

MEETING OF THE CORPORATION OF MACCLESFIELD COLLEGE

TUESDAY 18 OCTOBER 2022 – 9.30 AM

TAKING PLACE IN VELOCITY, MACCLESFIELD COLLEGE PART I

Clerk: Mrs R Clare

Speed ‘meeting’ exercise for Governors with members of staff from 9.30am to 10am.
Instructions shared in advance.

Attendance	MS, MW, CJ, GL, IC, IJ, JM, JW, NS, JL, RK
In attendance	LR, VH, M and L
Apologies	RC, HT and EK

Actions	
46/22 Results and Achievements The Director of Governance shared the contents of an email from RCh to RC, who could not attend the meeting but had provided comments to share at the meeting. In relation to these comments, an action was agreed to provide an interim report at the next Corporation meeting for the current academic in-year predictions. LR will provide an early indication report on achievement for this academic year at the next meeting.	LR
47/22 Annual Health and Safety Report 2021/22 Is there any double counting in relation to accidents, for example a trip where someone has banged a head, in addition to a cut? VH will check this with SL and report back to the Corporation.	VH
50/22 Impact Governors requested a ‘headline summary’ for assurance from TMA in future. RC would share this feedback with MG, with particular reference to acronyms.	RC

MINUTES

Item Title
41/22 **Welcome and Apologies for Absence**
Members of the Corporation were welcomed to the first meeting of the academic year. Apologies for absence were recorded for RC, HT and EK.

The Chair welcomed JL to his first formal Corporation meeting following his appointment as Teaching Staff Governor. This appointment is through a process of nomination and vote by the Teaching staff.

HT has been appointed as Business Services Governor but is on annual leave and is looking forward to the next meeting. This appointment is through a process of nomination and vote by the Business Services staff.

The Chair welcomed two Student Members of the Corporation to the meeting. The students were attending the meeting as observers and will be formally appointed at the Corporation meeting in December.

Governor Engagement

Three Governor engagement activities have taken place this term. MS met for a full update on Safeguarding with HH. JW attended a SMT meeting as an observer and GL met with LR for a deep dive into Teaching and Learning results. IC will be attending the Student Council meeting scheduled for 2 November 2022.

MS attended the regional AoC Network and North Cheshire Chamber of Commerce Economist Event. The AoC Network was largely focussed on financial costs and the rise in energy costs. The economist event was focussed on recruitment and staffing issues, particularly in relation to declines in mental and physical health.

The CEO Round Table took place at the beginning of the term. This was based on skills and formed the basis for the Governance Guidance on 'Review how well the education or training provided meets local needs'. Macclesfield College will be working collaboratively with Cheshire College, South and West to consider collaboration between our colleges to meet local skills needs, building on recent collaborations such as the IoT, which bring collective benefits from individual strengths. The local MP chaired the Round Table and a number of key local employers attended the event, such as representatives from North Cheshire Chamber, NHS, Forum of Private Business, Bruntwood, Astra Zeneca and Marton Meadows Golf Club.

42/22 **Declaration of Members' Interest**
There was no declaration of Members' interest to record.

43/22 **Minutes and matters arising from the previous meeting**
The minutes of the meeting held on 5 July 2022 were reviewed and approved.

The matters arising from the previous meeting were reviewed:

32/22 VH confirmed that the meeting with the bank took place. They were not willing to renegotiate the bank covenant. However, details for another bank that may be able to help were shared.

VH has contacted the bank and is awaiting a response. A further update will be provided if required.

35/22 Q: Where does the LEP sit on this? (IoT)

They are in favour of the IoT as it meets key skills need. NS offered to speak to the LEP to see if there are any funding opportunities.

35/22 The Director of Governance will liaise with Members to plan the way

forward. (Meeting to approve the IoT if required).

A meeting in relation to the IoT was not required. There has been no progress on the IoT. RK reported that the DfE site visit was cancelled and rearranged. The site visit was subsequently cancelled again. There is no further update.

Q: In relation to the action 32/22, could Handelsbanken not support the College with the renegotiation of the bank covenant?

No, they cannot help at the present time but the Bank Manager has accepted a role on the Cheshire Business School Advisory Board.

44/22 **The Macclesfield Academy**

MG was invited to join the meeting for this item only.

MG shared a number of reports in advance of the meeting, namely The Macclesfield Academy Improvement Plan, SEF, two sets of data (TMA and DfE version), Safeguarding Audit and Headteacher Report. It was explained that there were two sets of data shared due to the legacy data for Year 9 and 10. MG shared improvements in English and science and continued strength in MFL, Humanities and Sport. MG reported a decline in mathematics. Pupil Premium remained an area for improvement. MG reported that application numbers were high at 85%, on first choice applicants, resulting in the school being oversubscribed. A new Child Protection and Safeguarding Policy had been launched.

In relation to Ofsted and priorities, the Head of Mathematics had some time off timetable with the maths department in order to focus on improvement. The focus remained on ACE (attendance, curriculum and exams).

MG reported that LR attended her first Governors meeting as a member of TMA Governing Body. The Governing Body welcomed the attendance of LR and her excellent skill set.

Q: Is the turnover in members of staff settled?

MG reported that staff turnover was settled and members of staff were fully supportive and onboard with the delivery of the goals set out at the first Inset Day at the beginning of the academic year. Staff reported a 95% better place in the staff survey with a focus on wellbeing. The Deputy Head has moved on to her first Headship.

Q: Do you have areas of Outstanding practice with Ofsted in mind? Are you ready for the Ofsted visit?
MG reported that TMA are ready for Ofsted and aiming for a middle of a 'Good'. There are areas of outstanding practice in Personal Development and Safeguarding.

A governor commented that it would be useful to add an evidence box to TMA Improvement Plan. This would capture the change, implement and measure approach and triangulate some of the information.

Q: Do you share the improvements/targets with parents?

There is a new weekly video that is circulated to parents, in addition to letters and workshops.

MG shared that the focus remained on maths surrounding accountability measures and improvement. Attainment measures in English and science were strong. A number of strategies remained in place to support improvements in maths.

45/22 **Principal Report – Update**

The Principal Report was shared at the meeting via a PowerPoint presentation.

The main points from the presentation included:

- An update was provided on current capital projects. This included the new Health Hub, Digital Suite and T Level Suite. RK reported that VH had managed the capital project and it had been quick and agile, completing to task. New classrooms had also been converted from old spaces.
- An update on staffing was provided. This included the appointment of a new Head of Curriculum with a strong Engineering background. JM was also an outstanding teacher with key contacts

within industry. The Director of Quality is leaving the College for a new role at another college and has been replaced with a part time member of staff. The one Head of Curriculum role that combined English and maths has been replaced with two separate roles. Two internal members of staff have been appointed as Head of English and Head of Mathematics. The appointments are proving to be working well.

- There is currently an internal Aspiring Managers Programme and approximately 30 members of staff have applied to attend the programme.
- The CEO Table took place based on skills with strong representation from employers in the region. As a result of the CEO Round Table, Maxim have created a pop-up shop at Alderley Park.
- Andy Cope, Happiness Doctor, delivered his key note speech to all members of staff. This linked to mental wealth. This will also be delivered to the student body with the aim to be the 'First Outstandingly Happy College'.
- CBS had held its first Mindful Monday session. This was superbly attended. 12 students had been selected to be ambassadors for CBS. The students had prepared applications and were interviewed for the role. Governors will be offered a free place at the next mindful Monday session event with Doctor Andy Cope, on 12 December 2022.
- Student numbers have increased by 100+ on the previous academic year.
- The new way of working was reported to be 5 weeks in and working very well. The College is using The Happiness Index and will collate evidence and analyse data on the new way of working. The new way of working was supporting financial savings for the College, creating positive recruitment, supporting positive mental wealth amongst members of staff and students and creating a balanced offer for current employees. The student feedback on condensed timetables and opportunity for work experience/study on a Friday was positive.
- RK provided two case studies of students who had been excluded in the previous academic year. The students had been given an opportunity to attend the Aspirations Academy and returned to a L3 Programme this academic year. RK thanked governors for their support with launching the Aspirations Academy with positive results for students.
- It was confirmed that RK and RC had met with Preston College in relation to a partnership/collaborative working. There was interest from Preston College Chair and Interim Principal and Chief Executive. This will be explored further with meetings with the Executive Teams of both colleges.

Members of the Corporation discussed improvements in IT infrastructure. The Chair asked the students in attendance, if they had noticed improvements in IT infrastructure. A student commented that students were benefitting from the use of laptops and accessibility to high quality IT equipment in classrooms.

Members also discussed positive school engagement activity leading to increasing applications.

RK also commented on strategies to create additional income through employers locally utilising college meeting rooms on a Friday, when the majority of employees are working offsite.

46/22 **Quality and Curriculum**

i. Executive summary on Quality and Curriculum: results and achievement (Lucy Reed)

• Raja Toqeer – HE

RT was invited to join the meeting for this item only to present the outcomes for HE for 2021/22.

RT reported that there was a decline in HE numbers during 2020/21. Following some investment in HE during the academic year, numbers this year have increased from 36 in 2020/21 to 45 in 2021/22. There was a decline in retention from 94.4% in 2020/21 to 77.8% in 2021/22. RT reported that this was due to the PGCE movement. Due to lower retention, achievement was at 71.1%. This was 91.7% in 2020/21. There was small class sizes and it was reported that 32/35 students achieved.

Q: What caused the decline in retention?

The retention was impacted by workforce movement and nationally a picture of changing careers. This was evident across the sector.

RK confirmed that this was RT last Corporation meeting as he was leaving the College for a position at the University of Sheffield. He had worked at Macclesfield College for 8 years.

- **Tracy Cosgrave – Apprenticeships**

TC was invited to join the meeting for this item only to present the outcomes for Apprenticeships for 2021/22.

TC reported that there were 239 Learners in the cohort, of which 105 learners are male and 134 of the learner's female. This was in line with previous years. It was confirmed that there were 58 Learners studying L2, 133 Learners studying L3, 27 Learners studying L4 and 21 Learners studying L5.

There were 221 learners studying towards New National Standards with only 18 studying Framework (92% Standards).

The overall achievement rate was reported to be 62.8%. This was up 12.1% compared to the academic year 20/21 (50.7%).

TC provided the following figures by ages:

- 16 – 18 Achievement Rate 60.7% (+11.3%)
- 19 – 23 Achievement Rate 70.0% (+9.7%)
- 24+ -Achievement Rate 60.0% (+16.2%)

TC confirmed 30.1% of learners that completed achieved Distinction Grade. Although there was no official data yet to compare to, it has been suggested that the National Average for Standards is likely to be around 58%.

TC shared high levels of performance in the following areas:

- Manufacturing & Technology 88.2% (13 Learners)
- Business & Management 81.3% (16 Learners)
- Construction 74.4% (39 Learners)

The areas for improvement were in the following areas:

- Childcare 30.8% (13 Learners)
- Health & Social Care 37.0% (27 Learners)
- Service Enterprises 41.7% (12 Learners)

TC reported that Health and Social Care, Hair and Beauty and Childcare were impacted by the Pandemic.

Q: How did this impact on the overall financial figures for apprenticeships?

VH reported that this was £2164K compared to £2235K, resulting in a £71K difference.

A governor commented that despite the challenges the College achieved a high number of distinctions and congratulated the team on this.

Academic Results 2021/22

LR reported that the 2021-2022 academic year remained challenging in part due to the navigation of the post-COVID 19 landscape. Prior to the start of the academic year, the College did not participate in any of its usual onsite face-to-face engagement and transition activities and students enrolling had not visited the College prior to the point of enrolment. Post enrolment, College induction activities resumed and all students received a Principal's Welcome outlining the high expectations. For the first time, the core messages of this presentation were revisited 6 weeks later, as early into the first term it became evident that standards of behaviour were not being met by a minority of learners. There was governor representation at the presentations to students at the time. LR explained that the swift response of the

Executive Leadership Team resulted in a number of exclusions and behaviour management remained a key priority for the remainder of the academic year. In response to behavioural issues and a cohort of learners who were yet to be 'college-ready' an Aspirations Academy was launched in January 2022, with a bespoke curriculum jointly delivered with an external team. The aim was to equip young people with the skills and behaviours needed to re-join the college community on a full-time study programme in September 2022, which a high percentage did. This enabled the College to send a strong message internally that actions have consequences and to stop a large cohort of unready learners turning NEET.

LR reported that post enrolment reviews identified under-recruitment in a number of key areas notably Engineering and Health and Social Care which had previously recruited well and had been positive at application stage. Feedback from those who had accepted a place and did not convert to an enrolment confirmed that the significant majority had remained at a school sixth form. There was also a large increase in the number of learners who enrolled and then did not attend a session, opting to remain at school to study an alternative Level 3 pathway, notably A Levels. This resulted in significantly more movement at the beginning of the 2021-2022 year than previous years; on study programmes, there were 131 ghosts/ withdrawals prior to census (96 in 2020-2021).

LR reported that the numbers of 16-18 study programme learners declined between 2020-2021 and 2021-2022; reducing from 1097 to 982. This impacted on the enrolments at qualification level, seeing a decline from 1757 16-18 qualification aim enrolments in 2020-2021 to 1406 in 2021-2022. However, outcomes were also impacted by inflated school grades which led to learners with increased academic support needs, higher levels of learner anxiety and a number of learners gaining employment prior to completion of summative assessments.

LR explained that in line with other providers, learner outcomes for the 2021-2022 academic year have seen a decline, with the decline in 16-18 learner outcomes being more pronounced.

The College is predicting all age outcomes as follows while awaiting external verifier approval, examining body confirmation and certification:

All ages	2019-20	2020-2021	2021-2022
Retention	92.6%	93.2%	90.7%
Pass	94.4%	94.8%	90.5%
Achievement	87.4%	88.4%	82%

This shows a 6.4% decline in achievement rates following declines in both retention and pass rates.

Actual outcomes at the point of the report being written were currently reported as follows and data within the written report shared with governors is based on these figures:

All ages	2019-20	2020-2021	2021-2022
Retention	92.6%	93.2%	91.0%
Pass	94.4%	94.8%	88.3%
Achievement	87.4%	88.4%	80.3%

Maths and English:

As a result of the national increase in GCSE grade 4 and above outcomes, the numbers of students taking resits in English and maths show a three -year decline with numbers as follows:

	2019-2020	2020-2021	2021-2022
English Language	325	257	218
Maths	322	301	201
TOTAL	647	558	419

Withdrawals from GCSE programmes remained in line with the previous year; 36 withdrawals across both offerings in 2020-2021 and 37 withdrawals in 2021-2022. The impact of one student is represented with a 2.3% decrease in the retention rate, such is the impact of the decrease in cohort size.

The GCSE pass rate declined by 16.1%. As a result of increased learner anxiety, an increase in access arrangements and the absence of GCSE examinations for the previous two years, the College experienced an increase in the number of learners at 47 who did not attend their examinations.

Value Added:

LR confirmed that the College has previously measured its 'value added' by using ALPs, which sets a target grade against which all learners are measured. In 2021-2022, the overall college ALPs grade declined from a five-year high grade 4 to a grade 7, in part tracking the GCSE outcome issues for this cohort. LR suggested to measure high grades next year instead of value added due to some of the BTECs not being included in the current measure and therefore not capturing the information for the majority of the provision.

	2019-20	2020-2021	2021-2022
% of learners reaching their MTG	55.8%	52.7%	43.3%

LR reiterated the factors that had contributed to the 'Perfect Storm':

- Reduction in study programme cohort size.
- Low level behaviour concerns; learners not 'college ready'.
- Learners who had not attended 'full time' for two years.
- Learners who had not sat GCSE examinations and had been issued with Centre Assessed Grades.
- New specifications across the BTEC Level 3 provision introduced, which never had examinations across the Level 3 provision for either year 1 or year 2 before.

As a consequence, LR confirmed that it was impossible to compare the data as a like-for-like for the previous years.

LR shared the immediate remedial action that was taken:

Action	Completed
Revision of curriculum management: <ul style="list-style-type: none"> • Two new heads of Curriculum • Two new Programme Managers for maths and English • Realignment of curriculum responsibilities 	Aug 2022
Review of staffing. New teaching staff appointed in the following areas: <ul style="list-style-type: none"> • Automotive, Business, Computing, Health, Construction (all trades), 	Aug 2022
Review of curriculum offer: <ul style="list-style-type: none"> • Removal of functional skills as an alternative literacy and numeracy pathway • Removal of BTEC Engineering and Animal Care at Level 2. 	Aug 2022
Audit of planning documentation undertaken by Assistant Principals	Aug 2022
Quality review of delivery plans and assessment schedule.	Sept 2022
Awarding body professional development sessions delivered across BTEC and Cache provision	Aug 2022
Appointment of two Welfare Officers to strengthen safeguarding team	Aug 2022
Commencement of learner resilience sessions in six-week blocks	Sept 2022

Appointment of Head of Quality Improvement with sole responsibility for teaching, learning and assessment <ul style="list-style-type: none"> • Appointment of Learning Enhancement Coaches • Back to basics Professional Development programme launched for existing staff members • Community of Learning group for newly appointed staff 	Sep 2022
Launch of Pillars of Performance and WOWs with all staff	Aug 2022
Deep dives undertaken in first half term on the following areas: <ul style="list-style-type: none"> • Sport • Health and Social Care • Business 	Sept/Oct 2022
Standardised mock week and examination series oversight/ sign-off.	Oct 2022

Q: In relation to the increased anxiety, did this result in a rise in access arrangements?
Yes, there were 70 individual rooms required for maths and English examinations. Resilience sessions were provided for students but this didn't in all cases resolve with the student turning up.

Q: Did the College see a rise in cost to support the students?
Those students with an EHCP have additional financial support, however the College had to take additional steps to meet the rise in anxiety. This included more counselling sessions, increase in pastoral coaches and high demand for resources. The rise in safeguarding concerns demanded members of staff time and costs.

Q: Are you satisfied that you have the tutorial team in place to support students this year?
Yes, members of staff are available to support the tutorial programme effectively.

Members commented on the strong observations of the Executive Team and for reacting well to the circumstances in building resilience, discipline and continuing to drive positive mental wealth amongst students.

Q: Is there a decline in the data being provided nationally from the AoC?
This has not been reported yet but early indications from other colleges is that the sector benchmark has also declined.

The Director of Governance shared the contents of an email from RCh to RC, who could not attend the meeting but had provided comments to share at the meeting. **In relation to these comments, an action was agreed to provide an interim report at the next Corporation meeting for the current academic in-year predictions. LR will provide an early indication report on achievement for this academic year at the next meeting.**

Members discussed the value-added reporting and how this should be reported going forward. It was agreed that targets from ALPs in addition to high grades would be reported. RK confirmed that the KPIs will be shared at the next meeting.

LR confirmed that in liaising with other colleges and independent training providers, the results this year are seen as a post-pandemic one off. The College is confident to achieve results back to pre-pandemic normal this academic year.

A Members congratulated the College on the high grades in a number of areas.

ii. Compliments and Complaints Report

LR shared the report in advance of the meeting. It was confirmed that there were fewer complaints this academic year. During the 2021-2022 academic year, a total of 44 complaints and 9 compliments were received. This shows a decrease in complaints (-40) and a decrease in compliments (- 4) from the previous year. Following the yearly trend, very few formal compliments are received by the College. Positive feedback is largely given through face-to-face interaction and these instances are not logged.

There were no equality and diversity issues in relation to complaints. The detail of the complaints and compliments were contained within the report.

47/22 **Business**

The Chair of the Corporation provided an update in relation to the Financial Accounts paper that cannot be presented today. The newly appointed Finance Manager has been absent from work due to being in hospital. This was sudden and unexpected. She is continuing to be supported. The Finance Team are in the middle of the External Audit and VH has had to attend a tribunal for a previous workplace as the lead investigator this week. This has impacted on the external audit timeframe. The paper will be shared with the Audit Committee, followed by the Corporation in December, unless there is a change to the financial position whereby this will be reported to the Corporation sooner.

i. Enrolment update

ESFA 16-18 Numbers

LR provided an update on enrolment as of 7 October 2022. LR confirmed that census date was this week. The College planned to deliver 1128 (made up of 1090 study programme and 38 T Level enrolments) against its contract for 985 learners for the 2022-2023 academic year. To date, the College has achieved 1105 learners. A summary of recruitment by curriculum area was shared. It was noted that construction had recruited well. A decision had been made to close Whites Academy for one year, there was confirmed places in this area but this didn't translate. The members of staff in this area had been redeployed to allow the members of staff to re-market next academic year.

AEB 19+

In relation to AEB, income generated for the year based on current enrolments at this point amounts to £188,836. In addition, Community Learning is at £15,900 and NSF is at £13,352. Enrolments continue throughout the year with planned starts in January and April for some provision and monthly starts for Community Learning provision.

Income earned against the Adult Education Budget will be closely monitored and reported to Governors via the management accounts throughout the year.

Adult Loans/ HE

The College loan facility is £202,546 and the amount used is currently £158,590, equating to 78.3%.

The expected income from HE loans is currently £87,875 based on the numbers of learners enrolled who are not direct fee-payers or sponsored by their employer.

Apprenticeships

Apprenticeship starts occur throughout the year and the Maxim team have targets set at key points in the year.

The income target for apprenticeship provision is £2.7 million. To date, the income received is as follows:

16-18	876,761.34
19+	695,702.43

Income earned against budgets will be closely monitored and reported to Governors via the management accounts throughout the year.

A small number of withdrawals had resulted in a transfer to the Aspirations Academy.

It was reported that there were 400 pre-registrations for the first Open Night of the academic year.

ii. Members are invited to review and approve the Public Values Statement for a further year

The Public Values Statement was prepared by VH and shared in advance of the meeting. The Public Values Statement will be updated with financial figures, once the external audit field work has been completed and assurance has been provided. The Public Values Statement will be presented as part of the Financial Statements.

iii. Annual Health and Safety Report 2021/22

VH prepared the Annual Health and Safety Report 2021/22 in advance of the meeting. VH reported that Health and Safety audits were carried out across the college during 2021-22 and from these audits 91 actions were identified. Of these 91 actions, 87 were completed in year and 4 are outstanding, of which 2 are medium risk. SL is now Head of Estates and Capital Projects and he has worked well in seeking alternative solutions in relation to the College estate and working closely with contractors.

It was reported that 37 members of staff have completed First Aid training.

Accident Reporting

During 2021-22 there were 47 reported accidents, all minor in nature, compared to 31 in 2018-19 which has been used as the comparative year due to COVID. There were no RIDDOR reportable accidents in the year. A detailed table is within the main report, analysing accidents by type and location and comparing to 2018-19.

Q: Is there any double counting in relation to accidents, for example a trip where someone has banged a head, in addition to a cut?

VH will check this with SL and report back to the Corporation.

48/22 Policies

The policies were shared in advance of the meeting. Governors reviewed the policies.

The following policies are for approval:

1. Critical Incident and Business Continuity Plan Policy
2. Critical Incident and Business Continuity Planning Policy
3. Safer Recruitment Policy
4. Safeguarding Policy

Governors approved the policies. A governor commented that the track changes document and front cover sheet is proving a very helpful document to support governors to review and approve policies.

49/22 Date and time of the next meeting:

The next Corporation meeting is scheduled to take place on 6 December 2022.

50/22 Impact

'Speed meeting' exercise was a brilliant opportunity to meet with members of staff and understand responsibilities and key priorities. Members of staff enjoyed meeting with governors and understanding interest and skills.

Governors enjoyed meeting the newly appointed members of staff.

The deep dive on academic results enabled scrutiny and questioning.

Governors requested a 'headline summary' for assurance from TMA in future. RC would share this feedback with MG, with particular reference to acronyms.

A Member commented on the excellent Strategic Planning day. The day was well organised, with a strategically planned agenda and executed to governors superbly. Members commented on 'headline' training for Safeguarding, GDPR and Cyber Security being engaging and with the governor role in mind.

Governors also commented on the excellent execution of the Estates Strategy at the planning event.

Signed by the Chair of the Corporation	
--	--