery of the Strategic Plan 2024-2030. The Strategic Plan launch events took place in January 2025 at Stockport and Altrincham Campuses. The events were well attended by Governors.
- The EL Transformation Programme commenced January 2025 and has successfully concluded. New posts were effective from 28 February 2025.
- It was confirmed that the Corporation Secretary had joined the AoC National Governance AI Working Group and co-presented at the JOMT AI Conference at Hull College on AI for Governance. It was noted that the Corporation Secretary had also been approached to work with the Chartered Governance Institute North West Branch on the practicalities of AI in Governance. It was confirmed that the Corporation Secretary is also providing mentoring to a new Governance Professional through an informal arrangement with another FE College.
- Governance Attendance for term 1 was reported with 90% overall attendance and 91% attendance at Board meetings.
- Governor increased participation at events. It was noted that Governors had committed to a variety of events and figures were shared.
- A member committed to and completed the Chair Leadership Programme. It was confirmed that there are currently four governor mentoring arrangements in place with the aim of supporting succession planning. It was noted that the member had also successfully chaired her first FE Curriculum and Quality Committee meeting through the mentoring arrangement. The member offered to support any other governors who wished to participate in the Chair Leadership Programme.
- New member inductions have taken place with the Corporation Secretary and all onboarding activities have been completed. The new members also attended a launch event for the new Strategic Plan led by the CEO and also attended the Governor Strategic Development Day.
- All governors have completed the Level 2 Safeguarding training through iHasco.
- Annual Governor Dinner was held at the Aspire Restaurant, Altrincham Campus. The Corporation Secretary thanked governors for their commitment and support. It was noted that the students and members of staff provided outstanding service, and the food was of a really high standard.

The Chair congratulated the CS for all the work undertaken in respect of the use of AI in Governance, drawing attention to the positives in relation to Chair and Link Governor reporting.

The CS provided an update on the Link Governor arrangements and reported that the link arrangements were working well and thanked everyone for their efforts. It was confirmed that a mid-year update in relation to governor links had been

**Minute No.**

included in the report. It was noted and that link governor reports were available on TeamEngine.

The CS advised that a review of the Link Governor arrangements would be taking place and that the review would focus on improving the effectiveness of link arrangements to ensure alignment with the Group's strategic priorities.

**Action: Corporation Secretary**

**It was confirmed that following the review of the link governor arrangements a report would be presented to the Board of the Corporation.**

**Action: Governors/ Governor Team**

**In relation to link meetings that were taking place via Teams, it was confirmed that the Governance Team would support governors with link reporting through the use of Copilot.**

**Action: Governance Team**

**A member raised a question in relation to Link reports and TeamEngine notifications and it was confirmed that the frequency of alerts to notify governors that new reports were available could be adjusted to increase the number of notifications.**

The CS congratulated the Chair on being shortlisted for the Leadership and Innovation Educate North Award and wished the Chair well at the forthcoming event.

There were no further questions or comments from members and following due consideration it was resolved that the Governance Action Plan 2024/2025 mid-year update be received and noted.

**COR/16/25****Minutes of the Resources Committee Meetings held on 12 February 2025**

The minutes of the Resources Committee Meetings held on 12 February 2025 were received and noted.

**COR/17/25****Matters Arising from the Minutes**

The Chair of the Resources Committee presented a brief overview of the business items considered by the Committee at its meeting:

The report covered the following:

- Partner Subcontracting
- Learner Numbers and Funding Update
- Financial Update and Management Accounts
- Digital Action Plan Progress Update
- Capital Funding
- Purchasing Report
- Insurance Claims and reporting

The Chair drew the Board attention to the following:

- The initiated break clause for the Woodley site to come into effect in 2026, facilitating conversations between Stockport County and Life Leisure.

**Minute No.**

- The shortfall in recruitment and the number of students required to bridge the budget gap for 2025/2026 and get back on track in terms of learner numbers.
- Shortfall in Higher Education recruitment.
- The good progress reported across all grants, including Office for Students (OfS) Capital and Recurrent Grants and DfE Energy Efficiency Grant.
- Purchases above the value of £50,000.

**Action: Chief Finance and Operations Officer**

**In relation to insurance, the CFOO advised that a report on the renewal process would be presented to the Resources Committee for Board approval at its next meeting.**

In relation to the shortfall in student numbers, the CEO highlighted the up-to-date figure to bridge the gap in 2025/2026. It was noted, as detailed earlier in the meeting, that the adjustment was due to the increase in the base rate for 16- to 19-year-olds which had helped to mitigate the under-recruitment issue.

It was confirmed that the Management Accounts were recommended for approval and had been considered under item 6.1 of the meeting's agenda (CFOO Finance Report and Management Accounts).

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

**COR/18/25      Minutes of the HE Curriculum and Quality Committee held on 6 March 2025**

The minutes of the HE Curriculum and Quality Committee held on 6 March 2025 were received and noted.

**COR/19/25      Matters Arising from the Minutes**

The Chair of the Committee presented a brief overview of the business items considered by the Committee at its meeting.

The report covered the following:

**Data Management Action Plan and Internal Audit Report** – Significant work has been undertaken to correct issues identified in the report, with reallocation of resources in the MIS team. It was confirmed that the internal audit report and action plan are regularly monitored by the Audit Committee.

**HE/Higher Skills Curriculum 2025-2030** – The plan aims to increase HE student numbers in 2025/ 2026. The curriculum plan includes new courses and increased marketing opportunities.

**Access and Participation Plan (APP) 2026/2027-2029/2030** – Progress to date was noted and it was confirmed that the final draft of the APP would be considered by the Committee in June prior to recommendation to the Board of the Corporation for approval.

**Minute No.**

**Higher Education and Skills Strategy 2024/2030** – It was confirmed that the Committee had considered the Strategy in detail and recommended to the Board for approval under item 9.1 of the meeting's agenda (Strategy Approvals)

**HE Regulatory Update** – It was confirmed that HE fees had been considered by the Committee and would be further reviewed by the Resources Committee at its next meeting.

**Office for Students Risk Register** – It was confirmed that key operational risks were considered at the Committee.

**Student Engagement Update** – The impact of student engagement activity in 2024/2025 was confirmed.

**Action: Executive Leadership**

**University Centre – Proposed Name Change:**

The GP updated the meeting and advised that the Executive Leadership would consider further the appetite to rebrand the University Centre to Trafford and Stockport University Centre. It was confirmed that there was a need to consider the matter further to ensure that any rebranding aligns with the broader strategic goals and local offer.

**Action: Group Principal**

A member raised a question and referred to the HE student representative and difficulties and confusion in respect of the name of the institution. It was confirmed that students would be involved in any proposed University Centre name change considerations.

The Chair of the Committee noted the contributions of the HE Student Representative and highlighted the positive impact on the Committee discussions.

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

**COR/20/25****Minutes of the FE Curriculum and Quality Committee held on 11 March 2025**

The minutes of the FE Curriculum and Quality Committee held on 11 March 2025 were received and noted.

**COR/21/25****Matters Arising from the Minutes**

The Vice Chair of the Committee presented a brief overview of the business items considered by the Committee at its meeting and the following was highlighted:

- **Proposed Ofsted Framework:** New framework aimed at resetting the relationship with the education sector. Includes new report cards, a five-point rating scale, and a focus on inclusion. It was noted that the first Governor Ofsted Ready Group meeting had taken place with a further meeting scheduled in June.

**Minute No.**

The Chair advised that consideration at the FE Curriculum and Quality Committee and the Ofsted Ready Group had included staff well-being and strategies to support the Executive Leadership during an Ofsted inspection.

- **Quality Improvement Plan:** Update on progress against performance, with focussed discussions on SEND and KPIs.
- **T Levels:** Ongoing discussions about the impact and focus on T Levels within the Group.
- **Careers Update including Gatsby Benchmarks:** Performance against Gatsby Benchmarks has improved over time, but challenges remain. Key areas for improvement nationally and regionally include understanding technical and vocational pathways, securing employer engagement, and addressing the enhanced needs of some young people. Outlined the current position and areas of development for each of the eight Gatsby Benchmarks. Most areas for development were RAG rated Green/Amber or Green with good progress being made. The Group is developing a strategic approach and introducing a 'careers passport' focusing on the length of the college course and key points of decision-making.

The following items were recommended for approval under item 9.1 (Strategy Approval 2024/2030) by the Vice Chair of the FE Curriculum and Quality Committee:

- Teaching, Learning and Assessment Strategy
- Student Experience Strategy
- SEND and Vulnerable Learners Strategy

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

**COR/22/25****Key Issues of the Health & Safety Committee 17 December 2024**

The key issues of the Health & Safety Committee meeting held on 17 December 2024 were received and noted.

**Action: Chief Finance and Operations Officer/Chief People Officer**

**The Link Governor advised that more consideration might be helpful, particularly regarding accident reports and follow up actions. The Link Governor emphasised the need for more detailed discussions in the Committee.**

There were no questions or issues raised by members and following due consideration it was resolved that the key issues, actions and matters arising be received and noted.

**COR/23/25****Key Issues of the Skills Accountability Committee 13 January 2025**

The key issues of the Skills Accountability Committee meeting held on 13 January 2025 were received and noted.

The CEO shared the following key points:

- That the Skills Accountability Committee is a unique initiative within the sector and is a measure of good practice.



**Minute No.****Action: Chief Executive Officer/ Board of the Corporation**

- **The DfE have confirmed the deadline for publication of the Accountability Statement for 2025/2026 by 30 June 2025. The CEO confirmed that the Annual Accountability Statement would be presented to the Board of the Corporation for approval at its meeting in May 2025.**
- The CEO emphasised the importance of thinking long term and confirmed that the Further Education and Skills Strategy would set the next goals for meeting local, regional, and national skills needs over the next five years. It was noted that the Annual Accountability Statement would demonstrate how the Group proposes to meet those goals on an annual basis.

**Action: Group Principal/ Board of the Corporation**

**It was confirmed that the Further Education and Skills Strategy 2024/2030 would be presented to the FE Curriculum and Quality Committee prior to the Board of the Corporation for approval at its meeting in July 2025.**

In response to a question, the CEO provided an update on the Skills Accountability Committee membership. It was noted that co-opted members included former Governor (JH) and an employer from Sharp Electronics (NR). It was noted that NR was also the Vice Chair of Pro Manchester.

It was confirmed that attendance at the meeting would be detailed on the key issues of the Skills Accountability Committee going forward.

There were no further questions or issues raised by members and following due consideration it was resolved that the key issues, actions and matters arising be received and noted.

**COR/24/25****Key issues of the Safeguarding Committee Meeting held on 5 February 2025**

The key issues of the Safeguarding Committee meeting held on 5 February 2025 were received and noted.

The Link Governor for this area shared the following key points:

- **Safeguarding Training:** The Link Governor provided the meeting with a update on mandatory training and the number of staff members out of compliance. It was confirmed that a deadline had been set for staff to complete the training. The Link Governor advised that from next year there would be allocated CPD slot for the completion of safeguarding training. It was also advised that an update on safeguarding training was regularly reported at the Safeguarding Committee.
- **Safeguarding Conference:** The first safeguarding conference had been held, which was well attended and featured guest speakers.
- **Student Suspensions:** Reduction in suspension as a result of the impact of the Belong programme.
- **Emerging Safeguarding Risks:** That the Committee had considered emerging safeguarding risks, including serious incidents. It was noted that the Safeguarding Team had been proactive and responsive in addressing issues, receiving positive feedback.

**Minute No.**

The GP advised that the Group had been working with the Violence Reduction Unit to provide mentoring for staff and educational programs for students.

The Staff Governor reported on planned workshops, which included:

- Staff Workshops focused on countering topics like misogyny, prevent, and racism.
- Student targeted sessions focused on addressing areas with reported activities or concerns.
- Connect Futures Workshops provided as part of an outreach initiative.

There were no questions or issues raised by members and following due consideration it was resolved that the key issues, actions and matters arising be received and noted.

**COR/25/25****Key Issues of the Sustainability Committee 7 January 2025**

The key issues of the Sustainability Committee meeting held on 7 January 2025 were received and noted.

The Link Governor for this area shared the following key points:

- **Green Week:** It was noted that Green Week had been held with increased engagement from staff and students.
- **EV Charging:** Updates on the progress of electric vehicle charging stations.
- **Calendar of Events:** Focus on two or three key events to ensure quality over quantity.
- **New Legislation:** Upcoming waste legislation to be integrated into the Group's sustainability response.
- **Green Gown Awards:** Plans to apply again this year, with support from the marketing team to enhance the application.

There were no questions or issues raised by members and following due consideration it was resolved that the key issues, actions and matters arising be received and noted.

**COR/26/25****Key issues of the Equality, Diversity and Inclusion Committee Meeting held on 10 March 2025**

The key issues of the Equality, Diversity and Inclusion Committee meeting held on 10 March 2025 were received and noted.

The Link Governor advised that she had conducted a learning walk at Stockport, where she observed student groups and classes, gaining insights into their experiences and needs. The Link Governor advised that it was a very informative visit.

**Action: Link Governor (MR)/ Corporation Secretary**

It was confirmed that the Link Governor was a member of the AOC EDI Committee Network. It was noted that the Link Governor had been tasked with thinking about how to encourage individuals from diverse backgrounds to join boards. The Chair suggested that the Link Governor may wish to liaise with the CS to gather insights and strategies to support and ensure a more inclusive representation.

**Minute No.**

The CEO commented that the Group had recently held the first Community iftar event, which started as a small gathering intended for around 20 people but that the Group ended up hosting over 100 attendees, including a speech from the leader of the Council. It was noted that the event was highly successful and demonstrated strong community engagement. It was noted that the event would become a staple in the Group calendar, and governors will be invited to future events.

**There were no further questions or comments raised by members and following due consideration it was resolved that the key issues, actions and matters arising be received and noted.**

**COR/27/25****Strategy Approval 2024/2030**

Governors' Strategic Development Day Strategy and Committee Approvals:

- Higher Education and Skills Strategy 2024/2030
- Employer and Stakeholder Responsive Strategy 2024/2030
- Teaching, Learning and Assessment Strategy 2024/2030
- Student Experience Strategy 2024/2030
- SEND and Vulnerable Learners Strategy 2024/2030
- Marketing and Recruitment Strategy 2024/2030
- Estates Strategy 2024/2030

**Action: Chief Commercial Officer**

**In relation to the Employer and Stakeholder Responsive Strategy a question was raised as to whether the Strategy should reference students rather than learners and it was agreed that the terminology would be clarified.**

**Action: Relevant Executive Leadership Members**

**A member enquired as to whether the inclusion element should be documented in all strategies, and it was agreed that the strategies would be checked to ensure the inclusion element is adequately referenced.**

The Board noted the progress on the following, as shared at the Governors' Strategic Development Day:

- People and Culture Strategy
- 3 Year Financial Plan
- Digital Strategy

It was noted that an update on Further Education and Skills Strategy had been provided earlier in the meeting.

**There were no questions or issues raised by members and following due consideration it was resolved that the below named strategies be approved subject to any minor required amendments:**

- a) Higher Education and Skills Strategy 2024/2030
- b) Employer and Stakeholder Responsive Strategy 2024/2030
- c) Teaching, Learning and Assessment Strategy 2024/2030
- d) Student Experience Strategy 2024/2030
- e) SEND and Vulnerable Learners Strategy 2024/2030
- f) Marketing and Recruitment Strategy 2024/2030

**Minute No.****g) Estates Strategy 2024/2030****COR/28/25****Any Other Business**

There were no matters raised under any other business.

**COR/29/25****Date of the Next Meeting**

The date of the next meeting will be held on 14 May 2025 at 10.00am.

The meeting closed at 12.11pm.