

MEETING OF THE CORPORATION OF MACCLESFIELD COLLEGE

TUESDAY 5 JULY 2022 – 9.30 AM

VELOCITY

PART I

Clerk: Mrs R Clare

Attendance:	M Sharples (Chair), J Mairs, K Williams, S Musgrave, R Kay, M Wright (joined remotely), A Sutcliffe, N Schofield, G White, G Lagan, I Jones, C Johns, J Walters (joined remotely).
In attendance:	V Hayhoe, L Reed
Apologies:	JK, DL, I Cass, E Kennedy, R Charlton

Actions:

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
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.	NS
35/22 The Director of Governance will liaise with Members to plan the way forward. (Meeting to approve the IoT if required).	RC

MINUTES

Item 29/22 **Title**
Welcome and Apologies for Absence
 The Chair welcomed Members to the meeting. Apologies for absence were received for E Kennedy, R Charlton, I Cass, JK and DL.

The Chair presented G White, S Musgrave, K Williams and A Sutcliffe with a card to thank them for their commitment and contribution to the Corporation. This will be their last Corporation meeting due to reaching their end of term of office. G White will be retiring from his teaching role at Easter. M Sharples thanked G White for his contribution to Macclesfield College.

30/22 **Declaration of Members' Interest**
 MS declared an interest as his wife works for Cheshire East Council.

31/22 Minutes

The minutes of the meeting held on 10 May 2022 were approved as an accurate record.

A Member requested that the minute relating to recruitment in relation to The Macclesfield Academy be removed.

32/22 Matters arising from the meeting held on 10 May 2022

The Corporation reviewed the matters arising from the meeting held on 10 May 2022:

VH confirmed that she is having a meeting with a bank in relation to the bank covenant as the interest rate on the loan is high. The College would like the loan to be re-negotiated. This will be shared with the Corporation at the next meeting, if the meeting with the bank proves successful.
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.

33/22 SMT Presentations

i. receive report on Staff Survey

M Sheehan-Slade was invited to join the meeting for this item only.

MSS presented the results from the staff survey. This included:

- A compliance rate of 82% for 2021/2022. This was an improvement on previous years (2020/2021 – 70%, 2019/2020 – 65%);
- An overall positive rating of 76.36%;
- The Survey was sent to 195 colleagues and 160 responses were received;
- 51% of Academic members of staff and 49% of Business members of staff completed the survey;

The positive results from the survey were the following:

- “I am aware of the College’s stated mission, vision and values” - 89.37%
- “I am proud to be a member of staff at this College” - 84.37%
- “The College is a friendly place to work” - 91.88%
- “I am treated fairly and with dignity and respect in the College” - 83.12%
- “I know who to contact if I have a safeguarding concern” - 98.12%
- “My line manager motivates me to take pride in my work and do my best” - 84.37%

The results to explore further from the survey were the following:

- “Communication from the Senior Management Team is clear and effective” - 51.25%
- “The benefits provided to staff are good” - 53.13%
- “Information about strategic and operational goals and performance are communicated effectively” - 60.00%
- “I feel confident about the future of the College” - 62.50%
- “I receive sufficient professional development/training which makes me more effective in my role” - 65.00%

MSS shared the next steps from the survey which included the following:

- HR will share the results of the Survey with the wider College showing a demonstrable action plan of commitment to the findings. Key Themes of Communication, Training and Development, Benefits and future of the College;
- HR department will engage in the launch of the departmental communications guru committee. To be in place for new academic year, September 2022;
- The College will adopt the platform called “The Happiness Index” from September 2022 which will enable monthly interactions with all colleagues so we can measure and react in the moment together with a cultural assessment.

MSS explained that the survey was positive overall but that if this survey was conducted again then the ‘neutral’ option would be removed as it was used too often and did not add a view to the survey.

Q: There was a lower response to communication. Is information not cascaded through the organisation?

RK explained that there is a cascade document that the Senior Management Team use to share information to their teams. HR will conduct meetings with teams to see if the information is reaching them and to gather further feedback.

MSS explained that there was positive feedback on the four-day week working at the College and one day working from home. A teaching member of staff explained that he felt that members of staff were communicated to well but that members of staff could have further opportunity to share their ideas with SMT/ELT. MSS explained that there is a communication channel through a 'suggestion box' but more will be done to promote the use of this going forward.

Q: The appraisal target is at 76% completed. Have ¼ of members of staff not had an appraisal?

MSS explained that this was where a member of staff was new and had a probation review but not yet reached an appraisal. From August, there will be a new streamlined appraisal system and this will have an end date of mid-October for completion. Macclesfield College values will be linked to the appraisal system.

MSS left the meeting at this point.

ii. receive report on Employer Survey

SM presented the Employer Survey. SM explained that the survey was commissioned in June 2022 and was shared with 400 employers. Of the 400, 81 completed the survey, providing a compliance rate of 21%.

The positive results from the survey were the following:

- I know which qualifications my apprentice is working towards - 99% agree (+12%);
- The course / Training meets our organisational need - 78% agree (+10%);
- Understanding the importance of functional skills within the apprenticeship programme - 89% agree (+9%)

Responses that require future analysis include the following:

- Maxim provides sufficient feedback re apprentice's progress 49% agree (+2%);
- Receive sufficient information regarding the programme and the incentives prior to sign up 60% agree (-2%).

SM explained that Managers have scrutinised the survey results to identify areas of concern and have implemented the following actions:

- Letters sent to all employers to remind them of the importance of them attending their apprentices review (every 8 weeks) as this is where a full update of learner's progress across all aspects of the programme is discussed in detail;
- Despite a written copy of the above being provided to each employer after the review we have agreed that an additional written progress report will be sent to employers quarterly. This will provide detailed reporting on apprentice's performance both in college and to their progress on the standard they are working towards;
- Employer guides updated to ensure employers understand the process for claiming incentive payments through the Apprenticeship Digital Account.

34/22 KPIs 2021/22

i. to review the Key Performance Indicators for 2021/22

ELT shared the Key Performance Indicators for 2021/22 in advance of the meeting. The document provided headline figures on College performance. RK explained that the final KPI document with all the figures for achievement will be shared at the beginning of the next academic year. There were no changes to the financial KPIs. Members noted the reduction in attendance for English and math's.

Q: Will this cause a drop-in retention?

LR reported that she is not anticipating that this will cause a drop. Attendance had been a challenge this year due to isolations for Covid. The text message service to parents had been

disabled at points in the year due to too many students being in and out. Some students had found the return to college difficult after having two years of disruption. LR confirmed that 16-18 retention will be lower than last year.

A Member commented on the confusion of the red, amber, green usage on the document. RK explained that this was the FE Commissioners template that had been used for a number of years but the College will be moving to a simpler format for next academic year.

35/22 Governance

i. Approval and signing of the IoT Bid

The following documents were shared in advance of the meeting:

Draft Commercial Agreement;
Cheshire and Warrington IoT Macclesfield College position statement;
Report to the partners of Cheshire and Warrington IoT;
Model Licence Agreement;
Capital Funding Agreement.

The Chair of the Corporation explained the current position in relation to the IoT Bid as reported to Governors at the Strategic Planning day. The position remained unchanged and all of the colleges were currently reviewing numbers for the IoT and costs were being reforecast. The IoT for Macclesfield College included both Health and Construction. Macclesfield College had been successful in T Levels which included Health and Social Care. Therefore, the favoured position for Macclesfield College for the IoT would be to drop Health and concentrate on Construction, as Health and Social Care were included in the T Level work currently being undertaken. MS explained that a meeting with the Lead Consultant and the DfE was taking place on 15 July 2022. At this meeting, both net carbon and abnormalities were being discussed to see if the DfE would meet these costs.

The DfE were due to visit each college for a site visit but the visits have been cancelled by the DfE.

Q: Where does the LEP sit on this?

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.

Q: How much of the Teaching and Learning space is compromised by the proposed changes to the IoT Bid?

This would now be a space for construction only.

Governors commented that it would be helpful to have a full cost breakdown of the proposal.

RK explained that it had been a distraction and was taking up a considerable amount of ELT's time. The lead for curriculum at each college had been asked to reforecast figures over the weekend and it was difficult to know if the DfE would accept the reforecast figures. The Director of Governance had been called to a 9am meeting on Monday morning at short notice.

The Director of Governance confirmed at her meeting that the following points were clarified:

The Director of Governance explained that the Governance Professionals from each of the Cheshire and Warrington IoT colleges had been asked to seek delegated authority to approve the IoT, subject to the numbers being accepted and the abnormalities being met by the DfE. The

Chair of the Corporation and Principal confirmed that they did not feel it was appropriate to seek delegated authority at this time as there were still many unknowns. It was suggested to hold a remote Corporation meeting following the meeting with the Lead Consultant and the DfE and this was agreed. The Director of Governance will liaise with Members to plan the way forward.

ii. To receive the Corporation structure for 2021/22 and Calendar of meetings

The Director of Governance presented the structure for 2021/22 and Calendar of meetings and this was approved.

ii. External Governance Review Guidance and proposal

The Director of Governance presented the External Governance Review Guidance and shared an overview of the guidance.

A proposal had been received from Rockborn who are consultants with experience of education management. The proposal had been tailored to meet the needs of Macclesfield College. Members reviewed the proposal and agreed that it met the needs of both the guidance and Macclesfield College. The proposal was approved. The Director of Governance will liaise with Rockborn over the timelines for the review to be completed.

36/22 Audit Committee

To receive the minutes of the meeting held on 21 June 2022.

Members should note the formal recommendations made under the Audit Committee minutes.

They are invited to:

i. receive the Audit needs assessment – the Internal Audit Plan 2022/23 – 2024/25 including the Internal Audit Strategy

The Chair of the Audit Committee explained that the Internal Audit Plan 2022/23 - 2024/25 including the Internal Audit Strategy was provided by the new Internal Auditors, Haines Watts. The contract with BDO has now ended. Haines Watts and BDO attended the Audit Committee. MW had met with Haines Watts and confirmed that they met the Audit needs of Macclesfield College.

ii. approve the Internal and External Audit Fee Proposals

The Corporation approved the Internal and External Audit Fee Proposals as recommended by the Audit Committee within the minutes and included in the relevant tender documentation.

iii. Internal Governance Audit report

The Chair of the Audit Committee requested that Members note the excellent outcome of the Internal Governance Audit. There were no recommendations and several areas of good practice highlighted.

The Chair of the Audit Committee reported a number of important matters to note:

- VH confirmed that there are no issues relating to Fraud, GDPR or RIDDOR reportable incidents that she has been made aware of.
- The Health and Safety internal audit report was shared. There were 6 recommendations from the report. 1 high, 3 medium and 2 low. A new Estates Manager had been appointed and he has moved all reporting online and created a new maintenance plan. Health and Safety will be an area that is audited again in the next academic year. A risk has been

added to the Risk Register relating to Health and Safety and Business Continuity at request of the Audit Committee.

- VH shared a proposal for a new risk register. The document concentrated on the top 10 key strategic risks. The current document was not user friendly and encompassed operational risks. The document was lengthy and it was agreed that it would be better for governors to concentrate on 'what keeps us awake at night' strategic risks. The new document was approved by the Audit Committee, subject to the addition of a risk relating to Health and Safety/Business Continuity being included. The Corporation approved the format of the new Risk Register as recommended by the Audit Committee.

Q: Has the Engineering equipment been signed off?

This was confirmed as being signed off.

37/22 Business

i. receive the College accounts for the period ended May 2022

VH shared the College Management Accounts for the period ended May 2022 in advance of the meeting. VH provided a summary from the report including the following:

- The adjusted operating surplus at May 2022 is 210K, compared to 200K at February 2022;
- The reasons for the adjustments are income and pay costs for the year decreased. The income was due to decreases in Apprenticeships and AEB;
- The pay to income ratio is 63.16% and noted as below the benchmark;
- There are 62 cash days in hand;
- The financial health grade is a strong 'Good';
- The bank covenant was noted as being compliant;
- Detail behind the movement in the financial position was shared including small movement in catering, pay cost reduction and release of savings (due to capital spend);
- The T Level project was progressing well and the contractors acknowledged for being superb;
- Cash flow was confirmed as strong.

ii. Forecast Financial outturn 2021/22, Budget 2022/23 and Plan 2023/24

V Hayhoe shared the forecast financial outturn 2021/22, Budget 2022/23 and Plan 2023/24 in advance of the meeting. VH explained that it was an extensive report showing a three-year period and will be shared with the ESFA. The 2021/22 position was shared within the item 9i for the College Accounts for the period ended May 2022. The 2022/23 budget was shared with the Corporation at the Resources Day. There have been no changes except a small shift to the surplus for the adjusted timing of the release of capital. For 2023/24 there were a number of detailed assumptions in income. VH explained that page 2 of the report showed the forecast for the year, including KPI movement for 2022/23 and 2023/24. The main points of the report were shared:

- The income for 2023/24 showed 1.4 M increase over the next two years;
- Enrolments supported a lagged funding increase of 650K;
- For 2023/24 Apprenticeships income had not increased any further and remained at 2.7M;
- The tuition fund has ceased and therefore been removed;
- Subcontracting was removed;
- A staff pay rise was included for 1% in August 2022, an additional 2% in January 2023 plus a one-off payment of £500 (pro rata and non-consolidated) and another 3% August 2023 subject to the College achieving predicted enrolment numbers and an ESFA in year payment for growth;

- It is anticipated that there will be no shift in pension contributions;
- Cash flow is shown as strong and stable;
- Capital investment for T Levels is assumed but not for the IoT as there are too many variables (this is fully funded so should not impact on budget plans);
- Page 6 showed key risks including if the numbers don't come in;
- A prudent approach had been taken in relation to income for Cheshire Business School but this will be reviewed during the year;
- The bank covenant will be met;
- The cleaning and bus contracts have been tendered and built in to the plan;
- There is a contingency built in to the plan.

Q: Are inflation costs included?

The budget holders will review inflation costs and this will be considered 'line by line'.

RK confirmed that enrolment was going well and 400 new students attended the College on Monday for an induction event. Applications were confirmed to be up and the College were hopeful for a bumper enrolment. RK stated that if there was a bumper enrolment then the College would apply for an in-year payment from the ESFA but there must be an increase of at least 100 applications and there would be no guarantee of the payment. There are 1,100 enrolments included in the financial plan. The new strategy surrounding marketing was proving successful, this included certificates to students congratulating them on their place at Macclesfield College.

iii. Debt write off

VH presented a report on debt write off for 2021-22. The Corporation reviewed the report and approved the debt write off of £6,755.18.

iv. Bus Contract tender

The current contract for Student Transport expired in June 2022, therefore the college has re-tendered this contract ready for September 2022 for an initial period of 3 years. The transport provision incorporates 7 routes therefore the tender was split into 7 LOTS with providers being able to submit for multiple LOTS. Due to rising fuel and staffing costs the contract price has increased significantly when compared to current year costs. The decision to move to a 4 day on site week has helped to mitigate some of these costs. The Bus Contract with Roy McCarthy was approved by the Corporation.

38/22 Teaching and Learning

i. receive Equality and Diversity report

Z Benn joined the meeting to present an overview of the College's Equality and Diversity statistics for 2021/22 academic year. All the data presented was reported to be accurate as of the 15 June 2022. Data presented is actual learner numbers, not enrolment numbers therefore, it will be different to the data published in the SAR and QIP. Data is extracted from the first day of term, not day 42 as reported in the ILR.

Enrolments were reported as the following:

Gender	3071 enrolments
Female	1671 (54.41%)
Male	1400 (45.59%)

It was reported that there were:

19 learners identifying as transgender/non-binary
21 learners opted for 'prefer not to say' (all ages)

Maxim Apprenticeships have the largest cohort of enrolments with 736 learners, followed by Professional Skills in the Workplace with 273 enrolments. Construction have 220 enrolments followed by Learning Curve with 207 enrolments. The smallest area for enrolments is Education and Training and Employability who both have 4 enrolments.

100% of learners enrolled on Childcare, Supporting Teaching and Learning, Employability and on the European Social Fund are female, with 96.94% of Health & Social Care and 96.36% of Hair and Beauty learners being female. 100% of learners enrolled on Education and Training are male. 95.65% of learners on General Engineering, 95% of learners in Construction, 94.37% of learners in Computer and Information Technology and Light Motor Vehicle are male followed by our Sports cohort being 91.52% male.

Maxim Business Training have a 50% female v male ratio and Maxim Apprenticeships and Business Studies are very similar at 48.91% (Male) and 51.09% (Female). Business Studies attracts equal male and female learners with the ratio being 49.12 % (Male) and 50.88% (Female) and Foundation Learning is similar with 45.45% (Male) and 54.55% (Female).

Maxim Apprenticeships have the largest cohort of 16-18 learners with 192 learners (+6 on 20/21), followed by Construction with 163 learners (+20 on 20/21), then Sport with 154 learners (-52 on 20/21 due to no longer working with Stockport County FC). The vast majority (286) of 19-23 and 24+ (258) enrolments are in Maxim Apprenticeships followed by 257 age 24+ enrolments in Maxim Professional Skills in the Workplace.

The large majority of learners have identified as not having a disability/difficulty. Where learners have identified, dyslexia, autism and mental health have the highest percentage.

The vast majority of learners have identified as English / Welsh / Scottish / Northern Irish / British (2641) with 100% of Access to HE, Education & Training, Employability, European Social Fund and Foundation learners falling into this category. The areas identifying with the lowest English / Welsh / Scottish / Northern Irish / British heritage (where we have significant numbers) are in Sport, Leisure & Tourism (67.88%) with the remaining 32.12% of learners falling into 9 other categories, the majority being African (12.12%).

From analysing the College Ethnicity data for 21/22, no learners have identified as Bangladeshi or Gypsy /Irish Travel (0.08% in 20/21). Withdrawals, transfers and pass data will be analysed at course level as part of the self-assessment process. This will feature in the College wide SAR and QIP which will be published in 2022/23 academic year.

This was reported to be in line with data from 2020-21.

Q: How do you address gender balance within curriculum areas?

This is addressed through course review, department self-assessment, use of marketing material and promotional material.

The Chair of the Corporation spoke about the AoC language using 'equity' not just 'equality' and enabling all students to have the tools to achieve. The Corporation discussed the College partnership with Hide Away and how this promoted a positive environment and pastoral service to support students to achieve.

ii. Teaching and Learning report

Z Benn attended the meeting to present a Teaching and Learning overview report on lesson observations for the academic year. For 2021/22 academic year the College made the decision to move away from graded observations (1 outstanding – 4 inadequate). Ofsted discontinued the use of lesson grades in inspections in 2014. Lesson observations are designed to be a supportive process to improve the quality of teaching and learning. Every member of teaching/delivery staff had a minimum of one formal observations within the academic year, each observation lasted 45-50 minutes.

Teachers/delivery staff were judged against each of the following criteria with a grade of met, partially met, not met or not observed:

1. Maintaining professional standards;
2. Planning and preparation;
3. Share clear learning intentions/objectives;
4. Inspirational teaching;
5. Attitudes to Learning;
6. Understanding and progress;
7. Feedback;
8. Development of English and maths skills;
9. Development employment skills;
10. Promotion of equality and diversity.

The data for lesson observations was reviewed and contained within the report.

Z Benn explained that CPD this year has been reactive, rather than planned for the year. This has meant that the CPD can be adaptable and planned to meet the needs of the College. Math's and English CPD has been mapped across all curriculum areas. Case load reviews are conducted and learning walks, in addition to deep dives, work scrutiny and review of assessments.

Z Benn shared plans for the new lesson observation process next academic year. This included the new Pillars of Performance (PoP framework) and 'Wows' for sharing good practice.

Q: Does Pro Observe support the setting of targets?

Yes, Pro Observe can be used to set further targets and ensure that actions are completed.

39/22 Policies

The following policies were shared in advance of the meeting:

1. Advanced Learning Loan;
2. Discretionary Learner Support funds 16 -18-year olds;
3. Discretionary Learner Support funds 19+ year olds;
4. Complaints Policy;
5. Higher Education Fee Payment Policy;
6. Higher Education Refund and Compensation Policy.

The policies were reviewed and approved.

40/22 Date and time of the next meeting

The first meeting of the next academic year will take place on 11 October 2022 for the Strategic Planning day. The first Corporation meeting will take place on 18 October 2022.

Impact of the meeting:

Positive Staff Survey results.

Positive Governance Internal Audit report.

Comprehensive review of the Forecast Financial outturn 2021/22, Budget 2022/23 and Plan 2023/24.

Actions to address gender balance within curriculum areas (Equality and Diversity report).

Introduction of the PoP framework and the Wows.

Signed by Chair: