

MEETING OF THE CORPORATION OF MACCLESFIELD COLLEGE

TUESDAY 7 FEBRUARY 2023 – 9.30 AM

VELOCITY, MACCLESFIELD COLLEGE

PART I

Clerk: Mrs R Clare

Attendance	M Sharples, I Cass, R Charlton, G Lagan, H Taylor, R Kay, M Wright, N Schofield, J Lewis, C Johns, J Walters (joined remotely)
In attendance	L Reed, V Hayhoe

Actions	
Achievement rates for all areas will be shared at the end of the academic year but TC will attend Corporation to provide an update on Apprenticeship in-year targets.	TC
(QIP) Q: Please can the National Rates be added to lines 9 A and B (High Grade Pass Rate in maths and English)?	LR
Q: The appraisal target is currently 100% completion, should this be lowered to 95% to account for members of staff on maternity leave and long-term sickness? MSS will review the figure set for completion of appraisals.	ELT
Q: 1.1 Communicate College KPI for achievement grades to all staff. (KPI that study programmes have a 90% achievement rate). This is linked to appraisal completion, and as all members of staff have not received an appraisal, should this be changed from amber to red? It was agreed that the RAG rating for the actions the College had taken should be 'green' but the actual target should be 'red'. It was agreed that the RAG rating would be changed to red.	ELT
Q: 1.4 For the Deep Dives would it be possible to have each area RAG rated or a grade in order for governors to know which areas are making progress? LR confirmed that there was an action plan in place for each area at management level and monitored on a fortnightly basis but a top-level RAG rating for each curriculum area will be provided the next meeting.	LR
RK recommended for LR to provide a case study on one area after Easter for governors to understand how an area is tracked, action implemented and reviewed.	

Q: 2.7 For over 60% of learners to be working at or above target grade at every review point, can data be added to this target? Yes, this will be updated.	
Q: 3.3 Please can the maths and English national rates be added for comparison? Yes, this will be added.	

MINUTES

Item
1/23

Title

Welcome and Apologies for Absence

The Chair welcomed Members to the meeting.

Apologies for absence were received for J Mairs, I Jones and E Kennedy.

The two student governors were not in attendance at the meeting.

Governor Engagement

MS had attended his termly meeting with HH on Safeguarding and Prevent.

IC attended the College to provide students with a talk on employability skills and interview techniques.

IC also attended the Student Council meeting.

A number of Governors attended the Cheshire Business School events that continue to operate successfully.

MW is hosting a round table with employers from the Engineering sector with TC this week.

MS attended the Regional Chairs meeting.

GL met with LR for a deep dive on Teaching and Learning.

Governors were thanked for their ongoing commitment to the College.

2/23

Declaration of Members' Interest

There was no declaration of Members' Interest.

3/23

The Macclesfield Academy

M Galvin joined the meeting for this item only.

M Galvin presented an update report on The Macclesfield Academy in advance of the meeting.

MG explained that the current focus was on attendance, curriculum and exams.

Attendance was currently in line with the national average. The Academy are beginning to take legal action in relation to continuous low attendance. This will result in court cases in some instances but will hopefully have a positive impact in the long run. The Academy is continuing to focus on improving the evolving curriculum. The Academy has a February mock examination series in preparation for the summer GCSEs.

The Academy is continuing to work collaboratively with the Sir John Brunner Foundation and due diligence is ongoing. **The Academy is working towards joining the Sir John Brunner Foundation on 1 September 2024.**

The numbers for Year 6 and current Year 7 are being considered in relation to an increase to PAN. There are currently 120 pupils in a year group and this could be expanded to 150/180. There will be a high number of learners with an EHCP and therefore The Macclesfield Academy will look to receive a growth payment from the LA.

Q: Where are those students coming from?

There is a demographic increase but also through student choice. The students will be from Congleton, Macclesfield and Trafford due to a number of schools in those areas already being full.

Q: Have you seen an increase due to the new housing locally?

There has been no increase as a direct result of the new housing locally but the housing increase in Congleton and Holmes Chapel has had an impact overall.

Q: On the attendance report, please can I check what supported student means?

This is where a student requires support but is not on an EHCP.

Q: Why is there poorer attendance in years 8 and 11?

This is due to cohort sizes being larger and individual cases.

MG explained that schools are currently juggling with a moral dilemma, as in some cases where families are taken to court for low attendance, they are removing their child from school to be home educated and in some cases, this is resulting in safeguarding issues in the home.

As TMA is not currently oversubscribed, they are required to take students on from schools where they have been forced to leave due to poor behaviour.

MS informed the Corporation that representatives from TMA, Macclesfield College and Sir John Brunner Foundation met at Macclesfield College. The meeting was called ahead of the consultation being shared with parents and the local community. The Regional School Commissioner will decide in relation to the sponsor arrangement ceasing and TMA joining the Sir John Brunner Foundation.

Q: Have transition meetings taken place and are arrangements in place to support students?

We are seeing an increase in students with social/emotional needs and increase in autism. As a result, more EHCP are being agreed to and this requires further resources. In some instances, students are transferred to Adelaide Heath Academy in Knutsford to better support students needs.

Q: In relation to deep dives that you refer to within your report and Ofsted expectations, what is your learning and environment like for students?

The environment is enriching and calm. There has been a focus on books. Further deep dives are planned for drama and reading. Curriculum conversations are taking place regularly.

Q: What is your expectation for Ofsted grading?

The SEF and AIP report a strong 'Good' in each category.

Q: Are you still working with School Improvement Partners?

Yes, TMA continues to work with three School Improvement Partners with different specialisms.

Following the update from MG, RK confirmed that Macclesfield College had carried out a benchmarking exercise in relation to recruitment and the intake across schools within the region. RK informed Members that there would be no massive increase in student numbers within the next five years but there would also be no decline.

RK also explained that the attendance issues that the TMA report are across the sector and in line with Macclesfield College. The challenges surrounding attendance are predicted to continue and have remained a challenge following the pandemic.

4/23

**HR Report and Equality and Diversity Annual Report
MSS joined the meeting for this item only.**

i. HR Staff Survey presentation

MSS informed Members that the Culture Assessment deadline had been extended to encourage greater participation. **The full Culture Assessment will be shared at the next meeting.** The current score was 7.4 and the return rate was 76%. The Chair of the Corporation stated that with the economical situation and the new way of working he was surprised that not all members of staff had completed the assessment but it was still a high return rate. He had expected for all members of staff to take the opportunity to share feedback. MMS reported a high response to the new way of working at 93%. MMS explained that there was a new Communications Group to encourage all feedback to be shared. There was also a new Aspiring Managers Programme that 33 members of staff had applied for.

Q: Are teachers aware of the assessment? (Question directed to the Staff Governors).

All members of staff are aware of the assessment but a small number are concerned that it is not anonymous.

A Governor commented that the 'You Said, We Did' is really important in terms of following up to members of staff on actions that have been taken, following the feedback. MSS shared that she has already acted upon a number of 'quick fixes' and will continue to build upon the strengths.

RK informed Members that MSS had made a real positive impact on the business and had come up with many new initiatives. The Governors commented on MSS positivity and it was pleasing to see the progressive change in culture. A Governor stated that it was pleasing to see that the majority of members of staff were happy.

ii. HR Annual Report

MSS presented a comprehensive HR Annual Report for 2021/22. The headlines for recruitment, retention and sickness were shared. It was reported that there were 100 new members of staff appointed during 2021/22. There was an overhaul of the HR Induction. There have been 45 new members of staff since September and from these, there have been only two leavers. Maxim has seen the largest recruitment drive, due to the size of the area. There is an ageing workforce in the College and this is being reviewed from a skills perspective. MSS provided an update on the recruitment strategy and use of the FE Portal with new strategies being introduced next year. The job fair was held in May last year but will be take place in March this year. The job fair will drive local recruitment.

MSS explained that the new way of working is being well received and continues to attract members of staff. The College is also working on a retention piece to maintain talented members of staff within the organisation. The staffing profile was contained within the report and was benchmarked against the figures from the AoC. There were 5 members of staff on long term sick and this had impacted on figures through the duration of the report. There are currently no members of staff on long term sick. There has been a rise in mental health conditions for both members of staff and students. Members of staff and students are concerned in relation to the cost of living and this is resulting in higher anxiety levels. Members of staff were reported to be pleased with the guaranteed pay increase in August 2023. The College is working hard to promote a positive, supportive culture. The information relating to leavers was within the report and was confirmed as currently 21 leavers since the 1 September 2022, compared to 39 leavers at the same point, the previous year.

MSS reported changes that had strengthened the new starter process. The appraisal system had been improved and long service award recognition introduced. A loyalty scheme has also been introduced upon work anniversaries with the aim of creating consistency amongst members of staff.

Members of staff have received a range of continuous professional development, with a particular focus around standards and expectations.

Q: Does the College have any additional strategies at the recruitment stage?

Yes, candidates are encouraged to have a tour of the College in advance of an interview to see the College in action. Enhancement coaches support new members of staff through a mentor scheme.

A governor commented on PGCE and newer members of staff not having the same experience during Covid and requiring additional support post qualification.

Q: Are the leavers in particular areas?

The leavers have been in maths and English, Construction and Sport. However, Construction, maths and English have been strong this academic year.

A governor stated that there was a scheme to retrain people from industry and will share the details with MSS.

Governors thanked MSS for the excellent and informative report.

Members commented on the positive impact that MSS had made on the culture and engagement of the organisation and this was supported by the staff governors in attendance.

ii. **Equality, Diversity and Inclusion Annual Report with student and staff data**

MSS presented the Equality and Diversity Annual Report for 2021/22, which contained both student and staff data. Data was presented in relation to the breakdown of students and members of staff for age and gender. It was noted that Macclesfield College did not have a diverse workforce in terms of ethnicity but did have a diverse student population. The Equality, Diversity and Inclusion Committee meets termly and an action plan is in place. The action plan shares the distance travelled from the previous academic year.

RK informed Members that the College actively supports students to promote diversity and engage with students and members of staff. Recent events at the College include an Islamic festival and sessions with Hide Away Youth project for both members of staff and students.

The College continues to recruit through a board range of channels in order to identify with all communities. Members of the community actively comment on the College being the most diverse place in Macclesfield.

5/23 **Minutes**

The minutes of the meeting held on 6 December 2022 were approved as an accurate record.

6/23 **Matters arising from the meeting held on 6 December 2022**

The matters arising from the meeting held on 6 December 2022 were reviewed.

51/22 The report will be published on the website and the recommendations will be implemented through the action plan. (Governance External Review). The report has been published on the website and the action plan will be reviewed as part of the cycle of business.	RC
52/22 RC explained that a three-way meeting has been scheduled for January 2023 with Macclesfield College, The Macclesfield Academy and The Sir John Brunner Foundation. A further update will be provided following the meeting. This action has been completed.	RC
52/22 Governors approved the IoT Bid and granted delegated authority for the Chair/Vice of the Corporation and Principal to sign approval. The IoT Bid has been signed. The project will continue to be managed. There may be some delays due to the LA being in purdah and the scale of the project for Crewe.	MS/RK
52/22 It was confirmed that the recommendation agreed at the meeting in relation to the College estate was ongoing and a further update will be provided at the Corporation meeting in February 2023. RK explained that a meeting had taken place with the LA. The meeting was positive. The land has been valued by the College and the LA. The College is exploring temporary accommodation for our provision to be housed. Following the announcement of the reclassification, the College is waiting on further guidance in relation to funds to improve the College estate. The plan in relation to the sale and sports facility is ongoing.	RK/EL T
59/22 Q: The minimum grade has decreased by 10% and reflects the 'perfect storm' last year, are you sure that you have the right actions in the QIP to improve this? The Deputy Principal referred to page 5 of the QIP and measuring learners against target. Reviews will be completed and a separate report will be shared with the Corporation. It was agreed that there would be an amendment to the action in the QIP and this will be shared with governors at the February Corporation meeting. An update on the QIP is being provided at the meeting.	LR
62/22 The report on the review will be presented to the Corporation in the new year to approve. (Skills Review). The Skills Report will be shared at the next Corporation meeting for approval by the Corporation.	TC

7/23

KPIs 2022/23

The new KPI document for 2022/23 was presented by the Executive Team. RK explained that the data will be 'red' throughout the academic year and will become 'green' as KPIs are achieved towards the end of the academic year.

VH confirmed the financial KPIs for Strategic Objective 5 have changed slightly this academic year to match the DfE benchmarks and ranges.

ELT informed members of the following:

- **Achievement rates for all areas will be shared at the end of the academic year but TC will attend Corporation to provide an update on Apprenticeship in-year targets.**
- The 16-18 ESFA Enrolment Allocation was positive.
- The Total Operating Income was shown 'red' but it was confirmed that this was reflected as in the October Management Accounts and the target is expected to be met by February half term.
- The financial grade remains the same as shared in the financial review presented in the summer.
- Attendance figures in all areas remain below target and continue to be a key driver.
- Appraisal completion was currently 86.25% but is expected to be met by the end of the academic year.
- Attendance at Corporation meetings is currently 81% and above target but lower than this time in the previous academic year.

Q: Do you feel the attendance figures will improve?

It is possible that the attendance figures could decline further. LR explained the measures taken to drive attendance and the robust strategy in place to improve attendance. The Executive Leadership Team have made a conscious decision to set high attendance targets, despite national declines in attendance. The Executive Leadership Team feel that students are preparing for work and it is important for students to have high attendance.

Q: Please can the National Rates be added to lines 9 A and B (High Grade Pass Rate in maths and English)?

Yes, the National Rates will be added.

Q: The HE numbers are low at 28, is the curriculum offer right?

LR explained that HE numbers had declined but this was due to declines in a number of areas such as sport and IT. The offer continued to be of high quality but would remain a modest pathway until the launch of the IoT, which would support further pathways.

Q: The appraisal target is currently 100% completion, should this be lowered to 95% to account for members of staff on maternity leave and long-term sickness? MSS will review the figure set for completion of appraisals.

Q: The staff utilisation target is down by 7.9% on the previous year. Will the target be met by the end of the academic year?

It was explained that this includes staff sickness and the number of members of staff deployed to deliver registered hours.

8/23

Business

i. Health and Safety Report

VH presented the first term Health and Safety Report for 2022/23. Health and Safety Inspections have been carried out in 7 areas of the college and at Macclesfield Football Club. 30 actions were identified of which 23 have been completed. Of the actions outstanding 4 were reported to be medium risk and 3 are low risk. Two of the actions passed the deadline but are currently being actioned.

It was reported that all buildings were evacuated during Term 1 to test Fire and Lockdown procedures and were cleared within the specified times.

During the reporting period there were 12 reported accidents, all minor in nature, compared to 19 in 2021/22, with no RIDDOR reportable accidents in the period. A detailed table is within the main report, analysing accidents by type and location with comparison to prior year.

Q: Is there a reason that Childcare has identified actions?

This is one of the areas that has had a Health and Safety Inspection. It was confirmed that Childcare had been separated from Health and Social Care.

It was stated that there are no patterns in reporting.

ii. College accounts for the period ended November and December 2022

The College accounts for the period ended November and December 2022 were received.

VH provided a detailed update on the December accounts. The main points were the following:

- Page 3 of the report shares the financial headlines.
- The financial forecast is on track to be achieved.
- Apprenticeships are currently at £2.4M without factors applied and £1.9M with factors applied. The target of £2.7M remains in place.
- The full financial income and expenditure will be shared in April.
- The plan is to reduce subcontracting next academic year.
- Marketing has improved and there is an improved curriculum offer.
- Increased insurance costs continue to be a challenge.
- Agency costs will continue to be monitored in order to manage additional savings.
- Financial Health grade to remain 'Good'.
- Page 12 shares information relating to Capital and the final completion report for the Digital and Health suites.
- £90K was received in January following the reclassification to be used to improve efficiency of estate.
- Bid has been submitted for Childcare which is £1.74M with 10% match funding.

Q: Is AEB different this year?

AEB delivery is much better this year post-pandemic and is mainly being delivered by the College with a small amount of subcontracting with Learning Curve.

Q: Is Apprenticeship delivery still strong?

Yes, Apprenticeship is on target and Maxim continues to be a strong area. The Director General has been invited to an Apprenticeship round table hosted by the College in May.

iii. ONS update

VH provided an update on the ONS reclassification of FE Colleges and becoming a part of central government. The College will be subject to the framework for financial management of public money set out in Managing Public Money (MPM) published by HM Treasury (HMT). MPM sets out requirements for the management of public resources. VH discussed the report in detail and provided information on 'What we know' and 'What we don't know' sections of the update report.

Teaching and Learning

i. Update on the College Quality Improvement Plan

LR provided an update on the College Quality Improvement Plan. The changes recommended by GL at the previous meeting have been completed.

LR summarised the following points:

- All learners have been issued with an aspirational grade.
- SMT have carried out ID Badge checks.
- Deep dives have taken place in all curriculum areas. Business, Construction, Automotive, Animal, Sport and Health and Social Care were prioritised. Deep dives resulted in comprehensive action plans that are monitored on a fortnightly basis and presented to the relevant Assistant Principal and Deputy Principal.
- Retention rates were shared for all areas.
- 3 A's and personal targets have been given and are monitored through the dashboard.
- There is a separate report on GCSE resist results.
- Training has taken place on behaviour management and the impact will be measured.
- There have been four exclusions following the Behaviour Management process.
- Work experience is planned.
- Participation in student council is a focus.
- Learning walks continue to take place.
- The Aspiring Managers Programme has been launched and there has been positive feedback received so far.
- The Happiness Index cultural assessment has been launched.
- The QIP targets that are amber are 'work in progress'.

Governors confirmed that it is a robust QIP with strong targets. Governors raised the following points.

Q: 1.1 Communicate College KPI for achievement grades to all staff. (KPI that study programmes have a 90% achievement rate). This is linked to appraisal completion, and as all members of staff have not received an appraisal, should this be changed from amber to red?

It was agreed that the RAG rating for the actions the College had taken should be 'green' but the actual target should be 'red'. It was agreed that the RAG rating would be changed to red.

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Yes, this will be updated.

Q: 3.3 Please can the maths and English national rates be added for comparison?

Yes, this will be added.

Q: For 3.3 are you confident of meeting the high target?

The maths grades were disappointing and the target is high, so this remains a challenging target.

ii. Update on Curriculum offer for New Year

LR provided an update on the Curriculum offer for the New Year. LR confirmed that the College is on track with the curriculum and it continues to meet local needs. A focus remains on Digital Skills and the ESOL demand is growing. The community courses continue to grow, particularly for the arts and hospitality. The aim is to transfer these to full costs courses. The College continues to work with Learning Curve for the delivery of some online programmes.

The Aspirations Academy currently has two cohorts. This provision remains a challenge in terms of behaviour but is managed by a strong teacher. It was confirmed that the Aspirations Academy has the lowest attendance but improvement is tracked and students receive an accredited qualification. It remains difficult to engage Aspirations students in maths and English but the Executive Leadership Team remain pleased with the work in this particular area.

iv. Subcontracting report

LR provided an update on the performance of the College's subcontracted provision in the 2022-2023 academic year. The College works with one subcontracted partner, Learning Curve. LR reported that the provider offers a suite of qualifications, approved by the College to learners in the Cheshire and Warrington region. At the last data reconciliation point, 46.3% of the value of the contract had been delivered. LR provided, the enrolments and performance figures as the following:

Student Enrolments	115
Retention	95.9%
Achievement	91.3%

Governors were informed that this data moves on a monthly basis as learners are enrolled, complete and achieve their qualification. As part of the delivery, there has been a spend in the National Skills Budget which forms part of the subcontracting value. The College maintains a strong working relationship with Learning Curve. The Deputy Principal and Director of MIS have monthly review meetings with the External Client Services Director, where all elements of quality assurance and management information are reviewed which ensures full transparency and maintenance of high-quality provision.

VH explained that there is a new self-assessment requirement when undertaking subcontracting. The self-assessment requires completing in order to receive a subcontracting certificate which has to be in place. The assurance work will be undertaken in order for the subcontracting certificate to be received. There are 80 questions and the certificate is required to be in place by July 2023. VH will provide a further update following completion.

Governors confirmed that they have no declarations of interest in relation to Learning Curve and they will inform the Director of Governance of any changes relating to their register of business interest.

iv. Attendance report

LR provided an update report on attendance.

The attendance target rates were shared on table 3, by curriculum area. The largest curriculum areas were confirmed to be Sport, Construction and Brick. Attendance remains a challenge in maths and English. The numerous and targeted strategies surrounding attendance were shared.

Q: There is a high number of established strategies and monitoring surrounding attendance. Are you able to breakdown attendance by particular groups for example; students with anxiety, students who are choosing to stay at home or have a part-time job?

LR explained that there are a couple of areas where attendance is lower due to instability in staffing. Students with anxiety are on a reduced timetable. The College is quick to recognise repeated low attendance and has a strong wrap around care to support students.

Q: Who deals with Stage 3 disciplinarys?

In most cases, it is the Deputy Principal who deals with Stage 3 disciplinarys.

Q: Does it take a lot of the teacher's time to follow up student attendance (question directed at the teaching governor)?

It was confirmed that this varies week by week but it can take numerous attempts to contact a parent/student and therefore can take up a lot of time. It was agreed that the conversation with the teacher was valuable as they have the rapport with the student and it is likely to make a difference. LR reported that the College had trialled automated text messages to parents for attendance but this had no positive impact and conversation with teachers were better.

Q: Are conversations recorded?

LR explained that teachers use pro-monitor to record historical comments from conversations and the comments are tracked.

v. Curriculum update

LR provided a detailed curriculum update and the main points from the report were the following:

- Overall results;
- Mock assessments;
- Summative assessments, of which one examination was moved due to snow;
- Progress to reach target grades;
- High grade targets;
- Curriculum enhancement including trips, guest speakers and work experience.

The Director of Governance reminded governors that they had been invited to participate in Skills Weeks. Governors were invited to conduct mock interviews, prepare students for work and provide guest talks.

10/23 Policies

**The following policies were reviewed and approved by the Corporation:
Child Protection and Adults at Risk Policy;
Refund Policy FE;
Tuition Fee and Charges Policy.**

11/23 Date and time of the next meeting

The next meeting is taking place on 25 April 2023 at 9.30am.

12/23 Impact

The governors found the information in relation to the ONS update and deep dive on attendance useful. The monitoring and explanations of the KPIs and QIP were excellent.

