

**Minutes of the Corporation Meeting Held on  
Tuesday 23 May 2023**

**Present:** Phill Brown, Malcolm Bruce, Kirk Cornwall, Jonathan Frankham, Rachael Frankland, Shayer Hussain, Karen James, John Lyne (Chair), Jackie Moores, Elaine Price, Arsana Subba

Nils Elgar, Clerk to the Corporation

**In Attendance:** Dave Dobson (Executive Director Finance, Estates MIS and IT), Leon Dowd (Deputy Principal Quality and People), Nicola Welland (Deputy Principal Curriculum)

**ACTION**

**22/23.69     Apologies for Absence**

**Resolved:** The Board of Governors resolved to accept the apologies of Damien Bourke and Simon Boyle. **Accepted**

**22/23.70     Declarations of Interest**

It was noted that:

**Noted**

- (i) Jonathan Frankham had a standing declaration that he was an employee of the Education and Skills Funding Agency (ESFA), the College's principal funder and regulator;
- (ii) Executive Team members and Nils Elgar in relation to the confidential minutes of the Remuneration Committee Meeting held on 9 May 2023

**22/23.71     Minutes of the Meeting Held on 28 March 2023**

**Resolved:** The Board of Governors resolved to approve the minutes (including confidential minutes) of the meeting held on 28 March 2023. **Approved**

**22/23.72     Matters Arising**

On confidential minute 22.23/58 (Matters Arising – TRET Update), the Deputy Principal Quality and People provided an update that included the following:

- (i) Mossley Hollins High School (MHHS) had secured an Ofsted 'good' for Overall Effectiveness and in each area in its recent inspection;
- (ii) following the announcement that Drew Duncan would retire as TRET Chief Executive at the end of the academic year, an external recruitment campaign was held and Phil Wilson, the current Headteacher at Droylsden Academy was subsequently appointed the new TRET Chief Executive from 1 September 2023;
- (iii) the local authority now had an expectation that MHHS would academise and formally join TRET from 1 September 2023;
- (iv) TRET was providing support to Denton Community College (DCC). The local authority was investigating setting up an Interim Executive Board for DCC with TRET putting forward

- Jackie Moores, Leon Dowd and John Lyne as potential members;
- (v) the TRET Trust Board had approved a temporary Co-Headship model for Droylsden Academy. The roles were restricted to internal candidates only (current Deputy Headteachers). Ed Mayell and Georgina Arnold were subsequently appointed the Co-Headteachers of Droylsden Academy from 1 September 2023.

**22/23.73 Key Discussion Topic: Annual Accountability Statement**

The Deputy Principal Curriculum reported the following points:

- (i) the Skills and Post-16 Education Act 2022 had introduced a new duty on college governing bodies to review how well the education or training they provide meets local needs. The governing body must also consider what action they might take in order to better meet those needs;
- (ii) alongside this new duty, employer-led Local Skills Improvement Plans (LSIPs) had been introduced. College governing bodies must consider LSIPs when making decisions on their provision;
- (iii) the college accountability statement would set out the overall expectations of the college in return for the Department for Education's (DfE) funding investment and was designed to ensure that colleges focus on what and how they intend to deliver to support local, regional, and national needs;
- (iv) accountability statements need to be approved by the governing body and submitted before 31 May 2023.

Issues considered by Governors included:

- (i) an opinion that the College's Annual Accountability Statement, as presented, looked good;
- (ii) that as this was the first time that these were being requested, it was difficult to determine exactly what the DfE expected or wanted and it would be interesting to see how accountability statements would evolve going forward;
- (iii) the College had sight of basic information that would inform the Greater Manchester Chamber of Commerce's LSIP that was also due by 31 May. Next year, however, the College would have sight of the completed LSIP (for 2023) from which to prepare its Accountability Statement. It was reported that, if the LSIP for 2023 was radically different to what was expected, the College could submit its Accountability Statement as a draft by 31 May and then submit a final version by 31 July. However, it was noted that this was not thought to be necessary as the Deputy Principal Curriculum had met with the Chamber of Commerce regarding their priorities.

**Resolved:** The Board of Governors resolved to approve the annual Accountability Statement.

**Approved**

**22/23.74 Recent Developments in the Media– Manchester Baccalaureate and Institute of Technology**

The Deputy Principal Curriculum gave a short presentation on two recent developments that had been in the media – the Manchester Baccalaureate (MBacc) and the Greater Manchester Institute of Technology (IoT):

- (i) Mbacc:
- the DfE had a target that 90% of students would be taking the Ebacc by 2025;
  - the Mayor for Greater Manchester had outlined a Greater Manchester Baccalaureate for technical education. This would be designed to steer young people on the technical route to seven different career gateways at age 16 which represented the strongest areas of the Greater Manchester economy, including:
    - Manufacturing and Engineering;
    - Financial and Professional Digital and Technology;
    - Health and Social Care;
    - Creative, Culture and Sport;
    - Education and Early Years;
    - Construction and Green Economy;
- (ii) IoT:
- IoTs were the government's flagship programme designed to spearhead the delivery of level 4 / 5 higher technical education in STEM (Science, Technology, Engineering and Maths) subjects;
  - 21 IoTs were planned in total, the first 12 in wave 1 were now open;
  - the aim was to develop a skilled workforce of the future that would boost the growth of STEM industries, both regionally and beyond;
  - the Greater Manchester IoT, led by Salford University, would open to students from September following two years planning from the partners – Ada, the National College for Digital Skills; Bury College; Tameside College; The University of Salford; Wigan & Leigh College; GCHQ; Laing O'Rourke; Siemens; and TalkTalk;
  - the College's offer as part of the IoT included:
    - HNC/D Engineering (Electrical and Mechanical);
    - HNC/D Mechatronics;
    - HNC/D Construction;
    - HTQ Digital – Cyber security;
  - IoT students at the College would have a distinct IoT experience and it was hoped that they would go on to Salford University for further study at level 6 and above;
  - the College had received £1m investment in industry 4.0, which would be housed in the Advanced Technology Centre as well as renovated Fabrication and Welding premises;
  - 'industry 4.0' referred to the significant shift to automation within production, technology and engineering and represented the fourth manufacturing revolution.

Issues considered by Governors included:

- (i) that the average salary of someone working in the digital sector was £50k. It was asked how the College could expect to train such students when the teachers themselves were being paid far less than this. There were similar issues in other industries;
- (ii) that the Mayor of Greater Manchester had no powers over schools and so it would be interesting to see whether the MBacc would be adopted to any significant degree;
- (iii) that the IoT offered excellent opportunities for collaboration.

The Chair thanked Jonathan Frankham for reviewing the College's draft Accountability Statement.

## **22/23.75 Committees' Report**

The Clerk to the Corporation reported the following points:

- (i) the Remuneration Committee had met on Tuesday 9 May. The two key items considered included the Progress Against Key Objectives of Senior Post Holders and the Review of the Remuneration Committee's Terms of Reference. Proposed changes to the Terms of Reference included changes in response to the decision of the Office for National Statistics in November 2022 to classify the English college sector to central government. Colleges were now required to adhere to Her Majesty's Treasury (HMT) Managing Public Money (MPM) and HMT Guidance for Approval of Senior Pay: Senior Pay Controls Process. Specifically, the Corporation must seek approval from the DfE in respect of senior pay over defined limits. Similarly, in reviewing any special payments, including severance, compensation and ex-gratia payments being considered for senior post holders, the Remuneration Committee shall give consideration to the requirements of HMT MPM and the approval required for any payments above stated thresholds and signing of non-disclosure agreements;
- (ii) the Search Committee met also on Tuesday 9 May. Issues considered included membership issues, external review of governance, FE Code of Governance, Governor attendance, Governor Skills Audit and a review of the Search Committee's Terms of Reference. The key items requiring Board resolutions included the recommendation to reappoint both Kirk Cornwall and Rachael Frankland for a further term of office of three years.

The Chair added that following the resignation of Chris Rushton, the Board now had one vacancy. A recruitment campaign would be started, but Governors were encouraged to forward on the names of any individuals who might be interested in joining the Board. An advert would be prepared shortly.

**Resolved:** The Board of Governors resolved to note the Committees' Report.

**Noted**

**Resolved:** The Board of Governors resolved to note the Search minutes of the Committee meeting held on 9 May 2023. **Noted**

**Resolved:** The Board of Governors resolved to approve the re-appointment of Rachael Frankland as an Independent Governor for a three-year term of office ending 14 March 2026. **Approved**

**Resolved:** The Board of Governors resolved to approve the re-appointment of Kirk Cornwall as an Independent Governor for a three-year term of office ending 23 May 2026. **Approved**

## **22/23.76 March Finance Report**

The Executive Director Finance, Estates, MIS and IT reported the following points:

- (i) the revised budget outturn for the year was for a surplus of £658k;
- (ii) income was in line with the mid-year review. This included reductions in income for apprenticeships (down £450k) and loans and tuition fees (down £217k). Income from other streams (grants, interest, restaurant takings, Centre for Excellence in Maths and NCCE) was forecast increase (up £143k);
- (iii) due to recruitment difficulties, there was a favourable variance in pay costs derived from vacant posts and costs of cover. Overall, pay costs were expected to outturn less than that in the mid-year review and offset increases in recruitment, advertising, placement fees and agency costs;
- (iv) capital expenditure of £650k was in line with budget. An additional £85k had been allocated to correct the identified issue with boilers in the Construction Skills Centre. This would ensure that the College would not need to spend additional monies on the assessment of apprentices;
- (v) FECTF project:
  - a budget update was provided on the FECTF capital project as this represented significant (c. £11.5m) expenditure for the College. The College's Cost Consultant was currently costing the project at £12.006m. However, some £700k of potential or confirmed cost savings had been identified (£227k currently confirmed);
  - an agreed clause had been included within FECTF project A (Animal Care and Brickwork), for the contractor to find £210k in value engineering cost savings. Some £144k had been identified to date. This project had already 'broken ground';
  - the DfE had assessed the overall project as costing £11.048m. However, the College had previously allocated an extra £452k to the project as this was felt to be a more realistic cost;
  - plans for project B (Motor Vehicle) included an increase in floor space. This would be progressed as a change request with the DfE, together with a request for additional funding caused by inflationary pressures. The DfE had

- already indicated that the College should use the £631k capital funding received from the DfE for this. However, this had been allocated to the refurbishment of the E floor of Victoria Building and the Medlock Building. Four tenders were expected for the contractor for this project;
- (vi) the bid for a £3.75m grant from the Post-16 Capacity Development Fund for an extension to the Clarendon Sixth Form Centre had been unsuccessful.

Issues considered by Governors included:

- (i) the implications of the unsuccessful bid for the extension to the Clarendon Sixth Form Centre:
- that while disappointing, this would ultimately not impact the significant growth areas in the College, which were based at Beaufort Road, for example, Construction;
  - although, to date, the College had not turned away any A Level students through lack of capacity, some students had been directed to different subjects where there were spaces available. It was acknowledged, however, that the likelihood of having to turn away students in the future would increase;
  - that there was already a lack of non-teaching space that was increasingly apparent during wet weather and that the College had been in discussion with the local authority on options to alleviate building capacity issues;
- (ii) the implications of not being able to readily recruit staff:
- the immediate financial outcome of this was an improved financial outturn for the year;
  - that benchmarking had been taking place in Student Services, where there had been an increase in staffing but not management capacity. As a result of this work, a new Head of Special Educational Needs and Disability and Head of Safeguarding were being established to support the work of the Assistant Principal Student Experience, which should help to future proof the structure;
  - in addition, work was being done to try and reduce the administrative burden on staff through streamlining existing processes. Examples included: (a) reducing the frequency of appraisals from termly to half-yearly; (b) looking at ways to further streamline interview evenings; and, (c) identifying work that could be done by staff at home rather than in College outside of term time;
  - in terms of a pay award, the College strategy was to pay staff as much as possible within available resources. This might include a reduced surplus at year-end. Options would be required to be modelled to ensure they were affordable on a recurrent basis. While the College was also looking at whether it would be possible to bring forward a decision on the pay award, it was noted that the AoC had not yet made a recommendation as it was waiting the outcome of other sectors such as schools and stressing to the government the need to have adequate

funding for pay awards to avoid negative effects on colleges.

**Resolved:** The Board of Governors resolved to note the March Finance Report.

**Noted**

**22/23.77 Tuition Fee and Refund of Tuition Fee Policy 2023/24**

The Executive Director Finance, Estates, MIS and IT reported the following points:

- (i) that there were no substantive changes to the policy;
- (ii) the Greater Manchester Combined Authority funding rules for 2023/24 were yet to be released. Upon release a review would be undertaken for any changes that may be required and a revised policy presented for approval;
- (iii) some leeway was requested in finalising the policy with respect to resits.

Governors were content with policy as presented and agreed to the leeway requested.

**Resolved:** The Board of Governors resolved to approve the Tuition and Refund of Tuition Fee Policy 2023/24.

**Approved**

**22/23.78 Update on Progress Against Quality Improvement Plan 2022/23**

The Deputy Principal Quality and People reported the following key points:

- (i) all Leadership and Management actions had been completed or were on track to complete:
  - the new IMR (It's My Responsibility) appraisal process had been implemented and was being developed further;
  - the College was on track to achieve the target of 68% for the Apprenticeship achievement rate;
  - achievement of improvement targets for GCSE Maths and English continued to be challenging;
  - the new approach to capturing 16-18 sustained destinations had worked well and was now completed;
  - improving College systems remained a key priority;
- (ii) all Quality of Education actions had been completed or were on track to complete:
  - apprentice achievement on track to achieve 68% target, with a best case of 69%;
  - actions to improve achievement rates were on track in Sport and L3 Business;
  - good progress had been made in better preparing L3 vocational students for vocational external assessments;
  - attendance on AAT, retention on L3 Computing and Esports, A Level and Floristry were on track but continued to be closely monitored;
  - attendance on GCSE Maths and English and retention and attendance on some Travel and Tourism courses

- remained a concern. These would remain an area of 'Support to Improve' during 2023/24;
- the Deputy Principal Curriculum had successfully led actions to improve teaching CPD, including skills and employer focus;
- (iii) Behaviour & Attitudes:
- overall College attendance was slightly below target. The College was still seeing the impact of COVID and related issues. Benchmarking and networking indicated this was a national issue, including in schools;
- (iv) all Personal Development and Safeguarding actions had been completed or were on track to complete.

Issues considered by Governors included:

- (i) apprenticeships:
- some 131 apprentices were still to achieve. College tracking of progress had improved. It was asserted that improving apprenticeships was not just about the achievement rate but the quality of the apprentice journey;
  - the current national achievement rate was 54% and the DfE had an aspirational rate of 67%, which the College could exceed;
  - the college sector had seen a decline in the number of L3 apprentices, with most growth taking place in L4 and L5, which was delivered by universities predominantly;
  - while quality was improving, there was still more to do;
  - a view that it was obvious that apprenticeships were not working in some sectors. For example, the income on some standards were not covering the costs of delivery or in some sectors there was an unwillingness to release apprentices due to work pressures;
  - the number of apprentices that were out of funding. It was noted that this was less than 10;
  - the College's relationship between End Point Assessment Organisations (EPAO) / Assessment Organisations in terms of preparing students for gateway end point assessments showed that delays to EPA had now been remedied;
- (ii) the College should continue to monitor the proportion of students achieving high grades;
- (iii) when the Principal and Deputy Principal Curriculum were on inspection for Ofsted, they had noted that CPD for teachers in some organisations was not as good as they had expected. They were of the opinion that the College did this better than others, for example in assessment practices;
- (iv) English and Maths remained a challenge. It was noted that there was a difficulty in securing teachers in these subjects. Greater Manchester Colleges was sharing best practice. At the College, for 2023, some 1,300 students had sat their first GCSE Maths examination. It was hoped that this year's results would be better as these students had previously sat a Maths examination, unlike previous cohorts impacted by COVID. It was noted that the College had posters and had



sent post cards to students advertising examinations. There had been Easter exam sessions. The Deputy Principal Curriculum had been on a learning visit to Nelson and Colne College, which had a strong focus on English and Maths and had recently received an outstanding Ofsted judgement.

**Resolved:** The Board of Governors resolved to note the Update on Progress Against the Quality Improvement Plan 2022/23. **Noted**

**22/23.79 Behaviour Management**

The Deputy Principal Quality and People reported the following points:

- (i) behaviour was effectively and fairly managed, particularly the more significant issues. This was supported by relevant parental feedback;
- (ii) the College continued to maintain a good level of behaviour management, as commented on by Ofsted, and the subsequent impact on culture within the College, often commented on by visitors to the College;
- (iii) there had been 3,355 sanctions, which was significantly more than in 2021/22;
- (iv) the majority of sanctions (2,555) were the Notice To Improve for minor issues such as attendance and punctuality, non or late submission of work and poor level of work;
- (v) there have been 408 Stage 1 and 80 Stage 2 formal sanctions. The majority of these were linked to persistent poor / inconsistent attendance and / or punctuality, non or late submission of work and poor quality of work;
- (vi) there had been 164 suspensions, 75 Stage 3 formal sanctions and 34 permanent exclusions. These were due to serious behavioural issues, e.g. abusive behaviour or violent behaviour and behaviour link to illegal substances;
- (vii) a selection of case studies provided some context regarding the application of the process;
- (viii) that senior staff occasionally received unfair allegations during appeals, for example that they were racist or sexist. Therefore, he had sought feedback from parents more widely and the results were much more positive, with examples shared of feedback provided.

Governors were content with the report as presented.

**Resolved:** The Board of Governors resolved to note the Behaviour Management Report. **Noted**

**22/23.80 Update on Governor Engagement and Development Activities**

The Clerk to the Corporation reported the following Governor engagement and development activities had been recorded since the date of the last Board meeting:

- (i) 31.03.23 – John Lyne met with Dave Dobson re. tender outcomes of FECTF capital works;

- (ii) 02.05.23 – John Lyne attended an online meeting of the AoC ‘Governor Call to Action: Finding Our Voice Through the National Chairs’ Council’.

It was noted that the Public Services students’ Passing Out Parade was taking place later in the week with a number of Governors due to attend.

**Resolved:** The Board of Governors resolved to note the verbal update on Governor Engagement and Development Activities. **Noted**

**22/23.81 Items for Noting**

**(i) Chair’s Action**

**Resolved:** The Board of Governors resolved to note that no Chair’s Actions had been taken since the date of the last meeting. **Noted**

**(ii) Use of the Seal of the Corporation**

**Resolved:** The Board of Governors resolved to note that there had been no use of the Seal of the Corporation since the date of the last meeting. **Noted**

**(iii) Procurement Activity and Approvals**

**Resolved:** The Board of Governors resolved to note the Procurement Activity and Approvals report. **Noted**

**(iv) Interim Report on Governor Attendance 2022/23**

**Resolved:** The Board of Governors resolved to note the Interim Report on Governor Attendance 2022/23 (87%). **Noted**

*Shayer Hussain, Arsana Subba and College officers left the meeting at the end of this item.*

**22/23.82 Confidential Minutes of the Remuneration Committee Meeting, 9 May 2023**

**Resolved:** The Board of Governors resolved to note the confidential minutes of the Remuneration Committee meeting held on 9 May 2023. **Noted**

**22/23.83 Time and Date of Next Meeting – Tuesday 4 July 2023**

The Chair reported that before the date of the next meeting there was a Budget Scrutiny Working Group meeting scheduled for Tuesday 13 June to scrutinise the proposed budget for 2023/24.

**Minutes formally approved by the Corporation:**

<b>Chair</b>	<b>Date</b>
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