

MEETING OF THE CORPORATION OF MACCLESFIELD COLLEGE

TUESDAY 13 JUNE 2023 – 9.30 AM

MEETING TAKING PLACE AT MACCLESFIELD COLLEGE

Clerk: Mrs R Clare

Attendance	MS (Chair of the Corporation), MW, IC, GL, AH, IJ, HT, RK, RCh
Non-Governor attendance	LR, VH
Apologies	EK, NS, CJ, JM, JL, MJN, LR

Actions:

Governors thanked TC for her detailed report and requested further time to explore LSIP/LEP/stakeholder engagement at the next Strategic Planning Day.	ELT
The Director of Governance explained that she was conducting a search for an additional Member of the Corporation with Teaching and Learning experience.	RC

MINUTES

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| Item
23/24 | <p>Title
Welcome and Apologies for Absence
The Chair of the Corporation welcomed Members to the meeting.
Apologies for absence were received for N Schofield, C Johns, E Kennedy, J Mairs and J Lewis.</p> <p>The student governors were not in attendance due to examination and assessments.</p> <p>Governor Term of Office
The Director of Governance reported that E Kennedy first Term of Office was due to end on 9 July 2023.</p> <p>Resolution: Members of the Corporation agreed to appoint E Kennedy for a second term based on his skills and expertise.</p> |
| 23/25 | <p>Declaration of Members' Interest
There were no declarations of Members' Interest.</p> |
| 23/26 | <p>The Macclesfield Academy
The Head Teacher of The Macclesfield Academy joined the meeting for this item only.</p> <p>An executive summary was provided in advance of the meeting.</p> |

The main points discussed were:

- TMA received an Ofsted ungraded monitoring visit. The inspection did not have the scope to change the overall grading of the school. The visit went well and the improvements made over the last two years were shared by members of staff, students and parents. The report is currently confidential.
- The Head Teacher is meeting weekly with the Regional Group team to exchange information. TMA's application will be on the agenda for the June Advisory Board meeting for approval. If this continues to progress smoothly, this would mean The Macclesfield Academy will join the Sir John Brunner Foundation in the Autumn Term of 2023/24.
- Year 11 have been completing their GCSE examinations with interventions in place to support attendance and positive well-being.
- The outcomes for Year 11 will not be the standards TMA expected, due to 20% of the year group not being in the school from Year 7 and placed at the school due to vacancies; 4 students being kept on roll rather than PEX and 2 students failing to engage with school and undertake examinations despite multiagency interventions.
- The school is fully staffed for September despite the current recruitment shortage nationally.
- The Research Ed Cheshire event in July is sold out. TMA will provide the College with some tickets for the event.

MS confirmed that he had attended the Ofsted meeting, along with the Chair of TMA and Chair of SJBF.

Q: What was the format of the inspection?

MG explained that it was based on improvements made and next steps for TMA.

Q: Where students are not engaging, what is the main reason for this?

The majority of students engage well but there is a minority that do not engage due to mental health and attendance issues.

Q: What is your overall attendance currently?

Overall attendance is 92% and for Year 11 it is 89%. Governors discussed the issues surrounding attendance nationally.

Governors thanked MG for his report.

23/27 Skills

The Director of Employer and Commercial Services (TC) joined the meeting to provide an update on the Skills Review. The main points from the report were summarised:

- The College continues to provide support to local employers.
- Information was provided in relation to the population, and in particular the increase in attainment levels within Cheshire, with only a small number of people falling below Level 3 qualifications.
- Information was provided relating to our own ageing workforce, with employees age rising into the 60's.
- College priorities were shared in relation to skills shortages and sectors.
- LEP and LSIP priorities were shared.
- Cross cutting areas such as Digital and Net Zero were confirmed as a focus.
- Dedicated engagement and pathways from Level 2 to Level 5 were outlined.
- Maths and English confirmed as a priority.
- Communication, behaviour and attendance confirmed as a priority.
- Levelling up agenda identified through the CEO Round Table.
- Priority sectors were identified.
- Round tables have been conducted in specific subject areas such as Engineering and intelligence gathered.
- Devolution and impact of decision making within the Local Authority was discussed.
- Mapping of future strategy was discussed.

Governors thanked TC for her detailed report and requested further time to explore LSIP/LEP/Stakeholder engagement at the next Strategic Planning Day.

23/28 Lead Well Award

The Enrichment Lead (DJ) was invited to the meeting for this item only.

DJ began her presentation with the Investors in Wellbeing 2023 YouTube clip. This showed that the College was putting wellbeing where it needs to be; front and centre, as a priority, and embedded into the curriculum. Governors commented that they were extremely proud of the work the College had undertaken in this area and the positivity around the College site.

DJ shared an update on the Investors Wellbeing Award 2023 and the Art of Brilliance report that had been received. DJ shared the positive comments that had been received and acknowledged within the report relating to student wellbeing, support and Macclesfield College being a happy college. DJ explained how this is embedded through the ongoing strategy and launch of the new Behaviour Policy, exploration of psychology and reinforcing positive behaviours. The programme had resulted in better relationships, students supporting each other and positive lifestyle choices. A wellbeing ambassador group has been launched. The impact of the strategy was supporting students to have confidence and make better choices about their future career and goals.

RK confirmed that the College had been invited to provide a webinar for ETF on the wellbeing programme to share best practice within the sector and support other colleges to promote positive wellbeing.

Q: Will the programme be rolled out to members of staff?

RK confirmed that a session had been delivered to all staff and to an additional group of staff through an event with Cheshire Business School. Governors commented that this was a great initiative to support retaining staff. A Governor commented that this would be good to feed into the local schools. RK confirmed that this was part of the engagement programme with feeder schools.

23/29 MIS update

The MIS Director (KP) was invited to the meeting for this item only.

The Principal explained that the MIS Director would be providing Governors with an insight into data collection and the complexities surrounding this. Following the presentation from the Deputy Principal at the Strategic Planning Day on academic results and recent discussions with an AoC Lead considering data for Ofsted Inspections within the context of Macclesfield College, it was confirmed that it was important for Governors to have an understanding of how data is produced. The MIS Director provided an insight into MIDES and how data is uploaded at specific times of the academic year. Governors considered how the data for Macclesfield College compares against competitors and how the cycle of data is aligned to the KPI document. Governors considered retention data and the data submissions. The MIS Director shared the impact of one student not sitting an examination and how this impacts the College.

Governors commented that it was important for the College to continue to reflect year on year and consider what could be done better, in readiness for the next academic year.

23/30 Minutes of the meeting held on 25 April 2023

Resolution: The minutes of the meeting held on 25 April 2023 were approved as an accurate record.

23/31 Matters arising from the meeting held on 25 April 2023

The following actions from the meeting were reviewed:

15/23 Governors were asked to review the website and to contact the Director of Governance if they have any further comments. **No further comments were received.**

19/23 The Chair of the Corporation requested an update at the Strategic Planning Day that was being held in May 2023 (relating to an update on bank covenant). **An update was provided at the Strategic Planning Day.**

ELT 20/23 A new Behaviour Policy will be shared at the Strategic Planning Day that will support the management of attendance. Skill/Will information to also be shared. **This information was shared at the Strategic Planning Day.**

A strategic conversation has taken place following the CBS Advisory Board meeting and a further update will be provided at the Strategic Planning Day. **An update was provided at the Strategic Planning Day. This is ongoing and a further update will be provided at the July Corporation meeting.**

23/32 Business

i. Receive the College accounts for the period ended April 2023

The College accounts for the period ended April 2023 were provided.

The Finance and Estates Director provided the following headlines:

- The operating surplus has reduced by 100K due to a reduction in income, offset by savings in non-pay costs.
- The forecast income is expected to be £150K lower than the revised budget set in February. This is due to a reduction in Apprenticeships and Tuition fee income, offset by a favourable variance in the Adult Education Budget.
- Pay costs are forecast to be in line with the revised budget set in the mid-year review.
- Non pay costs have been reduced by £50K in order to offset loss of income. Savings have been identified in Marketing and a reduction in payments to the football club, due to reduced numbers.
- The EBITDA has reduced by £100K.
- Cash days in hand are currently 29 days.
- The capital budget of £150K has been allocated. The bid for the next round of T Level works has been submitted. IoT planning had been submitted but not yet approved.
- There are no new loans.
- Based on the current forecast for the year, the College will breach its loan covenant based on the EBITDA calculation. Information has been shared with the bank but no action has been taken. This will be for this year only and will not be an issue going forward.
- The full year forecast remains as 'Good' with the College 10 points clear of 'Requires Improvement'.
- The apprenticeship income has reduced to £2.6M. This includes £251K of achievement which needs to be delivered by 31 July.

Q: Are you confident that the apprenticeship income will be achieved?

RK reported that TC is feeling confident in achieving the apprenticeship target. VH confirmed that the income is currently at £2.535M against a target of £2.6M.

Q: How many colleges are currently in financial intervention?

VH confirmed that based on 2021/22 data there are currently 59 (out of 200) colleges with lower financial results than Macclesfield College and it is anticipated that this will worsen for 2022/23.

ii. Financial Regulations

The Director of Finance and Estates presented the Financial Regulations. The regulations had been updated to reflect the reclassification of FE colleges in line with DfE guidelines. These will continue to be reviewed over the next academic year, as further information is released and the new Financial Handbook is released in March 2024 to be effective from August 2024. The changes to the Financial Regulations were detailed as tracked changes with a summary of what the changes related to.

Resolution: The Financial Regulations were approved by the Corporation.

23/33 Teaching and Learning

i. SED Improvement Plan

The Assistant Principal (CD) attended the meeting for this item only to provide an update on the HE Self Evaluation Document 2021/22 and Quality Improvement Plan 2022/23. It was confirmed that External Examiner's 2021-22 remote visits and reports with release certification status confirms that the academic standards meet the expectations of the QAA UK Quality Code.

CD shared the key strengths of the provision including student achievement, with HE Pass rate at 94.3% in 2021/22, exposure of students to employer expectations and academic/pastoral support for students. The main area for improvement was to increase student numbers. It was explained that mid-year and end of year assessment boards allow for better curriculum performance monitoring. A full self-assessment will take place during the autumn term. The main focus continues to be on T Level and Apprenticeship provision to support recruitment strategies.

Q: Please can you explain how many SMART targets there are?

There are 59 SMART targets and it was confirmed that there are 52 students.

Q: Are your projections realistic for growth?

It was explained that the College was realistic that the growth would be in STEM and that was where the demand was and should be supported by the IoT targets. The College was confident that through progression and apprenticeships, the numbers would be similar next year to this academic year.

ii. Mid-Year Equality and Diversity Report

The Deputy Principal (LR) provided a Mid-Year Equality and Diversity Report. Two reports were presented, the Mid-Year Staff Report and the Student Report.

The Deputy Principal provided a summary of the main points of the Student Report including:

- Gender breakdown of enrolments confirmed as 53% identified as female and 47% identified as male.
- In relation to gender imbalance in curriculum areas, the most significant areas to note were Childcare, Health and Social Care, Hairdressing and Beauty Therapy, Sport, Engineering, Computing and Construction.
- There has been an increase in the number of learners with autism and dyslexia which has led to an increase in EHCP.
- Predominantly students identified as English, Welsh, Scottish, Northern Irish, British.
- The majority of learners were age 16-18.

Governors thanked LR for the detailed reports.

iii. Report on Teaching and Learning and Performance Management Overview

The Deputy Principal provided a report on Teaching and Learning and Performance Management Overview. The following summary was provided:

- The report was quality focussed and identified recruitment shortages in the sector.
- Difficult to recruit to positions were identified as Business and Motor Vehicle.
- It was confirmed that the AoC are not making a pay recommendation until school pay is known.
- The new way of working has been influential in supporting recruitment.

- There are a high number of new people to the organisation.
- New staff are supported through quality visits, learning walks, deep dives, coaching and robust induction and probation reviews.
- A small number of new staff had not been confirmed in post, showing robust systems are in place.
- Underperformance is managed with a 'notice to improve' and directed to personalised CPD. If no improvement is made then this is managed through the Capability Procedure.

Q: How are the new staff performing?

LR confirmed that through the actions plans, 20% are not meeting and 18% are partially met.

Q: If you were on an action plan, what would that look like?

There would be standardised CPD training and development. The member of staff would have a learning mentor and would attend weekly drop-in sessions.

Q: What would happen after that?

The action plan would be closed down and the member of staff would have either improved or be supported through the Capability Procedure.

Q: How would the impact be measured?

The impact would be measured through learning walks and student feedback.

Q: How do the Executive measure this?

This is measured through reports from the Head of Quality to the Executive.

Q: Are we better or worse as an organisation for the high number of new members of staff?

LR confirmed that the wealth of experience from industry is always welcomed but the College is operating in a national recruitment shortage in the education sector and this causes challenges due to the volume of new members of staff. However, new members of staff bring new ideas and this can often lead to improvements.

The Principal confirmed that during the Pandemic, the trades experienced a higher volume of work and increases in pay, however the College is beginning to see an increase in applications from members of staff from the trade industry as the work is beginning to reduce. The induction and appointment process are rigorous and this supports retention levels.

23/34 Governance

i. Corporation Calendar of meetings 2023/24 and Corporation Business Cycle

The Corporation Calendar of meetings for 2023/24 and Corporation Business Cycle were presented by the Director of Governance. The Director of Governance explained that the calendar of meetings included an Ofsted Preparation meeting and governors included in this meeting would be notified by the Director of Governance. The Strategic Planning sessions were also included in the calendar.

Resolution: The Corporation Calendar of meetings for 2023/24 and Corporation Business Cycle were approved.

ii. Governance Engagement Scheme for 2023/24 and Annual Impact Report for 2022/23

The Governance Engagement Scheme for 2023/24 and Annual Impact Report for 2022/23 were presented by the Director of Governance. The Engagement Scheme included the addition of a new SEND Link Governor. This position had been filled and the first visit had been undertaken by IJ.

The Director of Governance thanked IJ for committing to this position and providing a first detailed report. MS as Chair of the Corporation was the Leadership and Management Link Governor.

The Annual Impact Report provided evidence of Governor impact and was linked to the aims within the Strategic Plan. Focus, next steps and recommendations were included within the detailed report. The recommendations were evidenced through the minutes of Corporation meetings and included in the Schedule of Business for the next academic year. A further update will be provided at the Search and Governance Committee as part of the annual self-assessment.

Resolution: The Governance Engagement Scheme for 2023/24 and Annual Impact Report for 2022/23 were approved.

iii. Updated Further education corporations and sixth-form college corporations: governance guide

The Director of Governance provided a report on the updated Further education corporations and sixth form college corporation: governance guide (published by the DfE). A link was provided within the report to the new guidance. The report contained the changes with the guidance which included an update on Executive pay to reflect the new senior pay controls and a new section on special education needs and disabilities to 'Compliance'.

iv. Skills Audit

Governors were provided with the Corporation Committee Structure for 2023/24 and an updated skills audit. The skills audit included the removal of JW and inclusion of AH. **The Director of Governance explained that she was currently searching for an additional Member of the Corporation with Teaching and Learning experience.**

23/35 Date and time of the next meeting

The date and time of the next meetings were confirmed as:

Audit Committee: 20 June 2023 9.30am

Corporation meeting: 4 July 2023 9.30am

Impact

The Corporation confirmed that they found the presentation on wellbeing and skills to be beneficial. Governors acknowledged the excellent work undertaken by the College towards the Wellbeing Investors 2023 Award and had found the presentation, particularly the Investors in Wellbeing 2023 YouTube evidence that the College was putting wellbeing where it needs to be; front and centre, as a priority, and embedded into the curriculum.

The Corporation requested a further update on skills at a future meeting.