



**MEETING OF THE CORPORATION OF MACCLESFIELD COLLEGE**

**TUESDAY 11 MAY 2021 – 9.30 AM**

**TO BE HELD VIA ZOOM**

**PART I**

**Clerk:** Mrs R Clare

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

**Actions:**

<p><b>26/21 Business – Equality and Diversity</b></p> <p>Q: Is it possible to show the differentials for Macclesfield from the available Cheshire East data rather than Crewe?</p> <p>LF would check this point with the Director of HR.</p> <p>Q: Where the categories are split into English and BAME, is the word 'BAME' the correct one to use as it is no longer being used in some businesses?</p> <p>LF would check this point with the Director of HR.</p>	<p><b>LF</b></p>
<p><b>27/21 Teaching and Learning - Update on English and mathematics</b></p> <p>Q: Please can the number of enrolments be included in future tables within reports?</p> <p>Yes, this will be added going forward.</p>	<p><b>LR</b></p>
<p><b>27/21 Teaching and Learning – Lesson Observations</b></p> <p>Q: Is it possible to include information in relation to online and in person lesson observations and the differences noted between each?</p> <p>LR will include the number of in person lesson observations and online lesson observations in future reports.</p>	<p><b>LR</b></p>

**MINUTES**

- Item Title**
- 20/21 **Welcome and Apologies for Absence**  
The Chair welcomed Members to the meeting. Apologies for absence was received for N Schofield, N Mannion and G White.
- 21/21 **Declaration of Members' Interest**  
M Sharples declared an interest as his wife works for Cheshire East.
- 22/21 **Governance Skills Audit**  
Members of the Corporation received an updated Skills Audit of the Corporation provided in advance of the meeting by the Director of Governance. Members had updated their individual profiles and skills and shared with the Director of Governance.
- The Director of Governance provided a document that contained the information for all Members including the newly appointed Members with HR and education experience. The Director of Governance confirmed that the skills audit has been shared with all Members and was useful for new Members to gain information and assign responsibilities for roles within the Corporation.
- 23/21 **The Macclesfield Academy**  
The Chair of the Corporation welcomed M Galvin to his first Corporation meeting in his new position as Head Teacher of The Macclesfield Academy. M Galvin shared his priorities for The Macclesfield Academy and timescales to achieve the agreed priorities.
- M Galvin confirmed that Ofsted carried out an online remote inspection in March 2021. The report from the visit was very positive, with many improvements highlighted since the last visit. The focus from the visit continues to be on improving the curriculum, with the development area detailed as:
- Develop all subject curriculum plans so that teachers have absolute clarity about the essential knowledge that they should teach in order for pupils to learn and remember more over time.
- MG explained that work continues on designing an updated Key Stage 4 curriculum which will run as a two-year programme for the Year 10 of 2021/22. MG is developing next leaders in the organisation by opening up opportunities for secondment to SLT. Finances continue to be a focus area, with the school looking at ways to ensure financial sustainability in the longer term by increasing student numbers. The Macclesfield Academy has established a SLA with Liz Whitehurst from Fallibroome to plan towards a solid financial position. MG explained that there was a positive return of the students from the Easter holidays. There is an increased expectation in terms of uniform and behaviour, with the vast majority of students meeting the standards set.
- MG informed Members that he was outward facing. He had a positive meeting with RK and was looking to develop further relationships with the College, particularly around the Gatsby Benchmarks and Apprenticeships. MS confirmed he would meet with MG, RK and AS in the near future to see how relationships could be developed further. RK and MG have arranged to meet termly. The Chair of the Corporation wished MG every success in his new position.
- 24/21 **Minutes**  
**To confirm and approve the Part 1 Minutes of the meeting held on 30 March 2021**  
The minutes of the Part 1 Corporation meeting held on 30 March 2021 were approved as an accurate record.
- 25/21 **Matters arising from the meeting held on 30 March 2021**  
**To discuss any matters arising from the meeting held on 30 March 2021**  
Careers Strategy  
A Member pointed out some typos within the strategy. LR will review prior to the strategy being finalised. ***A revised final Careers Strategy was shared with the Corporation via email.***
- RK confirmed that the Strategic Plan was currently being reviewed and updated and will be shared with Corporation Members ahead of the Strategic Planning day. ***The final aims for the Strategic Plan was shared with the Corporation via email.***

***RK thanked KW for contacting her after the meeting in relation to Macclesfield Wheelers. RK has since contacted the Club Secretary, S Griffiths and has arranged a subsequent meeting with the Vice President of the club. The College is hosting a community programme on 22 May 2021 in collaboration with the club as a consequence of the meeting. The Chair of the Corporation reminded Members to contact RK if they had any further contacts to assist the College.***

26/21 **Business**

**i. Receive the College accounts for the period ended March 2021**

LF presented the March Management Accounts for review. LF is expecting to deliver a small surplus budget, but explained that the contingency budget would be needed to cover agency costs towards the latter end of the year. The report did not include any additional income. LF confirmed that the Adult budget was low, even on the deflated forecast. It was currently at 366K compared to 425K and needed to be within 90% of threshold, but was hopeful to meet overall by year-end. The changes were shared on page 6 and 7 of the main Management Accounts report. There is an increase in Tuition Fees, projected income, catering income and reduction in costs due to some posts not being replaced. There is an increase in hourly paid members of staff and agency costs. The KPIs on page 3, show 'Outstanding' Financial Health, 40 days cash in hand and the bank covenant is forecast to be compliant (although this may change).

Preparation of the 2021/22 budget has begun and is currently working around payroll and based around curriculum planning.

The Chair of the Corporation congratulated the team on presenting a small surplus, in an unpredicted year. The ELT had taken swift business action and as a consequence this had placed the College in a positive position when there would be a number of colleges in the sector facing financial difficulty.

**Q: Will we be able to recuperate any additional costs to cover the impact of the Pandemic?**

LF explained that the College had recuperated £30,000 towards the lateral flow testing, but there would be no retrospective payment as the College did not meet the criteria for the claim.

**Q: Did the College receive funding towards tuition fees and Free School Meals?**

Yes, but this was separate from the Management Accounts and not significant.

**ii. Equality and Diversity Report**

LF shared the mid-year Equality and Diversity Report that had been prepared by the Director of HR. The report provided details of Cheshire East Demographics taken from the Cheshire East Council Equality, Diversity & Inclusion Strategy 2021-2025, which was published in April 2021. The report provided an overview of the college:

- Recruitment activity for the period 1 September 2020 - 31 March 2021 and provides key statistics around gender profile and ethnicity of applications and appointments made.
- Corporate profile of staff by age; gender and ethnicity together with disability under the equality act statistics.

LF reported in relation to appointments, the gender profile was 62.5% females and 37.5% males. 56% of applicants advised ethnicity as 'white British'. The disability profile was 14% in 2019/20 and 12% in 2020/21.

**Q: Is it possible to show the differentials for Macclesfield from the available Cheshire East data rather than Crewe?**

LF would check this point with the Director of HR.

**Q: Where the categories are split into English and BAME, is the word 'BAME' the correct one to use as it is no longer being used in some businesses?**

LF would check this point with the Director of HR.

### **iii. Staff Survey Report**

LF presented a report prepared by ZB, Assistant Principal for Quality. The report provided information on staffs' views when they returned to working on the College site on the 8 March 2021, following the DfE guidance.

The College introduced a 'staggered' return on Monday 8 March 2021 with Departments being allocated a set time to return to the College premises. On arrival into the College building all staff had their temperatures taken and were greeted by HR & SMT. Staff were presented with an information pack which included the staff & student charter, information on the NHS track and trace, the Covid-19 lateral flow testing risk assessment, the College Coronavirus risk assessment, Public Health England guidance on best practice for hand washing and staff were given two re-usable face masks. The Quality Team were based in the rotunda throughout the day to capture staff voice instantly with the use of iPad. Three questions were asked to each member of staff:

- The College kept them informed of the COVID-19 staff and student protocols before returning to onsite duties.
- The College is currently supporting them in the best way it can following the Government announcements;
- The College had supported them well whilst working from home.

LF reported that 121 members of staff views were captured on the day.

The feedback indicated that:

- 80% of staff strongly agreed/agreed that the College kept them informed of the Covid-19 staff and student protocols before returning to onsite duties;
- 91% of staff strongly agreed/agreed that the College is currently supporting them in the best way it can following the Government announcements;
- 86% of staff strongly agreed/agreed that the College had supported them well whilst working from home.

The results were shared with all staff through an 'all staff email'. ELT provided a response to each question. The general feedback captured on the day was very positive, however some staff felt that communication regarding students returning onsite was not made clear to staff. Some staff members felt that it would have been beneficial to have received a copy of the communication sent to students, so they could provide support and guidance. Staff who were on furlough felt that communication could have been improved.

In response to this feedback, it was recognised that some staff may have found communication difficult whilst being on furlough. This has been a challenge for every organisation in the country. HR asked that furloughed staff ensured that their personal contact details were up to date in CIPHR, in order to be readily contactable during the period of furloughed leave. In addition, ELT also communicated via the college email system on ELT videos briefings and letters. ELT recognise that in addition, they could have sent a hard copy of letters.

## **27/21 Teaching and Learning**

### **i. update report on English and mathematics**

LR presented an update report on English and mathematics. As previously reported, LR explained that learner outcomes on the November series were high; GCSE maths pass rate of 99% (HG 55%) and GCSE English pass rate 95% (HG 53%). This showed significant improvement on the same series in the previous academic year.

LR reported that the delivery strategy for the 2021-2022 academic year was for all provision to be face-to-face. All sessions were pre-recorded by every teacher to allow learners access to the courses at any time. This offer included taught sessions, activities, extension tasks and progress assessments and provided assurances that learners could access their programmes should they be unable to attend College as a result of the Covid-19 Pandemic.

LR reported that following the closure of the College on January 5 2021, all sessions continued to be delivered online. Due to comprehensive planning within the first term, all sessions were pre-prepared and pre-recorded and this had involved a significant upskilling of the teaching teams. Members of staff were upskilled in the use of Teams, Zoom, Padlet, Century Tech and other online resources. LR explained that lessons and formative assessments continued throughout the College closure. Students were given six opportunities to sit assessments and 1:1 tuition remained focussed.

It was reported that attendance in some curriculum areas remains an ongoing challenge. Attendance in Sport and Hair and Beauty programmes have required improvement all year despite significant intervention.

Attendance figures were shared within the report as the following:

GCSE mathematics at 61.3%, GCSE English at 64.6%, Functional Skills mathematics at 63.5% and Functional Skills English at 65.8%. Attendance rates across GCSE programmes are lower amongst the 16-18 cohort; significantly so in relation to mathematics. Although, attendance at Functional Skills mathematics is higher in the 16-18 cohort. It was reported that the areas with the lowest attendance rates have showed recent signs of improvement. The current retention rate remains high.

LR presented the current GCSE predictions based on the evidence currently held. The predictions will increase as the formal assessment period continues and more assessments are completed. This is likely to change the pass rate in the main. The percentage of high grades has been impacted by the high rates of grades 9-4 in the November resits.

<b>English:</b>		<b>Maths:</b>	
Pass	76%	Pass	81%
HG	37%	HG	32%

LR explained that evidence is still being collected and pathways are continuing.

LR reported that she is currently working on timetabling for next year. The delivery of the football programme will be timetabled differently next year to increase attendance.

**Q: How has the attendance been collected during all lessons?**

Attendance has continued to be taken in the scheduled lesson.

**Q: What happens if a student missed their assessment?**

Students have three opportunities to undertake a formal assessment.

**Q: How many students are of concern for attendance?**

There are currently 25 students who are being worked with for their attendance in either mathematics or English.

**Q: Will this impact on our retention?**

No, it will only impact on the pass rate if there is sufficient evidence for the student.

**Q: How are the lessons being conducted?**

All lessons are taking place in person.

**Q: How is the progress under Functional Skills calculated?**

This is a current position on the pass rate on components that is aggregated up to a level.

**Q: How is the attendance in Adult courses?**

There are a number of non-returners due to the pandemic, but the College has targeted these learners and continued to do everything it can to enrol as many Adults as possible.

LR explained that the headline retention for GCSEs will change as assessments take place.

**Q: Please can the number of enrolments be included in future tables within reports?**

Yes, this will be added going forward.

**Q: Has the Flipped Learning Approach had any impact?**

The programme has had limited impact.

**ii. Safeguarding mid-year report**

LR shared the mid-year Safeguarding report that had been prepared in collaboration with HH, the Designated Safeguarding Lead. The Safeguarding Strategy Group had met and reviewed each of the actions and the narrative surrounding each action. The number of instances of bullying and harassment have decreased this year in relation to last academic year; this is in the main due to the restrictions that the College had to operate in response to the Covid-19 Pandemic. The number of safeguarding instances reported had dropped in January but increased again in March upon the College return. LR explained the next steps in relation to safeguarding are to:

- Review the Safeguarding action plan.
- Review of current tracking and review CPOMs system to enable better transition information from feeder schools.
- Working in conjunction with the service that has replaced the Emotionally Health Schools initiative.
- Summer term all staff refresher training.

The Chair of the Corporation explained that he and CT had attended the Safeguarding internal meeting. LR is going to review the schedule of meetings as the group required more time to review both Safeguarding and Equality and Diversity.

**iii. Report on lesson observations**

LR presented a report on lesson observations. LR explained that the College had continued with previous arrangements for observations of teaching, learning and assessment and issued staff with two working days' notice of a formal graded observation. Learning walks were undertaken during the first half term. The Assistant Principal Quality devised a schedule which was risk rated based on indicators from the previous year including prior formal grade, course performance, learner voice or concerns raised from learning walks. New members of staff were subject to early observations.

Following changes to the curriculum management structure, the observation team for the academic year consisted of the Vice Principal, Assistant Principals and the Apprenticeship Manager. The reduction in the observation team allowed for a consistency of approach and grading. Each member of this team has undertaken a joint observation and moderation of reports has been undertaken.

The majority of the formal scheduled observations took place during December and throughout the second term. LR reported that 92% of sessions observed have been judged to be good or better. The 17% observations remaining are due to staff recently joining the organisation, staff returning from a period of ill health or staff currently on a development plan and awaiting a further observation. There are 9 lesson observations to complete and these will be conducted before the end of term.

In addition to the observation team undertaking formal observations, the College launched Teaching Triangles on the Professional Development Day in March 2021. Each member of staff was assigned to a group and tasked with visiting each member of the group. This has been undertaken in the majority of areas.

Two CPD sessions have taken place and the Teaching Conference has been rescheduled for February next year.

**Q: Why did some members of staff not take part in Teaching Triangles?**

There were two members of staff and this was due to timetable clashes and barriers within their case load.

**Q: Is it possible to include information in relation to online and in person lesson observations and the differences noted between each?**

LR will include the number of in person lesson observations and online lesson observations in future reports.

**iii. Curriculum offer**

LR presented a report in relation to the curriculum being offered in the summer term and new provision planned for the academic year 2021-22. In March, the College launched 'Skills to Thrive', a portfolio of courses that were aimed to be responsive to local and regional skills needs. These courses were identified to address skills gaps, but were also reflective of learner demand; in counselling more. The courses that started in April are:

- English and maths functional skills
- Digital Skills
- Employability Skills
- Level 2 and Level 3 Counselling
- Level 3 Award in Education and Training
- Supporting Work in Schools
- Award in Construction Skills

There also continues to be a broad range of online courses including those in Mental Health; Health and Safety; Preparing to Work in Adult Social Care and Principals of Team Leading with a modest number of enrolments in April. These programmes were also planned to offer a range of upskilling/ gateway qualifications in response to the doubling of claimant unemployment in Cheshire and Warrington as soon as the lockdown in March 2020 took effect, and that at the end of January 2021 67,000 people were on furlough.

Planned adult provision for the new academic year has been fully reviewed and condensed so as to focus on growth in curriculum areas of expertise and reputation.

Curriculum planning for the 2021-22 academic year has been completed. The full qualification offer across all funding streams has been reviewed, and a refreshed curriculum has been planned. Programmes have been identified on the basis of a full review of LMI and the undertaking of a local market competitor analysis, plus an analysis of known destination data. It has been considered in line with the College's Strategic Plan 2018-2023, which in turn was developed in line with Cheshire and Warrington Strategic Economic Plan. Following this a range of new programmes have been added to the curriculum offer. For study programme, these include:

- Level 2 Science
- Level 3 E-sports
- Level 3 Motorsport Vehicle Maintenance & Repair
- Level 3 Golf Academy

These programmes are to complement the existing offer, as well as offering both new entry points and progression routes. Key curriculum change for study programme will take place in September 2021 with the introduction of the following T Levels: Digital, Production, Design and Development; Digital Support and Services; Design, Surveying and Planning for Construction; Onsite Construction; and Health. The College will not be offering a transition programme in September 2021.

The adult provision has been particularly difficult to determine and has been reviewed against the College's historic adult enrolment data. The course offered are as follows:

- Return to Learn (Pre-access)
- Access to HE Diploma in Nursing
- Access to HE Diploma in Business
- Access to HE Diploma in Computing
- AAT Level 2 Certificate in Bookkeeping
- Level 2 Principals of Team Leading
- Level 2/ 3 Leadership and Management
- Level 3/ 5 CIPD (class-based)
- L1 Electric/ Hybrid Vehicle Awareness

A range of full cost and leisure learning programmes have also been planned.

The College's Higher Education portfolio remains small and despite investment into a Business Development post over the past few years, has not realised any growth. Last year, HND programmes were removed from offer to focus on driving growth and sustained quality at Level 4. For September, progression pathways have been identified in two curriculum areas and therefore an HND programme will be offered in Business and Sport. The College is continuing to develop its partnership with the University of Derby and is seeking top-up routes in these areas.

The College will continue to work with all feeder schools to engage students in apprenticeships and to enable schools to educate students on T Levels.

**Q: What is the implication of the removal of courses?**

Online learning has been removed and the focus is on quality of delivery. There has been no removal of 16-18 courses. LR explained that the College is unlikely to deliver ESOL in the future.

**Q: Are you confident in AAT achieving highly as nationally achievement is low?**

LR explained that this is due to book keeping issues and the College has put a safeguarding measure in place.

**Q: Is there opportunity for CPD for Level 4?**

This is an opportunity for students to upskills in the evening as an alternative pathway.

**iv. Review of Digital Strategy**

LR presented a review of the Digital Strategy in collaboration with ZB, Assistant Principal of Quality. LR explained that during the first term of the academic year, an E Learning Strategy Group was formed to discuss the development of digital skills across the college. This group reviewed the framework for assessing online delivery, liaised with staff regarding Professional Development needs, and delivered a range of training sessions. This group was an effective working party, but a more accountable role needed to be in place. In January 2021, the College invested in 6 E Learning Champion posts. These posts had the following aim:

To encourage collaboration across all areas of the college to create a stronger understanding of digital delivery and ultimately position Macclesfield College at the forefront of digital learning initiatives which will in turn transform learner experiences.

The E Learning Champions have been recruited from all areas of the College, covering study programme delivery, class-based and community-based adult provision as well as mathematics and English, and their skills are broad and varied. One is a certified Microsoft Innovative Educator Trainer. Their initial remit has been to support specific curriculum departments and work with individuals, groups and curriculum areas to ensure that staff are equipped with the skills and the confidence to utilise digital technologies in their teaching, learning and assessment. They have also delivered a broad range of sessions to all staff and have been instrumental in driving the Teaching Triangle roll-out. All activity alongside staff engagement is monitored through weekly Champion meetings. More recently, the Champions have developed an E Learning Staff Newsletter that is circulated to all staff and a refreshed central E Learning page on Itslearning and Teams.

The group have consulted with staff and students; the strategy is practitioner-led. The group will be responsible for communicating it to the wider staffing body. The strategy includes commitments to learners and members of staff and also outlines how its effectiveness will be monitored.

The Champions have participated in the EdTech Demonstrator Schools and Colleges Programme and are working with an Itslearning consultant to refine our platform and are deciding a set of minimum standards for Itslearning that will be shared with all members of staff.

The Digital Strategy reflects the drive of the College to effectively and consistently embed e-learning technologies into teaching and learning. It aims to ensure all members of staff have a high level of digital confidence, but ultimately to enhance the learner experience.

**Q: How were the Champions assigned to roles?**

The members of staff were awarded an honorarium and given additional KPIs to meet. The positions were advertised internally and interviews took place.

**Q: I would have liked to see statements relating to asynchronous learning and personalisation. How will appendix 1 be reviewed?**

It will be reviewed after 12 months and was created with face:face delivery in mind and using E Learning to enhance learning in the classroom.

**28/21 Policies**

The following policies were reviewed and approved:

- Paternity Leave and Parent Leave Policy
- Grievance Policy for Senior Post Holders

29/21 **Date and time of the next meeting**

The Strategic Planning day is due to take place on 15 June 2021 via Zoom.

**Any other business**

The Chair of the Corporation confirmed that there was no update in relation to the bids. The College should hear whether it is successful for the Transformational Bid on Monday and an update will be shared via RC.

The Matrix Inspection was completed last week. The College will be provided with a report within 5 days. However, the College is expected to regain accreditation. The inspector commented on commitment, ethos, strength of CPD and the work with the Pledge being Outstanding. Students confirmed that they are treated like adults and are respected. The inspector also commented positively on progression and students being articulate. The inspector made minor recommendations such as a Matrix badge needed to be added to the website and an increase in Student Council meetings.

<b>Impact of the meeting:</b>
The new Head Teacher of The Macclesfield Academy was in attendance and shared the direction for the school.
An in-depth report on mathematics and English and focus in relation to attendance and achievement.
A small surplus budget was shared within the Management Accounts report.
A positive staff survey was conducted.
The Digital Strategy was reviewed and the impact of the new E Learning Champions and focus on enhanced learning.
A detailed review of the curriculum for 2021-22 and new curriculum areas.
An update on the positive Matrix inspection.

Signed by Chair:	
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