



MEETING OF THE CORPORATION OF MACCLESFIELD COLLEGE

TUESDAY 19 JANUARY 2021 – 9.30 AM

VIA ZOOM

PART I

Clerk: Mrs R Clare

Attendance:	M Sharples (Chair), C Trasler, P Newell, N Schofield, K Williams, J Walters, S Musgrave, G White, R Kay, M Wright, M Grant, E Kennedy, Y Saxon, G Lagan, A Sutcliffe,
In attendance:	L French, L Reed
Apologies:	N Mannion

Actions:

KPIs minute 06/21 A Member pointed out that the sickness levels is marked as below target and red but should be changed to green.	ELT
Quality Improvement Plan minute 08/21 Q: Will the Quality Improvement Plan have further actions added? For example, evidence of EP visits and learner voice completion? Macclesfield College will have good evidence of student progress and be able to add description relating to impact. The actions and data from ALPS will be included for the next Corporation meeting	LR
Curriculum update minute 08/21 Members were informed that the Vice Principal will report on the Ofqual consultation at the next meeting which is open for the next two weeks.	LR
Curriculum update minute 08/21 A Member asked for the Safeguarding reporting of who is responsible to whom be shared within the next safeguarding update.	LR
Any other business 10/21 A Member discussed the Strategic Planning day and use of chat facility functions. A Member confirmed that the day would be useful to explore the	KW/RC

information presented by LR in further detail. Action KW and RC to discuss timings for this event.	
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MINUTES

- | Item | Title |
|-------------|--|
| 01/21 | <p>Welcome and Apologies for Absence
The Chair welcomed Members to the meeting. An apology for absence was received for N Mannion who was engaged with business.</p> <p>➤ To ratify the appointment of two new Members of the Corporation
The Chair of the Corporation confirmed the appointment of G Lagan and Y Saxon as new Members of the Corporation following the Search and Governance Committee recommendation in December 2020. Both Members were welcomed to their first meeting. G Lagan explained that she had a career in education with school and college experience including being a governor. Y Saxon explained that she has HR expertise and also has experience of being a parent governor. The Corporation very much welcomed on board their expertise.</p> <p>The Chair of the Corporation informed Members that M Bansal had resigned from the Corporation due to ongoing commitments with his company, particularly during the current climate. The Director of Governance had received a very appreciative letter, thankful for the opportunity which he had really enjoyed and offered to support the College in the future.</p> |
| 02/21 | <p>Declaration of Members’ Interest
M Sharples declared an interest as his wife works for Cheshire East Council.</p> |
| 03/21 | <p>Minutes and matters arising from the previous minutes</p> <p>To confirm and approve the Part 1 Minutes of the meeting held on 8 December 2020 and review the matters arising:
The minutes of the Part I Corporation meeting held on 8 December 2020 were approved as an accurate record.</p> |
| 04/21 | <p>Matters arising
The Chair of the Corporation reviewed the matters arising from the previous meeting:</p> <p>41/20 Curriculum and Quality: English and math’s update
The figures will be shared at the next meeting but LR reported that the uptake of parents is higher in particular groups.
(Number of parents using the app – figures to be shared at this meeting).</p> <p>41/20 Curriculum and Quality: College Improvement Plan
LR explained that this was currently being updated and would be shared at the next meeting.
(Quality Improvement Plan to be shared at this meeting).</p> |
| 05/21 | <p>The Macclesfield Academy
A Sutcliffe explained that R Hedge was unable to attend the meeting due to his commitments at The Macclesfield Academy. R Hedge had provided a report and A Sutcliffe confirmed the main points of that report.</p> <ul style="list-style-type: none"> • It was confirmed that safety and well-being remain a priority • Staff morale is currently high • 4 Members of staff had contracted Coronavirus but had fully recovered • Members of staff were carrying out well-being calls to students • There had been an increase in fixed term exclusions, this was linked to the lockdown and the increase in rules |

- Students were being offered more support through a trained counsellor
- Progress has been made in English and mathematics
- The Academy continue to look to strengthen their core curriculum
- Students are being provided with 'real' time lessons at a distance and this is based around the normal school day
- A tutoring programme has been launched
- Students in school engage with the tutoring programme where possible
- There are currently 60 key worker students
- The Academy continue to concentrate on the post Ofsted action plan and curriculum restructure which is being developed

The Chair thanked AS for the update and confirmed that there would be a Part II agenda item relating to The Macclesfield Academy.

06/21 **KPI document 2020/21**

The KPI document for 2020/21 was received in advance of the meeting.

Members reviewed the key performance indicators for 2020/21.

The KPIs for 2020/21 were presented by ELT with a number of key points highlighted:

- As at 31 December 2020, the college recorded 1,105 learners enrolled against the allocation of 1,035.
- The 16-18 Apprenticeship funding financial forecast was updated in November 2020 mid-year review and is forecast to achieve 814K for the year. The year to date income with factors applied for the year is £870K and is showing a positive position.
- The Adult Apprenticeship funding financial forecast was adjusted in November 2020 mid-year review and is forecast to achieve £639K for the year. The year to date income with factors applied for the year is £680K.
- The college forecast for AEB is £566K with Income earned to date of £359K with £202K planned for delivery. This area will be monitored throughout the lockdown for income and numbers as it will be a funding stream that is impacted.
- The target numbers for HE remain low at 46 enrolments received for 2020/21 compared with a target number of 65.
- The Adult Education financial forecast for 2020/21 was updated in November 2020 in the mid-year review and is currently forecast at £210K for the year. The year to date income shows £138K income earned for the year so far with further enrolments expected up to Easter. This area of income is under careful review and may need to be revised in the Full Year Forecast in light of lockdown and the impact this may have on future income.
- The total fee collection is forecast to achieve 645K and currently has achieved £514K year to date for the year. The shortfall is linked to HE and FE Loans and will need to be reviewed if further expected planned enrolments do not occur.

Q: Will the target numbers for HE increase?

It is unlikely that this will increase because of the third lockdown.

Q: Will members of staff in that area be redeployed?

It was confirmed that all members of staff are fully deployed and staff utilisation is strong.

Q: The College has performed well in achieving the target for 16-18 numbers, there was an internal target set of 1167. What is the likelihood of achieving this number?

There will be no more starts now and the number is settled at 1085.

Q: There is an additional £202K forecast for the AEB throughout the academic year, when will we know if this is going to be achieved?

It was reported that we will know if this is going to be achieved in January.

The Vice Principal Finance and Resources explained that there is a certain amount of lobbying to lower the threshold for AEB, but there is a reluctance to lower the threshold too early in order for colleges to

work towards achieving this budget line. It is likely that there will be a claw back but this won't be known until April. The Principal confirmed that the claw back last academic year was 68% but Macclesfield College was above this threshold.

Q: Are Apprenticeship numbers likely to increase from employers?

The Principal explained that this was mixed, the Hair and Beauty apprentices are currently having a break in learning due to the impact of Covid-19 and members of staff have been furloughed. The impact of lockdown 3 has not been fully realised yet. The College has profited for an increase in apprenticeships in February but this will be known in the coming weeks. The College will be impacted by the number of apprenticeships being furloughed or made redundant. The College will continue its engagement strategy to support this area.

The Vice Principal presented the KPIs for Teaching and Learning and highlighted the following points:

- It was reported that the College has moved to formal, announced and graded observations of teaching, learning and assessment. The plan scheduled all observations to be completed by February half term and were subject to a priority listing based on previous grading and/ or curriculum performance that could be reviewed if other risk factors arose. Unlike previous years where a small observation team undertook all observations, CBLs were expected to make judgements of the quality of teaching, learning and assessment within their own areas of responsibility and had received full training, but the move into consultation for the CBLs had impacted upon the schedule. It was reported that 74 Learning Walks had been undertaken and 20 formal graded observations. 95% of sessions observed were judged to be good or better.

Q: Out of the completed lesson observations, how many were priority areas?

All 20 members of staff were a priority and 'at risk' and grading has improved. It was explained that underperformance was managed last year and continued to be rolled out during the lockdown with various online CPD sessions. A Member congratulated the College on the improvement in this area.

- Retention 'all', '16-18' and 'HE' were above target. The current best outcome achievement rate is 77.1% for apprenticeships, but will decline as the year progresses due to the break in learning.
- 16-18 attendance rate is currently 87.3% which is a 0.9% increase on the same point last year but 4.2% below the college target. Adult attendance is 92% which is 0.5% above the college target and 4.5% above the same point last year. Attendance rates for maths and English are currently significantly under the college target; -10.4% for English and -14.5% for maths. The English attendance rate is broadly in line with the same point last year (-0.3%) although attendance rates for maths have declined by 2.5%. This was linked to the changes in assessment outcomes.

Q: Is there a reluctance to study English and maths?

Work is ongoing to encourage students to be motivated and engage. There was an increased number of students taking the November resit and this resulted in higher outcomes than in the previous year. It was stated that learners in these areas, attended better online than in college. Attendance continues to be tracked and showed that students studying sport courses have lower attendance in maths and English lessons. Health and Social Care attendance in maths and English also remain lower. It was confirmed that 418 parents actively logged in to the new attendance app. The base line assessment means that students are working at a lower grade than what they were awarded when they arrived at college. The College is working with multiple employers to set high attendance as a career aim.

Q: Was there a link between low attendance and parents accessing the app?

A high number of parents of students on sport courses accessed the app. However, there was a lower number of parents of students accessing the app on Construction and Health and Social Care courses.

Q: Is low attendance linked to certain groups of students?

It was reported that it is quite often the same students who have peaks and troughs. The progress coaches work hard to support student attendance.

A Member commented on the high number of parents that accessed the app with almost 50% engagement in the new initiative. It was explained that this will be supported with planned ongoing communications with parents.

Q: Is the Government tutorial support being utilised?

Yes, the 16-18 tutorial funding is being used and the impact on assessment will be reviewed when outcomes are known in June. There will also be a review of the impact of progress coaches across all areas of the curriculum, including English and maths.

- Sickness levels remain under 2% at 1.97% which is lower than the industry average in the educational and public sector. The low absence level is partly informed by staff required to shield, working remotely from home and close management of absence by the College in conjunction with the College's Occupational partners.
- The appraisals completed was at 54% against a target of 100%. This was impacted by Covid-19 and HR are working closely with College Managers to complete appraisals by January 2021.
- Staff utilisation was at 98.8% and noted as strong.

The Vice Principal for Finance and Resources presented the financial KPIs and stated that the College carried out its first mid-year review in November and has a revised deficit for the year of £447K, remaining in 'Good' Financial Health. The Vice Principal Finance and Resources shared the following points:

- The financial profile remains on budget but a further review of certain income streams will be required monthly. As we approach April, a final expected outcome for Governors will be provided. Challenges around the current Covid-19 situation and particularly the current lockdown, may indicate that Adult Education budget and tuition fees in particular may be difficult to achieve and revision to forecasts may be required.
- Pay costs are in line with the forecast with staff costs % Income ratio's favourable to the forecast and currently at 66.42% compared to 69.95% Full Year forecast.
- Cash balances remain good with a balance of £1,403K at the end of December 2020, and in line with cash flow forecasts for the year with 52 Cash days in hand.

A Member pointed out that the sickness levels is marked as below target and red but should be changed to green. ELT action.

The Director of Governance shared the attendance target of 85% which is green and remains strong.

07/21 **Appendix B**

i. receive the College accounts for the period ended November 2020

The Vice Principal Finance and Resources shared the College accounts for the period ended November 2020. The full year outturn position is forecast to be £447K deficit. The financial health grade remains as 'Good'. The financial KPIs reflect this position and the financial forecast. The current position for Apprenticeships with factors applied is £1.55M compared to £1.45M year forecast. This position is positive. The Vice Principal reported that the College currently has 169 starts compared to planned starts of 192. This will be monitored from February to July and the numbers will be reviewed carefully. It was confirmed that pay costs are in line with the forecast. The restructure program and non-recruitment of vacant posts had resulted in pay costs being within budget. The non-pay was also in line with forecast. The overall expenditure position was favourable at £332K. It was noted that there will be additional costs for Covid-19 testing that will be rolled out in the coming months and the costs managed by the premises budget. The income will be known in due course, but the College may be able to recuperate some of these costs. Both the cash days in hand and the income is showing a positive position as at 31 December 2020. The cash days is currently below where it was expected to be, but this is due to the timing of paying suppliers due to the closure of the College at Christmas and will move in line. The Vice Principal pointed out the section of the report relating to the Bank Covenant with Allied Irish. The revised financial forecast shows that the Bank Covenant will be breached but the Vice Principal will continue to monitor this position.

Q: On Page 3 of the report, the current financial grade is still showing a 'Good' but is close to the border line, is there something that can be done to ensure the College remains in a 'Good' financial position?

The College is expected to receive additional income relating to high needs. The apprenticeship position is looking good and is forecast to have a positive impact. There will also be savings on pay and non-pay

costs. The College will continue to monitor vacancies and be careful in recruiting vacant positions. Large amounts of staff have been furloughed and this has not been included in the forecast.

Q: Are you comfortable that the forecast is achievable even if the third lockdown lasts until April?

The Vice Principal confirmed that the forecast is prudent from April to July. The planned starts have placed the College at a good starting point. The position may be impacted on whether apprenticeships can return to the work place and whether employers take on new apprentices.

Q: On page 5 of the report, what is the £138K relating to staff costs?

This is for the ESFA tuition funding and is a mixture of redeployment and hourly paid staff.

ii. Health and Safety Report

The Vice Principal Finance and Resources shared the Health and Safety report in advance of the meeting. The Vice Principal reported that the Health and Safety Committee has met once since the last report to Governors. Health and Safety Audits have continued to take place and from the eight audits, nine actions were identified. Members of staff have received Health and Safety training, First Aid training and Health and Safety refresher training. Fire warden training has taken place along with a fire drill. There were 27 minor accidents reported, all minor and no RIDDOR accidents reported in this reporting period.

The Chair of the Corporation thanked the Vice Principal for the new style of report which was informative.

iii. Covid Business update

The Vice Principal Finance and Resources presented an updated on Covid-19 Business. Since the Corporation last met, the Government announced mass Covid testing followed a day later by a National Lockdown. The Vice Principal explained that the College moved to remote learning from 4 January 2021 and from 6 January 2021 all members of staff were told to work from home. The College is currently open every Monday and Tuesday for members of staff to collect any resources. During these days, payroll and IT updates take place. The estates team continue to operate to ensure onsite safety. The College took the decision to furlough 35 business support staff and a small number of flexi furlough arrangements were approved. The furlough arrangement will continue until 21 February 2021. The Covid testing will commence from 11 January 2021. The testing centre has been set up in Whites. The swab squad from the Local Authority has provided training and will support identification of non-symptomatic individuals. The lateral flow tests for students will be encouraged twice a week and testing of all members of staff. If a member of staff or student tests positive then they will be told to isolate for 7 days at home. The Chair of the Corporation confirmed that the lateral testing is to support the local community.

Q: Is the College open to vulnerable learners?

Yes, the College is open to vulnerable learners and any students with key worker parents. All vulnerable parents have been contacted and currently there is fewer than 10 students in College, currently at 6. This is a similar situation to June and consists of 5 EHCP students and 1 key worker student.

Q: Have you had a number of volunteers for testing availability?

The College had recruited 11 volunteers and they have received training. The numbers that require testing are minimal but will increase when the reopening of educational settings is announced.

08/21 **Appendix C**

i. Update on the College QIP

The Vice Principal Curriculum and Quality presented the College Quality Improvement Plan which was shared in advance of the meeting. The Vice Principal explained that the areas highlighted amber showed progression, but to note that a full review of the Adult Education would be taking place. Members were informed of changes in the delivery model to mitigate against Covid-19 and the risks of a lockdown. There is a focus on staff and student health and well-being. There are a number of restrictions in place for cohort 'bubbles' and to increase learner participation. The Vice Principal

reported actions relating to maths and English and students achieving working at grades. The attendance for English and maths is lower, but if it is separated from the core curriculum then the core curriculum attendance is high. However, attendance is lower for vulnerable students and actions are in place to address this. The Vice Principal confirmed an increase in retention and achievement targets. Members were informed that attendance of males had been brought in line and was higher than females. It was explained that Animal Care is a focus curriculum area for the College.

Q: Will the Quality Improvement Plan have further actions added? For example, evidence of EP visits and learner voice completion?

Macclesfield College will have good evidence of student progress and be able to add description relating to impact. The actions and data from ALPS will be included for the next Corporation meeting.

A Member stated that the numbers relating to target setting showed that 886 achieved, 88 not achieved and 1943 to be reviewed. The Vice Principal explained that this did not mean that targets were overdue, but that they were closed in a timely manner. This is being monitored through weekly reports in curriculum areas and was a snapshot in time, due to open targets spread across curriculum areas.

The Vice Principal explained that key changes were the move to formal lesson observations and the appointment of the Student Voice Lead. Members supported that learner voice responses were critical in capturing information relating to students experience online. The Vice Principal explained that one student voice had already been captured relating to student induction and a further one will be captured in January and presented in March. It was explained that smaller and more regular focus groups with a shorter and sharper focus were more effective during lockdown.

Q: On page 4, there is a reference to Curriculum area QIP containing targets at course level towards ALPS score?

The Vice Principal explained that further information relating to grade profiles will be known once the BTEC submission is completed on 25 January 2021. The Assistant Principals will monitor potential mitigation with relevant awarding bodies, ensuring that curriculum teams focus on holistic grade profiles of learners across programme to determine unit selection. Members were informed that exams will be internally graded and moderated externally. Mocks continue to take place internally.

Q: Were all the BTECS examinations cancelled?

Yes, the BTECS were cancelled for the safety of staff and students, therefore the exams were not sat. This was the only decision that could be made at the time due to the high number of parental concerns around student safety and protection of staff.

Q: Have all students got access to a laptop?

Yes, students have been loaned access to a laptop. 70 students were identified as requiring a laptop through curriculum teams, 10 have been supplied this morning and Macclesfield College is addressing the shortfall. Although the DfE will support with this, it will take too long and therefore a decision has been made for Macclesfield College to loan what is needed. In the meantime, students have been provided with paper copies.

Q: Will recruitment be aligned to the new GCSE results day?

Yes, the sign up of students will be aligned with the GCSE results day,

Q: Have there been any safeguarding issues online?

No, there has been clear safeguarding training for students and staff.

ii. **Update on Curriculum Developments**

The Vice Principal provided a comprehensive presentation on curriculum developments. The key points were the following:

The Academies

The Academies continue to go from strength to strength. A second partner, Stepping Hill Hospital has been sourced for the Nursing Academy. A new 3-year deal has been secured with Macclesfield Football

Club. The football club has a new owner who is investing in the club, this may create further links with the College in areas such as hospitality which could be launched in September 2022. Following a successful year with Stockport County, the College decided not to renew the contract. It was explained that this was due to Stockport County wishing to increase volume and Macclesfield College having concerns about maintaining quality for larger numbers. This had been a highly successful partnership and was only due to Stockport County's expansion plans. The students who will see out the course will either transfer to a college course or move to another provider with Stockport County. The College is launching a new Golf Academy and have sourced an excellent ambassador. The College will be launching a Cycling Academy in September 2022. The College has a committed sports team and this is an area of growth for the College. A Member stated that a new cycling store is being launched in Macclesfield Town Centre after Easter and will share further details for any shared opportunities in the future.

The College is launching an Engineering Apprenticeship.

T Levels

The College has been accepted in the third wave to launch T Levels. The classroom and industry placements for T Levels is substantial. The College successfully bid to run the Health & Science Route, offering the Health T Level and the Supporting Healthcare specialism. Within this specialism, the College will offer T Level Routes in Supporting the Adult Nursing Team, Supporting the Midwifery Team, Supporting the Care of Children and Young People. The implementation plan has been submitted to the DfE. An extension of approval is required by February to the ESFA and the College is preparing to be ready to launch the new qualifications. The College will apply for a number of capital bids to support the growth.

IoT

Macclesfield College has been part of a collaborative bid with the lead HE Provider being Chester University. The flagship Government Programme is for Level 4 and Level 5 learners with local skills in the following areas:

Health, Public Services and Care

Science and Maths

Agriculture, Horticulture and Animal Care,

Engineering and Manufacturing Technologies;

Construction, Planning and the Built Environment;

Information and Communication Technology;

Retail and Commercial Enterprise

The College will find out if it is successful in Spring 2021.

Projects

The Vice Principal briefed the governors on the current projects that Macclesfield College was engaged with.

The College was successful in the Digital Hub project and this moved at pace. There are 180 students that will be able to benefit from using the new construction equipment that is based in ECAT. This is currently restricted due to Covid-19 but will be utilised by students and used to engage with the community.

The Maths project is to support online blended learning and maths literacy to further enhance maths delivery.

Active Cheshire Wellness Project is aimed at inactive girls and promoting health and well-being.

Two members of staff are engaged with the ETF EdTech Mentor Programme.

The College is engaged with the TTF Project which re-trains people on the job and provides remission time to gain industry experience in the classroom.

The College has also engaged with Digital Bootcamps as part of Code Nation to create a solution to the digital skills gap and create the next generation with the technology tools it requires.

The Vice Principal explained the priorities for January which included:

- Accelerate
- Counselling, CIPD, AAT
- Adult maths and English
- Return to online learning from January and promote website strategy (support online)
- Skills for the Future:
 - Health & Science, Accountancy, Adult Social Care, Childcare, Construction.

The Vice Principal stated that moving learning back to College will be well planned. **Members were informed that the Vice Principal will report on the Ofqual consultation at the next meeting which is open for the next two weeks.**

The Principal thanked ELT and SMT for their continuous hard work. There had been a number of significant projects and bid work in addition to navigating the College through Covid-19. The team had remained dedicated in securing the future growth of the College and had shown a determination in driving the College forward. The Chair of the Corporation recognised the pressures placed on the team and recognised the hard work of ELT and SMT.

iii. **Report on Student Support**

The Vice Principal presented a report on Student Support. The Vice Principal Informed Members of two key appointments made last year, the Student Voice Lead and Student Enrichment Lead. Both of the roles had significant responsibilities and were supporting student experience and engagement. The programme to reintegrate students back into College was being developed. The Vice Principal was pleased to share that a high number of students at 96% reported that they felt safe online. The attendance for tutorials is currently lower than expected and this is being looked at through focus groups. The Vice Principal explained that student engagement and experience is critical in achieving the Colleges aim to be 'Outstanding'.

The Vice Principal proposed to change the way Safeguarding is reported to the Corporation. It was proposed that the Safeguarding Annual Report is brought into line with the College SAR and QIP. This will enable key objectives within curriculum areas to be included. The College Safeguarding Action Plan adopts a similar format to the College QIP and will sit as an appendix to the main document. The format of the Safeguarding Annual Report will feed into a SAR for Safeguarding.

The Corporation approved the changes to the Safeguarding reporting going forward.

A Member asked for the Safeguarding reporting of who is responsible to whom be shared within the next safeguarding update.

Q: Have you seen any impact on the posts appointed last year?

Yes, the College has seen an increase in achievement and retention.

The Vice Principal also shared an update on the Bystander Programme that the College has engaged with. It was explained that this is when an individual takes responsibility for an action they didn't do but watched happen.

The Chair thanked the Vice Principal for her comprehensive update.

09/21 **Policies**

The following policies were reviewed and approved by the Corporation:

- Freedom of Speech Policy
- Reserves Policy
- Whistleblowing Policy
- Lockdown Policy

10/21 **Date and time of the next meeting**

The next meeting will be held on 30 March 2021 via Zoom.

Any Other Business

A Member discussed the Strategic Planning day and use of chat facility functions. A Member confirmed that the day would be useful to explore the information presented by LR in further detail. Action KW and RC to discuss timings for this event. The Chair of the Corporation described the pressures and continuous obstacles the ELT face, which they continue to respond well to and navigate the College with their pro active and 'can do' attitude. The Chair of the Corporation thanked all staff for their continuous hard work, which was recognised and reiterated by the Principal.

Impact of the meeting:
The Curriculum update including information relating to bids, projects, T Levels, Sporting Academies and curriculum priorities.
Comprehensive review of new KPI document for 2020/21 and initial position.
Monitoring to ensure that the College retain the financial health grade of 'Good'.
Important update on Covid-19 and the health and safety of staff and students.
Approval of new reporting for Safeguarding going forward.
Recognition of the hard work and commitment of members of staff.

Signed by Chair:	
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