TRAFFORD & STOCKPORT COLLEGE GROUP

Minutes of the Meeting of the Board of the Corporation
held on Wednesday 1 October 2025 at 4.00pm in the Boardroom at the Altrincham Campus

Present:	Graham Luccock	(Chair of the Corporation)
	Charlotte Barratt	
	Jill Bottomley	
	Olivia Bussey	
	Sarah Drake	
	Alison Hewitt	
	*Emily McIntosh	
	Michelle McLaughlin	(Staff Governor).
	Jonathan O'Brien	
	Lewis Ormston	
	*Marcia Reynolds	
	Louise Richardson	
	James Scott	(Chief Executive Officer)
	Catherine Thomas	

In Attendance:	Rebecca Clare	(Corporation Secretary)
	Carmen Gonzalez-Eslava	(Group Principal)
	Rick Farrow	(Chief Technology Officer)
	Michelle Leslie	(Chief People Officer)
	Henry Taylor-Toone	(Chief Finance and Operations Officer)
	Yvonne Riley	(Assistant Corporation Secretary)

*attendance at the meeting via Microsoft Teams

Minute No.

COR/90/25   Apologies for Absence

The Corporation Secretary (CS) reported that apologies for absence had been received from Heather Lang, Shaun Parker and Nick Wroe.

The Board welcomed the Chief Technology Officer (CTO) to the meeting. It was noted that the CTO would be in attendance for consideration of item 2.1 Digital Data and Technology Strategy 2025/2030.

The Board welcomed Tamara Breeze (TB) to the meeting. It was noted that TB was the Director of Governance at Kendall College and would be in attendance at the meeting as an observer as part of shadowing/ mentoring arrangement with the Corporation Secretary.

COR/91/25   Declarations of Interest

Minute No.

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

COR/92/25   **Digital Data and Technology Strategy 2025/2030**

The Chief Technology Officer (CTO) referred members to the previously circulated Digital Data and Technology (DDaT) Strategy 2025/2030 presentation.

The presentation covered the following key points:
- Outline of the Strategy including vision and mission including six strategic objectives
- Six Strategic Objectives:
  - Enable evolution of teaching through smart, targeted use of technology
  - Foster a culture of democratised and transparent innovation
  - Become a data driven organisation
  - Optimise the value and impact of our digital tools and services
  - Champion cyber resilience and safety
  - Transform out student journey through digital excellence
- Digital Horizon Roadmap: Planning and Journey
- Objective Mapping

Vision: Build a future ready community of learners and educators empowered by cutting-edge technology.

Mission: To equip every student and employee with the digital skills, tools, and confidence to succeed in a technology-driven world. Establising the Trafford and Stockport College Group as a leader in Digital Education for the future.

The CTO highlighted that the Horizon Roadmap provided the detailed plan of how the strategy would be delivered and that each of the six 'Lighthouse' objectives contained four time-based horizons, with H1 (the coming year) focused on foundational activities.

It was confirmed that achievement would be measured on completion of horizon targets, with adaptive planning to allow for reprioritisation as needs and investments change.

The CTO emphasised the importance of Board oversight of progress against the horizon targets and it was noted that regular updates would be provided to the Board through the updates via the Resources Committee and Link Governor reporting.

Action: Chief Technology Officer
It was confirmed that the final Digital Data and Technology (DDaT) Strategy 2025/2030 would be presented to the Board of the Corporation in December for approval.

In relation to Cyber Security, the CTO highlighted the need to improve cyber resilience, noting current high risk due to legacy controls and the need for better

incident management, training, and 24/7 monitoring. Plans included adopting the NIST framework and reducing risk scores through targeted investment.

Questions and comments were invited from members.

Action: Chief Technology Officer
A member enquired as to whether there was gap in the DDaT Strategy regarding the employee experience and should 'transforming our student journey through digital excellence' be expanded to include the employee experience. The CTO advised that other strategies, such as the People and Culture strategy would typically shape targets as the work progresses and that the language could be revised to better reflect employee experience. It was confirmed that the CTO would consider the matter further prior to presentation of the final DDaT to the Board in December.

A member raised a question in relation to the current high cyber risk score and enquired as to whether it was the result of a deterioration or due to a more thorough assessment than previously conducted. The CTO advised that the current assessments had been much broader, covering the full cyber framework, including incident response, processes, and data governance, which had revealed more areas needing improvement.

A member enquired whether the Group had cyber insurance given the increasing sophistication of cyber threats. The CTO advised that the Group had considered cyber insurance in terms of value and highlighted the strict requirements in relation to claims. It was confirmed that the Group would be reviewing their approach in relation to cyber insurance.

Action: Chief Technology Officer
A member asked if there would be a follow up on cyber security and it was confirmed that an update on progress in cyber risk reduction and implementation of controls would be provided to the Board next year.

It was noted that members could email the CTO directly with any further questions.

The Chair of the Corporation thanked the CTO on behalf of the Board of the Corporation for all the work that had been undertaken so far in the production of the Digital Data and Technology Strategy.

There were no further questions or issues raised by members and following due consideration it was resolved that the presentation in respect of the Digital Data and Technology Strategy 2025/2030 be received and noted.

COR/93/25   **Equity, Diversity, Inclusion and Belong Strategy 2025/2030**

Minute No.

The Chief People Officer (CPO) referred members to the previously circulated presentation and Equity, Diversity, Inclusion and Belong (EDIB) Strategy 2025/2030.

The presentation covered the following key points:
- The four principles of the EDIB Strategy:
  - Fostering Equity
  - Embracing Diversity
  - Championing Inclusion
  - Promoting Belonging
- The EDIB Strategic Priorities:
  - **EP1:** Fulfilling local, regional and national skills needs by advancing equality of access and participation for learners
  - **EP2:** Advancing workforce diversity, inclusion and Opportunity
  - **EP3:** Breaking Barriers: Delivering an inclusive student experience
  - **EP4:** Delivering inclusive, safe and accessible environments
  - **EP5:** Transforming the college experience through inclusive governance, leadership and culture

The CPO highlighted that the format of the EDIB was quite different from the last strategy, in that it was less detailed and more reflective of the Strategic Plan, with a focus on aligning with the Group's key messages and supporting strategies.

It was noted that terminology such as, 'equality' and 'inclusion' had been replaced with 'equity' and 'belonging' following consultation and feedback, to better reflect the Group's values and aspirations.

It was confirmed the EDIB had been considered by the Senior Leadership Team and the EDIB Committee prior to submission to the Board.

The CPO highlighted that references to the United Nations Sustainable Goals had been added where relevant.

Questions and comments were invited from members

Action: Chief People Officer
A member enquired as to whether the use of the term 'transforming' the Group experience might imply that the current experience was lacking. The CPO highlighted that the use of term 'transforming' was meant to indicate elevating or taking things to the next level and would further consider alternative wording.

Action: Chief People Officer
A member suggested that the concept of 'belonging' and the development of both internal and external networks. It was noted that this would support ongoing inclusivity and network benefits to reinforce the Group as the 'Employer of Choice'. The CPO felt that this was a valuable point and would consider potential opportunities.

A member enquired about impact measures in relation to inclusivity, particularly regarding staff and student groups, and whether there was a need for clear targets (e.g. staff diversity). The CPO advised that evidence comes from both data on protected characteristics and more broadly from staff surveys. The challenges in relation to disclosures was noted and the CPO highlighted the importance of looking beyond the raw data. It was highlighted that whilst some measures were set, it was important that they were open to being developed further as progress was made and as more benchmarking data became available.

A member raised a question in relation to how the EDIB would be supported, embedded and monitored across the Group, noting that much of the work involved behavioural change. The CPO clarified that the EDIB was intentionally high-level, focusing on what the Group wanted to achieve by 2030, with detailed action plans and roadmaps to follow for implementation and measurement.

The Group Principal (GP) made reference to inclusion from a learner perspective, highlighting the underlying activities in place to ensure that the curriculum was inclusive and that progress was tracked. The GP advised that the Group was aware of where gaps existed and the measures being taken to address any issues. Further reference was made to the new Ofsted Framework and clear measures in relation to inclusion. The GP advised that it was important to avoid repeating or duplicating information.

There were no questions or issues raised by member and following due consideration it was unanimously resolved that the Equality, Diversity, Inclusion and Belong Strategy 2025/2030 be approved.

COR/94/25   **People and Culture Strategy 2025/2030**

The Chief People Officer (CPO) referred members to the previously circulated presentation and People and Culture Strategy 2025/2030.

The presentation covered the following key points:
- Introduction and purpose
- The Group's commitment to colleagues
- Six Strategic Objectives:
    - Lead the way in attracting, recruiting and retaining an exceptional workforce that meets local, regional and national skills priorities.
    - Position TSCG as the Employer of Choice for the FE Workforce, enabling professional growth, innovation and leadership at every level.
    - Deliver an exceptional people first experience by enabling a culture of wellbeing, engagement and personal accountability.
    - Enable financial stability by cultivating an agile and future ready-ready workforce where colleagues thrive through attractive reward and recognition.
    - Create a workplace where all colleagues believe they belong, embedding equality, diversity and inclusion into every aspect of the people experience.

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- Champion environmental and social principles to foster a purposeful college community

The CPO reported that the strategy articulated the Group's ambition to empower, engage and elevate the Group to be the Employer of Choice with a commitment to put our people first.
It was noted that to support this ambition the Group aspired to:
- Make clear that people are central to success.
- Foster a workplace where every colleague feels valued, respected and supported.
- Embed a culture based on trust, professionalism and integrity, and for these principles to be woven into everyday actions and decisions.

Questions and comments were invited from members

A member enquired as to whether there were mechanisms for staff to reward each other, not just top-down recognition, and suggested more personalised, peer-driven recognition schemes to empower staff. The CPO highlighted the digitised recognition scheme in place and the voting process for Staff Awards.

Action: Chief People Officer
A member enquired about the possibility of an alumni network for former colleagues to reinforce the employer of choice, enhance reputation and networking. The CPO highlighted existing informal networks and undertook to consider more formal alumni initiatives. The CEO reported that at the leadership level, there was a conscious effort to maintain a leadership alumni network, highlighting the positive impact of alumni engagement on the Group's reputation.

Action: Chief People Officer
A member commented positively on the strategy but enquired as to whether the employee experience could be articulated more clearly, emphasising individualised support. The CPO undertook to update the strategy to reflect the member's comments.

Action: Chief People Officer
A member questioned the use of the phrase 'cost effective pay structures', noting it may not be attractive to staff and suggested the focus should be on fairness and competitiveness. The CPO agreed to reconsider the wording. It was emphasised that the Group was a competitive employee.

There were no questions or issues raised by member and following due consideration it was unanimously resolved that the People and Culture Strategy 2025/2030 be approved.

The Board expressed their gratitude and support for the EDIB and People and Culture Strategies and thanked the CPO for all the hard work that had been undertaken.

Minute No.

COR/95/25   **Minutes of the Board of the Corporation Meeting held on 16 July 2025**

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.

COR/96/25   **Matters Arising from the Minutes**

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.

It was noted that most of the actions had been closed.

The following matters were highlighted.

COR/64/25 – Matters Arising from the Minutes – Board Assurance and Risk Management Framework
It was confirmed that an update in relation to cyber security, 24/7 monitoring and scenario planning had been provided to the Board as part of the new Digital Data and Technology (DDaT) Strategy presented earlier in the meeting.

COR/44/25 – Matters Arising from Minutes – Audit Committee 31 March 2025
Link Governor (JB) and the Chief People Officer to consider performance management at their next Link meeting scheduled to take place in the autumn term.

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

COR/97/25   **Annual Report of Year 1 of Strategic Plan 2024/2030**

The Chief Executive Officer (CEO) referred members to the previously circulated Annual Report of the Outcomes of Year 1 (FY25) of the Strategic Plan 2024/2030.

The CEO reported on the achievements and noted, that whilst there was still work to do, the outcomes were satisfying. It was noted that the report had been compiled following a Senior Leadership Team review.

Headline achievements Included:
- Overall income now at £60m (compared to £52m in FY24).
- Financial Health rated as Outstanding.
- Achieved an overall Staff Satisfaction rating of 88.5% and a further increase on the previous year.
- Achieved an overall FE Student Satisfaction rating of 91% (based on end of year survey) and an increase on previous year.
- Achieved a HE Student Satisfaction rating of 93% (based on NSS measure – *the teaching on my course*) – increased significantly on previous year.

- Improved Apprenticeship Achievement Rates to 63% (compared to 47% at the Ofsted Inspection in 2022). Rates now in line with national and all elements of the Apprenticeship Accountability Framework now rated as Green.
- Improved 16-19 achievement rates to 86% (compared to 79% at the Ofsted Inspection in 2022) and above national rates. Value-added also improved across the range of qualification types.
- Maintained GCSE maths and English outcomes for young people at just above the national rates despite large increase in entries.
- Launched year 1 of our Belong Project with significant reductions in student suspensions and exclusions.
- Engaged with 68 learners through the Group's 'alternative provision' offer designed to support young people with barriers to positive participation in overcoming challenges and prior negative educational experiences
- Increased Community Learning activity by 25% across Stockport and Trafford and engaged with over 70 organisations through the Community Partnership model
- Completed Cheadle Redevelopment Project in August 2025
- Invested in new innovation spaces across the Group including the launch of the Innovation Suite (Altrincham) enhanced Business Centre (Stockport) and The Hive (Stretford)
- Supported over 150 SMEs with short training in Digital, Cyber and AI as part of year 1 of the Further Education Innovation Programme (FEIP)
- Launched the new Airport Skills Hub and Airport Skills Advisory Board as a response to the bespoke Manchester Airport LSIP
- Further developed the Group's approach to Political Literacy and Democratic Education, including the UK FE first of automatic voter registration for students (with over 1000 registered).
- Achieved the most student registrations for WorldSkills UK Competitions for the fourth year running with five students through to National Finals in autumn 2024 and five students now through to National Finals in autumn 2025.

The CEO reported that detailed progress against each Strategic Priority was provided throughout the Annual Report and that FY25 performance against the agreed Impact Measures for each Strategic Priority was provided and RAG rated.

It was noted that detailed performance against the Group's KPIs had been provided in a separate report and would be considered later in the meeting.

The CEO advised that a shorter version of the Annual Report Year 1 (FY25) would be developed by the Marketing Team and shared with key stakeholders later in the autumn term.

Questions and comments were invited from members.

A member raised a question in relation to any outstanding strategic priorities. The CEO highlighted the 2030 timeline for objectives and impact measures and confirmed that any items that were considered 'a work in progress' would continue into the next year, either as 'Big Ticket Items' or as continuous improvements.

The Chair commented on the fantastic set of achievements with recognition of the strong progress made in Year 1 and the value of communicating these achievements to staff and stakeholders.

The Board commented on the importance of taking time to celebrate achievements.

A member enquired about the distribution of case studies, and the CEO confirmed they would be shared internally via staff channels and externally as appropriate.

There were no further questions or issues raised by members and following due consideration it was resolved that Annual Report of Year 1 of Strategic Plan 2024/2030 be received and noted.

COR/98/25   **Trafford and Stockport College Group Strategic Objectives FY26**

The Chief Executive Officer (CEO) referred members to the previously circulated reports and information in relation to the proposed key strategic objectives – 'Big Ticket Items' for FY26.

The CEO reported that following a review of the Year 1 (FY25) progress against the TSCG Strategic Plan 2024-30, the Senior Leadership Team had identified a number of actions to support Year 2 (FY26) delivery against each of the six Strategic Priorities.

The CEO advised that a number of these actions have been identified as 'Big Ticket Items' (BTIs) and essentially the main objectives for FY26.

Action: Chief Executive Officer
The CEO proposed that the Board receive progress updates on these BTIs at the April and July Board meetings for oversight and assurance.

Questions and comments were invited from members.

A member enquired as to whether there would be a lead assigned per Strategic Priority (SP) for accountability. The CEO advised that whilst some SPs have clear leads others were shared amongst executives and that actions at a BTI level would have an identifiable executive lead.

The CEO highlighted the adoption of an objective and key result format for tracking these items, following Board interest in this approach.

Action: Chief Executive Officer
A member raised a question in relation to the alignment between the 'expected standard' in the new Ofsted framework and the terminology in the BTI. The CEO advised that the BTIs would be updated to reflect the new Ofsted framework now that it has been confirmed.

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There were no further questions or issues raised by members and following due consideration it was resolved that the Group Strategic Priorities FY26 and approach be approved.

COR/99/25   **KPIs Outcomes 2024/2025 and Draft KPIs 2025/2026**

The Chief Executive Officer (CEO) referred members to the previously circulated reports and information in relation to the final outcomes from the FY25 KPIs and to present the revised FY26 KPIs for approval.

KPI Outcomes FY25
It was recognised that a small number of KPIs were subject to final R14 (October) reconciliation, specifically Achievement Rates and Finance. It was noted that Ofsted related self-assessment judgements were also provisional until Governor validation later in the autumn term.

The CEO reported that most KPI outcomes for FY25 were positive, with many targets exceeded and only a few areas (such as student numbers) showing red, which had been financially mitigated and reported to Board throughout the year.

KPI Targets FY26
It was noted that when the TSCG Strategic Plan 2024-30 was approved by the Board, the annual KPI targets to cover each year of the plan were also approved.

Given the outcomes of FY25, the CEO proposed that some of the FY26 KPIs be adjusted to reflect the Group's current position. It was noted that the revised KPIs were presented in the attached KPI summary against the original FY26 target, with any adjusted targets highlighted in yellow.

Implications of Changes to Ofsted Framework
As noted earlier in the meeting, the changes to the Ofsted grading system had now been confirmed. The CEO advised, that as a result, the current KPI measures based on the Education Inspection Framework were now redundant.

It was noted that the proposed adjusted KPI measures aligned to the new framework were attached to the report.

Action: Chief Executive Officer
The CEO highlighted that there no longer existed a grade for Overall Effectiveness (reflecting Ofsted's approach to a new score-card system rather than overall single word judgement) and it was confirmed that the measure for Leadership and Governance be elevated to a Headline Measure KPI. It was also confirmed that Inclusion be elevated into Headline Measures.

A member enquired as to why the apprenticeship funding KPI for 16-18 appeared to have exceeded the target but was not marked Green. It was clarified that when combined with the 19+ apprenticeship funding, the total was below target, explaining the status.

In relation to the CO_2 (Electricity, Gas, Waste) KPI, a member sought clarification in relation to the RAG rating, and it was confirmed that the data was not final and needed a year-end reconciliation, so the KPI was not yet marked Green.

There were no questions or issues raised by members and following due consideration and deliberation it was resolved that:
- **The KPI outcomes 2024/2025 be noted; and**
- **Draft amended KPIs 2025/2026 and the amended measures to reflect new Ofsted descriptors be approved**

COR/100/25   FE Provider Dashboard

The Group Principal referred members to the previously circulated reports and overview of the FE Provider Dashboard, the recent changes and the Group's current position in relation to those measures both nationally and compared to the Northwest providers.

It was noted that the dashboard was currently in pilot phase, with additional datasets due in 2025/2026.

The report included a summary of the following:
- How TSCG can use the dashboard
- Benefits
- Key changes for Version 2 to Version 3 including data changes and functional improvements
- Performance of TSCG compared to other providers (latest release)

It was noted that the dashboard had only minor changes, mainly to filters, with no significant updates to the core data.

It was confirmed that the DfE had not actively used the dashboard data for direct provider engagement. The GP advised and some of the data remained outdated.

Action: Group Principal
In response to a question, the GP advised that Ofsted was expected to use a new data tool (FESIT) for inspections, which would make provider data more transparent and accessible. The GP advised that an update would be provided to the FE Curriculum and Quality Committee once it became available.

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

COR/101/25   Enrolment and Student Numbers Update 2025/2026

Minute No.

The Group Principal referred members to the previously circulated reports and information in relation to the current recruitment and student numbers position across the Group and all types of provision.

A comprehensive summary of the current position was provided in the report.

The GP highlighted that 16-18 enrolment was very positive, with numbers around +70 above the stretch target since reported and ongoing enrolment expected to push the total to around 6000.

In response to a question, the GP confirmed a demographic bulge. Board members were reminded, that last year, some students had not been accommodated due to capacity limits in certain areas, but that this year, investments in areas like Construction and Health and Social Care had increased capacity to meet demand.

The GP advised that improvements in student signposting, course matching, and retention had contributed to better numbers, with fewer early withdrawals compared to the previous year.

In response to a question as to whether the stretch target of 6,100 was realistic, the GP advised that the target was very ambitious but that reaching 6,000 would be a good result.

The GP highlighted the risk in relation to funding for students above the funded target. It was confirmed, that to date, the Group had managed resources to absorb the extra numbers, with some additional investment in English, maths, and other high-demand areas.

The CEO highlighted that the funding target for the year was reflected in the KPI report over two lines (16 -19 Study Programmes and T Levels).

The CEO reported that Stockport College had seen significant growth, with around 400 more learners than last year, and advised that the Group were planning further expansion to accommodate the growth. It was confirmed that the Board would be provided with an update on proposals in due course.

A member raised a question about support for new staff at Stockport given the influx of students, and the GP highlighted that staffing and induction processes had been improved, with earlier recruitment, better induction, and more support for new staff, especially at Stockport.

The GP noted that whilst most areas were well-staffed, there were ongoing challenges in relation to class sizes and recruiting for specific roles, such as plumbing.

The CEO emphasised that the main challenge now was accommodation and space for the increased numbers.

A member commented on Marple campus having better results and highlighted the smaller size of the campus compared to other sites.

Action: Group Principal
In response to a question, it was confirmed that curriculum areas would be more easily identified in future reports.
There were no further questions or issues raised by members and following due consideration it was resolved that the Enrolment and Student Numbers update 2025/2026 be received and noted.

COR/102/25   **Trafford and Stockport College Group Results 2024/2025**

The Group Principal referred members to the previously circulated reports and information in relation to student outcomes for 2424/2025 across all types of provision, specifically achievement rates and value added.

Overall 16-18 Headline Outcomes included:
- 16-18 achievement, retention, and pass rates have all improved compared to the previous year, with achievement at 87%, retention at 92%, and pass rate at 94.6%.
- Achievement is 3% above KPI and retention is 2% above KPI.
- Female students outperform males in achievement and pass rates and both genders have improved from previous year.
- Level 1 and Level 3 show the strongest improvements, while Entry Level achievement has declined.
- Achievement for EHCP and high needs learners has decreased from 2023/24, although retention has improved for both cohorts. Further analysis is being carried out to support this.
- Achievement for both LLDD learners and those eligible for free meals has improved from 2023/24.
- Achievement has improved in 10 out of 13 curriculum departments. There has been a slight decrease in Adult and Community and Progression Curriculum, and a large decrease in Academic Cheadle due to retention.
- Achievement is above national average in 13 out of 14 Subject Sector Areas (SSA), except in Digital Technology.

An executive summary was provided in the report in relation to the following with a further detailed breakdown appended to the report:
- GCSE Results
- Fulltime GCSE Programme
- A level Results
- T Level Results
- Level 3 Vocational and Tech Level Qualifications
- Apprenticeships
- Adults
- Higher Education

The GP highlighted the following:

- Positive results, with most areas performing well and some even better than initially reported.
- Improved ability to predict 16-18 results, with most areas now coming within 1% of their predictions, which is seen as a strong indicator of staff knowing their students well and being realistic in their assessments.
- Adult results in line with predictions, though last year set a high baseline, making further improvement challenging.
- Some gaps, particularly in A Levels and T levels and in Digital and Science, which remain areas of concern and will be key priorities moving forward.

Questions and comments were invited from members.

A member highlighted the improvement in Construction results following intensive work, with appreciation expressed to staff for the hard work. In response to a question, it was confirmed that sustainability was a concern due to the absence of a key leader but that interim leadership solutions had been put in place and additional capacity had been added following the Leadership Transformation Programme. It was noted that risks would be monitored and managed throughout the year.

In response to a question in relation to additional capacity, it was confirmed that Digital sits under the same resource as Science and Construction. The CEO highlighted that the new Assistant Principal (AP) was the former Head of Healthcare and Early Years and that this area achieved strong results despite challenges. It was emphasised that the additional AP support was expected to help maintain and further improve outcomes in these key curriculum areas.

It was clarified that the information in the cover report in relation to Higher Education refers only to the Group's own provision and does not include partner subcontracted provision.

The Board extended their gratitude to the staff for all their hard work during the academic year.

There were no further questions or issues raised by members and following due consideration it was resolved that the TSCG Results 2024/2025 be received and noted.

COR/103/25   **FE and HE Quality Improvement Plan and KPIs 2024/2025 – Final Outcomes**

The Group Principal (GP) referred members to the previously circulated reports in respect of the final outcomes of the FE and HE Quality Improvement Plan (QIP) and associated Key Performance Indicators (KPIs) 2024-2025.

FE Quality Improvement Plan and Performance Indicators
It was confirmed that there had only been slight changes since previously reported with most areas RAG rated Green indicating positive progress.

The GP drew the Board's attention to attendance RAG rated Amber at 84% against a target of 85%. It was confirmed that this figure aligned with the sector average, but that the goal remained to improve the target.

The GP reported on improved outcomes have significantly improved, and the strong results in teaching, learning, and student personal development.

HE Quality Improvement Plan and Performance Indicators
It was confirmed that there were no changes since previously reported**.**

The GP reported that there were no major concerns, and the Higher Education (excluding subcontracted provision) was performing well against its KPIs, with any unmet targets moving forward into the next year.

In response to a question, it was confirmed that the FE and HE Quality Improvement Plans would be considered in more detail at their respective Committee meetings.

There were no further questions or issues raised by members and following due consideration it was resolved that the FE and HE Quality Improvement Plan and KPIs 2024/2025 – Final Outcomes be received and noted.

COR/104/25   **Subcontracting and Partnerships Outcomes 2024/2025**

The Group Principal (GP) referred members to the previously circulated reports and summary of the outcomes of the Group's subcontracted and partnership activity for 2024/2025.

It was confirmed that the GP had provided definitions of subcontracting and partnerships to highlight the distinction between the two arrangements as previously requested by the Board.

It was confirmed that the all the Group's partnership and subcontracting arrangements had been aligned to meet local, regional and national skills and the LSIP, in collaboration with the DfE, GMCA and partners, and taking into consideration the intent of the curriculum and the strategic reasons for working with each of our partners.

The GP provided a summary of the financial and quality outcomes for 2024/2025, which included:
- There has been an increase in the overall income and corresponding costs from subcontracting and partnership activity planned compared to the end of year position driven by the late arrangement with Xyrius Training (in response to a request from GMCA) and the increase activity with Working Wonders in response to local skills needs. The increase in OLC funding is due to returning students.
- 16-19 learner numbers ended the year under plan for most programmes (-39), which resulted in a saving in non-pay expenditure.

- After a longstanding relationship with Flixton Girls School for several years, currently part of the Healthy Learning Trust, the delivery of provision ceased at the end of 2024/25, and the small numbers in 2024/25 represented the progressing students that we were still supporting.
- The arrangement with Carrington Riding School has also ceased at the end of 2024/25.
- The delivery with Xyrius and Organisational Learning Centre (OLC) Europe have both ceased at the end of 2024/25.

It was noted that a full summary had been provided in the report.

It was confirmed that the proposals for 2025/2026 had been previously considered and approved by the Board in May 2025.

There were no questions or issues raised by members and following due consideration it was resolved that Annual Report of Year 1 of Strategic Plan 2024/2030 be received and noted.

COR/105/25   **Annual Safeguarding Report 2025**

The Group Principal (GP) referred members to the previously circulated reports and Annual Safeguarding Report 2025.

It was reported that the Annual Safeguarding Report evidenced the Group's activities during the academic year 2024/25 to ensure that it meets compliance with the requirements of Keeping Children Safe in Education (KCSIE) and provides a summary of the safeguarding referrals during this period.

It was confirmed that safeguarding at the Group remained strong, externally recognised, and central to the Group's mission to ensure that every learner is safe, included, and able to thrive.

The GP reported that, this year the Group had seen an increased demand for support, a rise in student engagement with services, and measurable improvements in outcomes. It was noted that the Group's culture of safeguarding was embedded across campuses, with robust systems, effective interventions, and strong governance in place.

A summary of the key achievements and challenges was outlined in the report.

Key Priorities for 2025/2026 included:
- The launch and introduction of early intervention in mental health
- To sustain relational practice
- To strengthen digital safeguarding
- To deepen partnerships

The GP highlighted that safeguarding was no longer a peripheral service but a core strand of the TSCG student experience. It was noted that demand was rising, yet outcomes demonstrated that the Group's proactive, relational, and partnership-driven approach was delivering real impact. It was confirmed that the

next phase would focus on sustaining capacity in mental health, embedding consistency across campuses, and maintaining sector leadership in safeguarding practice.

Questions and comments were invited from members.

The introduction of a new mental health support service for students was highlighted, providing 24/7 access to assistance through an external provider. The Staff Governor reported that the adoption of the service and use of an App, which offers short, youth-focused videos on key issues and allows the Group to monitor usage trends whilst ensuring student safety. The GP emphasised that this service complements existing internal support (mentors and counsellors) and helps address the growing demand for mental health resources amongst students, particularly outside college hours.

Positive comments on the Annual Report included the ability to measure impact, such as reduced referrals and improved student independence through year-round support.

Members praised the strong culture of safeguarding at the Group, with 98% of students feeling safe and commented positively that safeguarding should be about meaningful impact, not just compliance.

There were no further questions or comments from members and following due consideration it was resolved that the Subcontracting and Partnerships Outcomes 2024/2025 be received and noted.

COR/106/25   **Equality Act 2010 and Disabled Students: A Guide for Governors and Trustees**

The Chief People Officer (CPO) referred members to the previously circulated reports and information in relation to the key aspects of the recently published guide issued by the DfE and arrangements for providing assurance against the included checkpoints.

It was noted that the Department for Education – Equality Act 2010 and disabled students: A guide for FE Governors and Trustees had been appended to the report.

The CPO advised that Governors have a pivotal role in driving forward disability inclusion, ensuring compliance with the Equality Act 2010 and embedding a culture of high expectations and continuous improvement.

It was confirmed that the executive summary outlined the key responsibilities of governors in relation to disabled learners, highlighting the essential elements of the Equality Act 2010 and summarising the key aspects of the 'checkpoints' framework.

The CPO advised that a meeting had been scheduled to agree accountability for the checkpoints at officer level, and that a working group would be established

to gather evidence of assurance, identify gaps, and develop an action plan to report back to the EDIB Committee.

It was confirmed that the Link Governor for the area would ensure a connection between Committee and governance with actions reflected in EBIB Committee minutes and reported at Board level.

Action: Chief People Officer
A member enquired about the crossover with SEND and offered support as the Link Governor for this area.

There were no further questions or comments from members and following due consideration it was resolved that the Equality Act 2010 and Disabled Students: A Guide for Governors and Trustees be received and noted.

COR/107/25   **Chief Finance and Operations Officer's Report and Management Accounts for the Period Ending 31 July 2025**

The Chief Finance and Operations Officer (CFOO) referred members to the previously circulated Report and Management Accounts for the period ending 31 July 2025.

It was confirmed that the following was attached to the covering report:
- a copy of the CFO's presentation
- Period 12 Management Accounts

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

FY 24 25 Management accounts
- Ed. EBITDA
- Pay to income Ratio
- Cash performance
- Financial Health and Covenants

FY 25 26 Start of Year
- 16-19 Recruitment
- Adult, HE and Apprenticeships

FY24 25 Management Accounts
- Ed. EBITDA is £1,016k higher than budget with the Group having only used £565k of the £1,581k and was a positive result.
- Income growth was offset by increased spending on subcontracting and fully funded pay awards, which affected the pay-to-income ratio.
- The Strategic Plan to build up underlying cash balances for future capital spending, with £1.9m generated in cash 25/25 and a current inflated cash balance due to a capital grant received ahead of time.
- Financial Health – Good.

- Covenants – all forecasting to pass with significant headroom.

In response to a question, the CFOO advised that the cash position, after adjusting for the capital grant, was expected to be around about £9m.

A member sought clarification to the Group's cash position in relation to the sector. The CFOO advised that capital grants had supported the sector in generally increasing cash reserves, but it was important to note that future capital needs would require self-funding, and that the Group would need to plan for a future drop in student numbers following the demographic bulge.

FY 25 26 Start of Year
- Positive recruitment, with potential for additional funding.
- Ongoing recruitment for Adults, HE and Apprenticeships, with some concern in relation to slow recruitment in HE and Apprenticeships.

The CEO highlighted the contingency to mitigate against shortfalls in HE admissions and Apprenticeships.

A member raised a question in relation to the new KPI related income and asked what the Ed. EBITDA percentage was. The CFOO confirmed that with the contingency, the Group would still be aiming for a target of above 6%.

A member raised a question in relation to the DfE and Cheadle project and the underspend due to 0% VAT rate. The CFOO confirmed that the situation was linked to the new build and to the disposals receipt. The CFOO advised that the financial forecasting assumed that the full amount would be taken out but that the outcome depended on the ongoing matters.

There were no further questions or issues raised by members and following due consideration and deliberation it was resolved that:
- **the Chief Finance and Operations Officer's Report and presentation be received and noted; and**
- **the Management Accounts for the period to 31 July 2025 be duly approved**

COR/108/25   **Health & Safety Annual Report 2025**

The Chief Finance and Operations Officer (CFOO) referred members to the previously circulated Health and Safety Report 2025 and an overview of key health and safety activities and performance during the previous academic year.

The following key points were highlighted:
- Incident rate increased by 40% year-on-year, with reasons including more minor requests, greater support and better reporting. The CFOO confirmed that the increase was not indicative of greater environment concerns and that no serious incidents (RIDDOR reportable) had occurred.
- Fire Marshal ratio currently below target with additional training underway to address this.

Minute No.

- Cheadle campus achieved sustainability ISO accreditation a year ahead of schedule, and that the campus had received the RoSPA Gold award for health and safety performance and commitment.

A Member raised a question in relation to changes to the duty manager process and the impact on health and safety arrangements. The Group Principal (GP) advised, that whilst there had been some changes in duty management, the core health and safety arrangements had not been changed and that communication processes had been improved.
The GP highlighted that the introduction of new roles such as Campus Directors, the centralised points of contact across the Group and alignment of skilled functional roles ensured that incidents were dealt with by the most appropriate staff.

It was confirmed that capacity at Stockport campus was currently being reviewed due to the high number of students.

There were no further questions or comments from members and following due consideration it was resolved that the Annual Health and Safety Report 2025 be received and noted.

COR/109/25   **Appointment of Student Governors**

The Chair of the Corporation reported on the recent interviews that had taken place with the Deputy Student Governors for the appointment of a new Student Governor.

The Chair reported that Miracle Mbokela (former Deputy Student Governor) had been appointed as the new Student Governor following an interview process and student election process the previous year.

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

There was confirmation that Aisha Shabbir would continue in her role as Student Governor and that Jaisha Nehal would continue in her role as Deputy Student Governor.

The Corporation Secretary advised that the remaining Deputy Student Governor vacancy would be filled through the student election process.

There were no questions or issues raised by members and it was resolved that the appointment of Miracle Mbokela to the position of Student Governor be approved.

COR/110/25   **Key issues of the Safeguarding Committee Meeting held on 3 September 2025**

The key issues of the Safeguarding Committee meeting held on 3 September were received and noted.

Minute No.

It was advised that Committee membership included key staff, demonstrating the centrality and importance of safeguarding across the Group.

The Governor (SD) provided a brief overview of the items considered which included:
- Actions from the previous meeting and the effectiveness of follow up and completion of actions.
- Student assist programs and peer support initiatives.
- The importance that staff involved in safeguarding receive clinical supervision due to the challenging nature of their work and that the Group is recognised for its trailblazing approach with three clinical supervision sessions and additional support for staff.
- Active engagement with the local community and awareness of external issues.
- Campus updates and opportunities for key staff to share experiences and exchange ideas.

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/111/25 **Key issues of the Equality, Diversity, Inclusion and Belong Committee Meeting held on 12 September 2025**

The key issues of the Equality, Diversity & Inclusion Committee held on 12 September 2025 were received and noted.

The Link Governor (MR) shared the following key points:
- Update on the prayer room which included a trial of a flexible room division rather than a permanent structure.
- Consideration of the EDIB Strategy, as considered earlier in the meeting, and how each of the Group's strategies have an element of Inclusion.
- Analysis of three years of FE data which showed a persistent achievement gap for Caribbean students, though outcomes have improved slightly.
- The need to capture data on students involved with the criminal justice system and how the college supports them.
- Inclusion week activities.
- The EDI disclosure project with Trade Unions.
- Mandatory unconscious bias training.
- The Equality Act 2010 and guidance for disabled students.
- Review of achievement data for 2024/25.
- The establishment of a new Community Partnership Board with membership to be defined at the next Committee meeting.
- The Committee considered ways to broaden student engagement in committees and partnerships, with new young members joining.

In relation to students who have experienced the criminal justice system, the Group Principal (GP) advised that the Group recognises these students as a

category of disadvantaged learners, as required by Ofsted. It was noted that tracking was challenging as disclosure was dependent on students volunteering information or if subject to a DBS check. The GP advised that the Group was currently reviewing the number of learners the Group was aware of and analysing their educational journeys and outcomes.

A member enquired if there were established processes for working with probation or similar organisations to support students coming from the criminal justice system and the Staff Governor commented on ongoing collaboration and close links with the youth justice teams.

Action: Group Principal
In relation to students coming from the criminal justice system, a member enquired as to whether CPOMS might contain some of the information as part of transitional arrangements and the GP undertook to look into the matter further.

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/112/25   **Key Issues of the Sustainability Management Review Meeting 17 September 2025**

The key issues of the Sustainability Management Review (SMR) meeting held on 17 September were received and noted.

It was confirmed that the meeting was slightly different to the standard Sustainability Committee and was established following a previous ISO recommendation and was more strategically focused.

The Chief People Officer (CPO) shared the following key points:
- The positive progress on the Sustainability Strategy, noting that the Group has moved from 'emerging' to 'established' targets on the roadmap and was now aiming for 'leading'.
- A key action on the 'leading' target included the audit of the curriculum from a Sustainable Development Goals (SDG) perspective.
- Broader Committee engagement need, especially from curriculum areas and a 'college life perspective' with plans to review membership to ensure more effective representation and input.
- Plans for a more effective tracker of curriculum performance for sustainability.
- Success in achieving ISO accreditation for sustainability at the Cheadle campus a year ahead of target. The CPO credited both the team and the contractor but emphasised that maintaining this accreditation would be a key ongoing action.

A member sought clarification on the action in relation to a reduced offering at both Cheadle and Marple campuses and the CPO clarified that it referred to holiday times and the need to ensure that campuses/ facilities were not opened unnecessarily.

Minute No.

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/113/25   **Health and Safety Policy and Charter 2025/2026**

The Chief Finance and Operations Officer (CFOO) referred members to the previously circulated Health and Safety Policy and Charter 2025/2026 and the tracked changes therein.

The CFOO advised that the updated Policy aimed to strengthen the Group's approach, putting health and safety on a par with safeguarding in terms of priority and visibility.

The CFOO recommended the policy and policy charter for approval.

There were no questions or issues raised by members and following due consideration it was resolved that the Health and Safety Policy and Charter 2026/2025 be approved.

COR/114/25   **Any Other Business**

The Chair thanked the Chief People Officer on behalf of the Board for the significant contributions to the Cheadle Project, highlighting their role in managing and coordinating the project.

There were no further matters raised under any other business.

COR/115/25   **Date of the Next Meeting**

The date of the next meeting will be held on 10 December 2025 at 4.00pm.

The meeting closed at 7.05pm.