



## MEETING OF THE CORPORATION OF MACCLESFIELD COLLEGE

TUESDAY 18 JANUARY 2022 – 9.30 AM

### PART I

**Clerk:** Mrs R Clare

Attendance:	M Sharples (Chair), K Williams, S Musgrave, R Kay, M Wright, A Sutcliffe, G Lagan, G White, J Walters, I Cass, JK, J Mairs
In attendance:	V Hayhoe, L Reed
Apologies:	E Kennedy, A Eifflaender, N Schofield, D Levy

### Actions:

<p>Q: The KPI for lesson observations 1 and 2 has been removed due to the way lesson observations are being reported. Is it possible to add a measure to the document as a replacement to show reassurance that Teaching and Learning is still high?</p> <p>LR will discuss this with ZB and add in a top level KPI relating to Teaching and Learning in the classroom.</p>	LR
<p>Q: On page 3, can a value-added measure be added from ProMonitor targets to show progress?</p> <p>The new Btecs are being redesigned and assessments took place last week and continue next week. A more in-depth report will be shared in April and will be included in the QIP.</p>	LR
<p>Q: Please can an appraisal target be added to page 5?</p> <p>Yes, a target will be added to the report.</p>	LR
<p>Q: On page 7, attendance of risk areas, is it possible to have further information on at risk areas?</p> <p>Yes, a further report will be shared on this.</p>	LR

## MINUTES

**Item Title**

**1/22 Welcome and Apologies for Absence**

The Chair welcomed Members to the meeting. JM was welcomed to his first meeting of the Corporation and will also be joining the Audit Committee. Apologies for absence were received for E Kennedy, A Eifflaender, N Schofield and D Levy.

**2/22 Declaration of Members' Interest**

MS declared an interest as his wife works for Cheshire East Council.

**3/22 The Macclesfield Academy**

MG was welcomed to the meeting. MG had provided a report in advance of the meeting.

MG confirmed that members of staff and students returned well after the break and with energy. MG shared the progress measures and confirmed the changes in the curriculum structure. The DfE have indicated that GCSE examinations will take place this summer. TMA is continuing to work on Ofsted priorities including sequences of lessons and curriculum journeys. A number of Governor visits have taken place and positive feedback has been received and actions added to a plan. Attendance for the whole school is currently at 91.44% against a target of 93%. There were currently a number of Year 11 students absent relating to Covid. There have been a number of short-term exclusions; these relate to smoking and vaping and the exclusions have resulted in a calming impact on the school community. Pastoral leads are visiting other schools in order to focus on challenging behaviour in small groups. A number of staffing changes were identified within the report. There are currently afternoon revision classes taking place.

MS commented on TMA relationship with Park Royal and the positive impact forming relationships with the Primary schools in the area would have on recruitment. Members thanked MG for the positive update.

**4/22 Minutes**

To confirm and approve the Part 1 Minutes of the meeting held on 7 December 2021. The minutes of the meeting held on 7 December 2021 were approved.

RK explained that as part of the College outreach strategy, a shop was opening in Macclesfield Town Centre. The shop will be open Thursday, Friday and Saturday from 10am-2pm. KW and AE had provided intelligence at the last meeting in relation to the demand for ESOL. The aim of the shop was to provide community engagement and provide information on courses. The shop will be open for six weeks in the first instance.

- **New logo**

RK confirmed that a new logo for the College had been designed. The logo has been refreshed and made contemporary in order to be forward facing and stand out. Members of staff voted for the new logo. The logo will be rolled out from this month.

The Chair of the Corporation stated that Macclesfield Wheelers had accessed the College car park to launch a bike race. 150 cars were in the car park and this was excellent community engagement.

**5/22 Matters arising from the meeting held on 7 December 2021**

56/21 LR will share an update on HE at the next Corporation meeting. *LR confirmed that this would be shared at a subsequent meeting, but there would be an update on professional courses at this meeting.*

57/21 A Member noted that the bank address for the two accounts were incorrect. This will be updated. *This was updated.*

Subject to the amendment, the accounts for Cheshire Solution Limited and for ECAT Limited for the year ended 31 July 2021 were approved. A Member questioned why the accounts are still open and

should the College be considering closing the accounts. It was agreed that VH will look to close the dormant accounts as they were no longer needed. *VH is looking to close these accounts.*

60/21 LR shared the Quality Improvement Plan that had been formulated in response to the College SAR. The plan will be updated with actions and shared at the January Corporation meeting. *The Quality Improvement Plan will be shared at this meeting.*

64/21 AS confirmed that the last Cyber Security meeting was cancelled and he had not received a new date. LR will liaise with DF. *RK confirmed that the invites for the next meeting are being sent in the coming days and AS will receive one.*

## 6/22 **KPIs 2021/22**

The KPIs for 2021/22 were shared in advance of the meeting. RK confirmed that this was the first document of the academic year. RK explained that the HR section was missing from the KPI document due to a long-term sickness within the department.

**Q: The KPI for lesson observations 1 and 2 has been removed due to the way lesson observations are being reported. Is it possible to add a measure to the document as a replacement to show reassurance that Teaching and Learning is still high?**

**LR will discuss this with ZB and add in a top level KPI relating to Teaching and Learning in the classroom.**

## 7/22 **Business**

### i. **Health and Safety Report**

VH presented the Health and Safety report in advance of the meeting. The report provided an overview of Health and Safety from September to December 2021. Audits had taken place in both curriculum areas and business support. All red (high risk) and yellow (medium risk) actions had been completed. There were 19 accidents on site reported. The breakdown of the accidents was shared within the report.

### ii. **Mid-Year Review and Revised Full Year Forecast 2021/22 including the College accounts for the period ended November 2021**

VH presented the mid-year review and revised full year forecast 2021/22 including the College accounts for the period ended November 2021. VH confirmed that there had been changes to the budget but the overall financial health grade was still a 'Good'. Page 2 of the report showed the before and after pension costs and the operating surplus that the FEC uses to monitor the College. There was no change within the November review. The adjusted operating surplus (before FRS102 charges) remains unchanged. The total operating position (after FRS102 charges) is a £542K deficit compared to an original budgeted surplus of £7K. The FRS102 charges have been changed to reflect the expected charges based on the last actuarial report. The College is forecast to remain 'Outstanding for 2021/22. The pay costs were reported to be in line, excluding FRS2. The staff to income ratio was low at 62% against a 64% forecast by the end of the academic year. The savings have covered national insurance and agency costs. There has been an increase in costs from the College café. The cash days in hands were reported incorrectly in the report as 16 but should be 47. There is an increase in funding rate. Next year will be challenge due to the lagged funding and lower student recruitment this academic year due to Covid. The College was reported to be compliant with the bank covenant at year-end.

### iii. **AIB Facility Agreement**

The minutes for the AIB facility agreement are attached to the set of minutes. It was noted that the College had received notification from the bank of the move to a new benchmark and there was no impact for the College.

## 8/22 **Teaching and Learning**

## **i. Update on the College Quality Improvement Plan**

An update on the College Quality Improvement Plan was provided by LR. LR explained that some of the information was blank due to the date for the actions not being started yet. The information will be provided at year-end. The retention rate was reported to be 98.4% for all ages. The Adults and Community provision is being managed by Assistant Principals and Heads of Curriculum. LR reported the best-case achievement data for Apprenticeships is 81% but this is likely to decline. LR reported swift actions in relation to behaviour warnings. There had been 316 verbal warnings relating to 212 individual students. 120 disciplinary meetings have taken place which related to 115 students. 67 students had a verbal warning followed by disciplinary and 48 students went straight to a disciplinary. There had been 14 permanent exclusions.

### **Q: Were all the exclusions permanent?**

Yes, all exclusions were permanent. The College does not use temporary exclusions; however, students are occasionally asked to leave the College site for a temporary amount of time. A small number of students had been accepted on the Aspirations Academy with an opportunity if successful to re-join the College in September on a full-time course. The exclusions were necessary in order to settle the community of the College.

### **Q: Did this have an impact on the College?**

If excluded then the College loses the student enrolment, but the College needs to drive expectations.

### **Q: On page 3, can a value-added measure be added from ProMonitor targets to show progress?**

**The new Btecs are being redesigned and assessments took place last week and continue next week. A more in-depth report will be shared in April and will be included in the QIP.**

### **Q: On page 4, there is a high volume of professional updating taking place. How is the impact being measured?**

This is shown in a higher lesson observation, learning walks and appraisals. The enhanced CPD is evidence in the classroom.

### **Q: Please can an appraisal target be added to page 5?**

**Yes, a target will be added to the report.**

### **Q: It looks like the members of staff have benefited more from internal training?**

Yes, the feedback on the external training was not as highly rated and this has been feedback.

### **Q: On page 7, attendance of risk areas, is it possible to have further information on at risk areas?**

**Yes, a further report will be shared on this.**

There is a focus on target setting and sharing this information with students. There was 100% compliance on student meetings taking place. 82% of learners have had a 1-2-1 review with their Progress Coach during the first term. Professional Development had taken place on T Levels, Safeguarding and peer to peer advice. There had been a number of inhouse competitions in preparation for hosting the World Skills competition for Cheshire in beauty in March.

LR confirmed low attendance in construction, motor vehicle, hair and beauty and child care. The lowest attendance was in adult's maths and English. LR reported the launch of the Aspirations Academy.

ii. **Update on Curriculum offer for New Year**

LR provided a report on the curriculum refresh launched in January. This included a review of the adult offer. The adult offer had been relaunched to improve the maths, English digital and essential skills offer. A range of community projects were on offer including professional, health, first aid and finance. There will be an online offer including mental health, Safeguarding and Prevent, and understanding autism. The courses start this week and next week and there is a second start date after Easter. The new shop was central to sharing information on the new community courses. The Aspirations Academy was also enrolling today.

Members had previously been informed of the successful IoT bid. This was a £30M bid shared between Cheshire colleges. £2.1M of the collaborative bid was being awarded to Macclesfield College and the final stage of the brief will be shared soon. This will be one of the main focuses of the Strategic Planning day.

RK informed Members of the appointment of the new Head of Corporate Services who will be the outward facing member of staff for the College. HF will be working with the learner experience team to promote the College and work with schools and the local community.

iii. **Report on Learner Voice**

ZB joined the meeting to present the Learner Voice. In previous years, the College had used QDP but last year QDP wasn't used and therefore no distance travelled could be measured. This survey was an introductory survey based on how students settled into college. The College has a Student Voice lead and also a Student Council. It was reported that 936 students had completed the survey. Members were informed that 100% of HE students had completed the survey and 37.5% of part time students. Questions that scored highly related to attendance and behaviour expectations (95%) and feeling safe at college (93%). The 7% percent that did not agree with feeling safe at college were identified and were on sport and health and social care courses. Enrichment activities received a lower percentage. Some students did not recognise all activities as enrichment, such as the Pride group, girls' football, guest speakers, trips in addition to Prevent, radicalisation and keeping safe online. The College provides a 'You Said, We Did' response to the student voice. The student voice from the HE students showed low responses for arrangements for extra activities/enrichment were made clear and information received prior to starting was helpful. Focus groups have been carried out and information is collected through the Student Council. Mangers discuss action with students on learning walks and at breaks and lunch times. The mid-year survey will be launched this week. Compliance of the survey for students on part time courses will be a focus.

**Q: Was the feeling safe question reviewed in further detail?**

Overall it was a positive response but the 7% was reviewed in further detail. It showed that this was mainly students on the football course. There was nothing alarming, but could be due to injuries that could be picked up in training or matches.

**Q: Was there a question in relation to behaviour and whether this was disrupting learning?**

This will be collected in the mid-year survey. This survey concentrated on induction.

**Q: Do students receive any information on attendance such as the attendance policy?**

ZB explained that attendance is discussed with students through course teachers, tutorials and induction. However, attendance remains a concern nationally and work is being completed to understand the reasons behind low attendance and discussing the reasons with students. RK explained that she provided all students with a presentation at the beginning of the year and this year

had provided a second presentation. This was to focus and reiterate the College expectations in relation to attendance and behaviour.

**A Member asked the student governor if they felt that the Colleges approach to enrichment was effective?** The student governor explained that he had guest speakers within his curriculum area but he may not have associated this with enrichment.

Governors thanked ZB for her informative presentation.

#### iv. **Presentation on English and mathematics**

CA joined the meeting to provide a presentation on English and mathematics. It was reported that 196 students were enrolled on GCSE maths, 204 on English, 9 GCSE adults on maths and 11 GCSE adults on English. The numbers for maths and English GCSE were lower than in previous years due to predicted grades being higher. The numbers for Functional Skills were similar to last year. CA explained the delivery model for 16-18 students, adults and the use of baseline assessments. November re-sits took place and all students with a Grade 3 were given the opportunity to sit the exam. 93 students sat the maths papers and 100 students sat the English paper. The achievement was above the national rate. Attendance on maths and English remains low and is predominantly due to a rise in mental health issues, the fear for students of sitting an exam they have already failed and the impact of Covid and never sitting an exam before. The attendance strategy was explained to governors using a structured process and the development of 'Wheels'. CA explained that the Tuition Fund is being used for small group sessions. It is expected that the take up for this will increase closer to the examination period. The College is taking part in the data trials with the National Centre for Excellence in Mathematics; this looks at the mastery in teaching mathematics and students learning more through actually doing. The College took part in the National Centre for Excellence in Mathematics action research. This looked at the impact of blended learning has on learners' motivation and engagement when studying GCSE re-sit maths. It is also looked at using a 'Mastery' approach: do learners have an increased sense of self-belief and confidence in their mathematical abilities. This proved a successful project with learners who engaged in the research having a 186% increase in results. CA explained that a focus area for English is researching methods of improving learner engagement in reading non-fiction texts.

#### **Q: Do you collaborate with TMA for maths?**

Not currently, the College tends to collaborate with other FE Colleges within the region and further afield. KW will provide a contact for CA at TMA for future collaboration.

#### **Q: Congratulations on the results being strong, despite students fearing the examination. What are you doing to overcome the fear element?**

This is a common theme across the country. The College has focussed on mastery skills and growth mindset. The College provided training on sequencing and building up in readiness for the exam. This added value in relation to student progress.

Governors thanked CA for her informative presentation.

#### v. **Presentation on lesson observations**

ZB joined the meeting to provide a presentation on lesson observations. ZB confirmed that the College had moved away from grading 1-4 and introduced met, partially met, not met and not observed. The College has introduced ProObserve to enhance the recording system. ZB confirmed that learning walks have been conducted, in addition to formal lesson observations. New members of staff or members of staff who are not on fixed contracts will receive two formal lesson observations. The lesson observations are conducted jointly and concentrate on independent learning skills. Themes occurring in year are reviewed in greater detail. The data from December 2021 showed that

there were 98 teachers/assessors and 100% of members of staff have had a minimum of one learning walk and given feedback. ZB reported that 22.4% of staff had a formal observation and have met or are working towards their actions. These members of staff are now being monitored through learning walks and deep dives. ZB reported that 9% of members of staff had more 'not met' than expected and have had further learning walks to support their development plan. ZB confirmed that the following strengths had been identified; links to employment, planning and preparation, learners' attitudes to learning, learners understanding and progress, professional standards and equality and diversity. Areas for development included planning and preparation (sequencing) and professional standards including behaviour management (ID badges and punctuality). This was being worked upon with enhanced CPD on 'back to basics' and focussing on common themes. The College has engaged with Hide Away to support members of staff in challenging behaviour and providing a buddy system.

**Q: Is there any difference between full and part time member of staff? Do you need to put any more support in for part time members of staff?**

CPD is open to all members of staff and there is no concern with part time staff.

**Q: Is the introduction of ProObserve useful? What reports does it provide?**

It is early days using ProObserve and there will be two further days of training to take place before May. The College has used ProObserve to provide a compliance report on met/partially met.

**Q: The members of staff who had not met, how were they being supported?**

The members of staff who required urgent support were provided with CPD and a focus on areas of development. Every member of staff is provided with an action plan which is linked to their outlook calendar.

**Q: Was the 98 teachers/assessors reported full and part time staff?**

Yes, this was both full and part time members of staff.

**Q: Is sequence of learning a focus for all members of staff?**

It is an area of focus for new members of staff and back to basics is a common theme for all members of staff, due to staff returning to in person teaching instead of remotely.

**Q: Are there any areas of very good practice?**

Yes, there are some excellent practices and these are shared with members of staff during CPD. The new members of staff are always a focus based on risk.

Governors thanked ZB for her information presentation.

#### vi. **Presentation on Professional**

RK provided a presentation on the new Cheshire Business School. This will be aimed at a professional market and be part of a commercial offer. The aim of the professional courses will be at levelling up and making training accessible to all. The College will work with small and medium companies to access professional development for their senior members of staff. The College is partnering with Henley Business School and will provide a nice offer. The prototype will be tested for early indications. The College has partnered with a number of high-level public speakers/trainers who would not be affordable to small/medium businesses. The course will be run from the Tytherington Country Club. There will be a soft launch in February 2022 with V.I.P invitations to the top 100 companies. There will be a slow roll out of phased courses, followed by a full brochure.

A Member commented on the excellent initiative and concentration on small SME's at leadership level. The Member suggested concentrating on an elite offer that was easily accessible.

**Q: Is there any risk to this?**

RK confirmed that there was no outlay and the courses would only go ahead if there was demand.

**Q: Is it possible to have further detail in relation to the business model?**

RK explained that this would be provided but this was a long-term strategy and would take some time to develop.

**9/22 Date and time of the next meeting**

The Remuneration and Search and Governance Committee will take place on 25 January 2021.

The Strategic Planning day will be held on 8 February 2022.

The next Corporation meeting will take place on 26 April 2022.

Impact of the meeting:
New Governor – JM joined for his first meeting
New strategy for Professional – Cheshire Business School
Launch of the Aspirations Academy.
Comprehensive presentations and deep dives on math's and English, Student Survey and Teaching and Learning Observations
Detailed review and questioning of the College Quality Improvement Plan

Signed by Chair:	
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