

## TMC Board meeting

**25 June 2024, Openshaw**

Present: Dame Ann Limb (chair) Philip Johnson Catherine Hill OBE, Rachel Curry (Principal), Justice Ellis, Mubarak Oyebode, Mark Fletcher, Jenifer Burden and Garry Bridges

Apologies: None received

In Attendance: Mark Harris (Vice Principal Adult & Vice Dean ) Debbie Sanderson (Vice Principal Planning & Performance), Michael Walsh (Deputy Principal: Adult Curriculum and Student Support), Ed Lack (Group Director of Quality), Lorna Lloyd-Williams (Company Secretary & General Counsel), Barry Atkins(Deputy Principal) ,Marie Stock (Vice Principal Student Experience and Support) Stuart Steen, Vice Principal FE.

	<b>The meeting opened at 13:30 and was quorate with at least 3 Governors present</b>
<b>1</b>	<b>APOLOGIES</b>  None received.
<b>2</b>	<b>DECLARATIONS OF INTEREST</b>  There were no declarations of interest.
<b>3</b>	<b>MINUTES OF THE MEETING of 2<sup>nd</sup> May 2024</b>  The Board approved the minutes of the previous meeting subject to some minor amendments:  <b>Action: Company Secretary to circulate a revised copy of the minutes to the Board.</b>
<b>4</b>	<b>MATTERS ARISING</b>  The Company Secretary updated the Board on the actions arising from the previous meeting as follows: <ul style="list-style-type: none"> <li>• A report attached provided an update to TMC Divisional Board members on enrichment activity for the academic year 2023/24 and the planned structure for 2024/25. <ul style="list-style-type: none"> <li>○ The Index of Enrichment activities has received positive feedback.</li> <li>○ Going forward, students will be asked for their views and what they would like to see at the start of their enrolment.</li> <li>○ The Vice Principal confirmed that students have been asked for their input on the curriculum and that a good reporting structure is in place.</li> <li>○ The Governors were informed that the Vice Principal FE will be taking leadership on enrichment from next year.</li> </ul> </li> </ul> <b>Action: Information about the range and distribution of enrichment to be provided within the performance report for future meetings.</b>  Previous action: The direction of travel using arrows to be included in the risk register going forward. This action has been completed and arrows have been included in the papers for the meeting.

	<p><b>Employer Engagement: the Principal to ask the Employment Engagement Team to explain more on the alliance model. This had been included and explored in the curriculum area presentation at the previous meeting.</b> The Company Secretary confirmed that presentation slides have been distributed to the TMC Board for the Curriculum area.</p>
5	<p><b>CURRICULUM AREA (QIP THEME; Construction &amp; foundation Learning)</b></p> <p>A presentation on the proposed change to the structure of foundation learning within construction was presented to the Board illustrating what had prompted the review and the approach agreed for September 2024. There are two elements to the new approach: providing a learning coach model to support level 1 students in construction, and secondly a 'Year 12' bespoke and discrete offer for a group of students who are not yet able to access the mainstream offer within construction.</p> <p>The aim to ensure that students always have full support, and colleagues act in accordance with student needs. Areas for focus included include transition from school and known need, enrolment/interview process, support for new members of the teaching team and meeting student support and pastoral need.</p> <p>The Board were advised that the overall aim of the new approach was to provide students with an improved experience underpinned by an awareness of their needs and a focus on engagement, enrolment, and transitions.</p> <p>The Board noted that a Learning Coach model had been developed, which would encompass liaison and communication, pastoral support and coaching, classroom support, delivering form sessions, referrals into the safeguarding team, Boxall Nurture principles, mentally healthy school strategy, supported education and celebrating successes. The model had been designed to identify student needs earlier and provide a single point of contact for students and their families to address any issues they might be experiencing.</p> <p>The Board were presented with a slide on the expected outcomes for the pilot and noted that students would be invited to provide feedback in due course.</p> <p>The Board members acknowledged there was an increasing number of young people in poverty or from a neglectful environment, and the importance therefore of removing barriers where possible.</p> <p>Key foundations of making the pilot work had been shared with Curriculum colleagues, so that they could benefit from September. Best practice had been shared across TMC. The SEND team had also shared these principles with colleagues.</p> <p>The Board were taken through the timeline for evaluation of the <u>Construction &amp; foundation learning</u> pilot with it being explained that there would be early learning by end of first term from the initial students within term 1, and impact emerging in terms 2 and 3.</p> <p><b>Action:</b> An updated paper is to be provided to the Board in the next cycle of business.</p>
6	<p><b>PRINCIPAL OVERVIEW including risk register &amp; scorecard</b></p> <p>The Board noted that an overview report had been provided by the Principal setting the scene and a summary of the content of the meeting and were happy for this to be continued as a practice. The key points were highlighted as:</p>

	<ul style="list-style-type: none"> <li>• The majority of key metrics for the college were positive with impact also seen in areas identified for improvement</li> <li>• Looking to 2024/25, the focus was on driving further improvements and enhancements but also adapting and personalizing some of the key themes embedded in 2023/24 Of the 11 measurable headline KPIs in the scorecard, 5 were GREEN, 4 were AMBER and 1 RED. The Red KPI is related to attendance rates and covered in the quality update</li> <li>• The overview of the College's risk register was presented in a new format and each report on the agenda for the TMC Board cross references back to the relevant risk in the register.</li> </ul>
7	<p><b>QUALITY UPDATE</b></p> <p>The Board received the Quality update report.</p> <p><b>Update on QIP</b></p> <p>The Board were advised that the QIP Afl and target overview document remained largely unchanged from that discussed at the previous TMC Board meeting. It was noted that the QIP final monitoring point would take place in August, overseen by the Group Director of Quality and that the QiP was being monitored throughout the year for all business units.</p> <ul style="list-style-type: none"> <li>• Most areas were on track to be completed and achieved by end of this year, however, amber actions whilst monitored cannot be measured until the end of the academic year.</li> <li>• Attendance target. Positive movement in attendance in 2023/24 was noted, with attendance in line with national sector rates. It was noted that school attendance data had now been shared with the College, including persistent absence rates. A discussion took place regarding the approach to target setting for attendance for 2024/25, and differentiation based on area and risk – noting specifically the attendance in schools and by level. The Board noted that moving to differentiated reporting on attendance could require some work within data services to provide the necessary reports;</li> </ul> <p><b>Action: Deputy Principal FE to provide the Board with a recommendation on target setting for attendance and reporting at the next Board meeting in October.</b></p> <p>The following was noted:</p> <ul style="list-style-type: none"> <li>• improvements against Deep Dive actions demonstrated by three follow-up reports in Music (Levels 2&amp;3), Counselling Level 4 and GCSE maths at Openshaw campus, and the continued improvement in Construction L1 and Health &amp; Social Care L3 as a result of the Enhanced Support Review process. Curriculum subject to enhanced support review requires action wider than quality eg. the review of foundation learning in construction. A robust monitored plan was in place.</li> <li>• Equally, improved, positive learning experiences noted by students in the 16 curriculum focus groups that were re-visited in Automotive, Plumbing, Construction, Engineering, Health &amp; Beauty, H&amp;SC, Sport, Performing Arts, Travel and Tourism and Visual Arts (12 for Education Programmes for Young People, 4 for Adult Learning Programmes and 2 for mixed provision)</li> <li>• The new Enrichment strategy will be taken forward by the Vice Principal.</li> <li>• Quality Assurance work was almost complete, and would continue next year</li> <li>• Student voice and student feedback on the Openshaw campus was discussed. The Principal acknowledged that although improvements had been made for the campus this year, there was still work to be done as part of the enrichment and personal development strategy.</li> </ul>

	<ul style="list-style-type: none"> <li>• Student focus groups were discussed and how students were provide with feedback on their suggestions. It was noted that ‘you said, we did’ activity had taken place.</li> <li>• Campus assemblies for all 16–18-year-olds were held at the start of the academic year to set out expectations on College life, this would also include an outline of the opportunities for students to get involved and contribute.</li> </ul> <p><b>2023/24 inspections</b></p> <p>It was anticipated that the Ofsted inspection would take place between October 2024 and May 2025. A review of the external landscape had been carried out, including colleges in the region and what their inspections outcomes were to learn from their experiences and the judgements relative to the College’s position.</p> <p>The Board were advised that in the North West region, ten comparable GFE colleges had been inspected during the academic year 2023/24. A table was presented at the meeting of the colleges, the inspection date, and the overall effectiveness grade. Also included were the achievements rates from the 2022/23 national achievement rate tables (NARTs).</p> <p><b>Qualification reform</b></p> <ul style="list-style-type: none"> <li>• A slightly amended presentation was included in the TMC Board papers, reflecting recent releases of new technical occupation qualifications</li> <li>• The Board noted that the potential for a new government following the upcoming general election might impact future implementation plans and timescales for qualification reform. The Board agreed that colleagues would continue to plan but should be mindful of any changes that might be impacted by the General Election.</li> </ul>
<b>8</b>	<p><b>ACCOUNTABILITY STATEMENT</b></p> <p>The Board received the Accountability Statement, and the following key points were highlighted at the meeting:</p> <ul style="list-style-type: none"> <li>• Governors were reminded of the opportunities during for year for the Board to review and be assured on how the College contributes to local skills needs, for example: <ul style="list-style-type: none"> <li>○ A ‘Curriculum Insight’ presentation focusing on Creative Arts at Board on 1 February 2024</li> <li>○ A ‘Curriculum Insight’ presentation focusing on Employer Engagement at Board on 2 May 2024</li> <li>○ An item on capacity within the college and the challenges presented by Greater Manchester demographic changes at Board on 2 May 2024</li> <li>○ An item on Qualification reform at Board on 2 May 2024</li> <li>○ A ‘Curriculum Insight’ presentation focusing on Construction and Foundation Learning at Board on 25 June 2024</li> <li>○ Link visits and observation of deep dives by board members in 2023/24 to curriculum departments to provide opportunities to question directly on curriculum intent.</li> <li>○ Review and approval of the College Adult Skills Strategy at Board on 25 June 2024.</li> </ul> </li> <li>• Two related documents were discussed and agreed previously in 2022/23– the annual Accountability Statement (approved by LTE group Board on 26 May 2023) and the Governing Body Review of meeting local needs (discussed at TMC Divisional Board on 6 July 2023). Both documents focused on The Manchester College and UCEN Manchester response to the local skills agenda.</li> </ul>

	<ul style="list-style-type: none"> <li>Updated guidance was issued in December 2023; the annual Accountability Statement presented for approval is therefore as our response to this updated guidance.</li> <li>The Board also noted the significant partnership work currently undertaken with other local providers, in particular through the GM Colleges Group and delivery of the Local Skills Improvement Fund (LSIF) project and is satisfied that this collaboration is both appropriate and effective. The Board requested an overview and update on the collaborative projects at its next meeting.</li> <li>The Board noted reduced (compared to last year) but focused number of objectives with measurable outcomes, taking 2023/24 as a baseline for planned future growth.</li> </ul> <p><b>Action: Vice Principal Adult &amp; Vice Dean to bring an overview of the local skills improvement fund and other collaborative projects to the Board for review at the next meeting.</b></p> <p>The Accountability Agreement was due for submission to the DfE by 30th June (linked to ITEM 8 on the risk register) and would be approved, following TMC Board consideration and a recommendation, via a written resolution to enable the deadline for submission to be achieved.</p> <p>A board member raised concerns about the wording on page 7 regarding counterfeit goods trading and organised crime; he felt that this could possibly be misinterpreted. The Principal explained that this related to the students who had previously worked on a campaign regarding the true cost of counterfeit goods. It was agreed that this would be rephrased.</p> <p>Based on the recommendation, and subject to the minor amends noted, the Board <b>Resolved</b> to recommend the accountability statement to the Group Board for approval</p> <p><b>Action: Deputy Company Secretary to circulate the Accountability Statement to Group Board Members with a written resolution for approval.</b></p>
9	<p><b>ADULT STRATEGY</b></p> <p>The Board received the Adult Strategy report and noted the following key points:</p> <p>At the TMC Divisional Board meeting on 6 July 2023 the Governors were presented with a paper outlining the need for the development of a coherent, effective Adult Strategy for the College and the process by which this would be undertaken. The current report provided the Board with an update on this work and a draft Adult Skills Strategy for review and approval.</p> <p>The adult strategy was in effect part of the already approved TMC Strategy to 2027. The TMC strategy contained a number of objectives for the College's adult provision. These already approved adult objectives, and the objectives that applied equally to adult students and young people, had been incorporated and expanded into the separate Adult Strategy as outlined at paragraph 13 in the Adult Strategy cover paper.</p> <p>The Board were advised of the following:</p> <ul style="list-style-type: none"> <li>Proposed adult centres of excellence.</li> <li>Statement of intent</li> <li>Structure and model</li> <li>A strategy focussing on employment skills and adult education</li> <li>Focus on essential skills such as ESOL (inc. Adult English and maths) and digital skills as the underpinning theme.</li> </ul>

	<p>The Board suggested that whilst progression was referenced in the strategy it would be beneficial to make explicit reference to progression into apprenticeships as a potential route.</p> <p><b>Action: Deputy Principal: Adult Curriculum and Student Support to revisit to potentially include this as part of the strategy, which will be picked up through the implementation plan.</b></p> <p>Based on the recommendation, the Board</p> <p><b>Resolved</b> to approve the Adult Skills Strategy as a sub strategy to the TMC Strategic Plan to 2027.</p>
10	<p><b>PERFORMANCE REPORT</b></p> <p>The Board received the performance report which provided an update on the College's year to date performance for 2023/24 on finance, risk and resource related matters. It also included an update on in-year quality and student measures.</p> <p>The key issues were noted to be:</p> <ul style="list-style-type: none"> <li>• <b>Key Performance Indicator (KPI) Scoresheet</b> – Of the KPIs, 3 KPIs were not yet reportable (annual measures) and 1 KPI measure was still to be defined (Staff Turnover – Voluntary). Of the remaining 11 KPIs, 5 were green, 4 were amber and 1 was red.</li> <li>• <b>Risk Register</b> – A thorough review of risks was noted to have taken place by the leadership team in March, with reference to the strategic plan. The changes from the review were :. 2 risks had been removed, 2 added, 2 merged and 1 reinstated.</li> <li>• <b>Student Support &amp; Safeguarding</b> – an update was provided of activity in the second full term of the year, January to March '24. The number of cases in safeguarding, emotional health and wellbeing and pastoral referrals are all lower than the first term. The update provided a summary of the key activities taking place in Term 3 and in readiness for the next academic year. The pastoral service is rated 4.5 out of 5 by students, 84% of whom agreed support helped them engage with studies. For emotional health and wellbeing, 93% of students rate the supportiveness 8-10.</li> <li>• <b>Financial outlook</b> At Period 9 2023/24 TMC College and Resources are positive to budget contribution YTD. March Checkpoint has taken place and opportunities in pay and utilities recognised along with some risk in security cost and exams, along with adjustment for the above budget pay award. The College was noted to be on track to achieve checkpoint and to have met the LTE target contribution.</li> <li>• <b>Health and Safety</b> – One accident has been reported under RIDDOR.</li> <li>• <b>Staff Turnover and Wellbeing</b> - Staff turnover rate for resignations is 11.39% YTD, versus 12.02% prior YTD. Sickness absence is running at 4.04% which is lower than 2022/23 and lower than prior period. Of this 2.55% is long term and 1.47% short term, both trending favourably.</li> <li>• <b>Staff Impulse Surveys</b> – The report included an overview and insight into the newly introduced onboarding Life Cycle Surveys. Some of the responses re-enforced the need for the new induction process which was introduced in March 2024 and a new manager handbook will be provided to aid manager onboarding. More insight will become available as numbers completing the survey increases; such as analysis by role or by Department, to try and identify hot spots. An all-staff pulse survey is due to be carried out in June on engagement, communications, with a repeat of two questions on wellbeing.</li> </ul> <p>The Board noted the update on performance provided. The Board discussed the increase in mental health referrals and the work underway within the College. The resource needed</p>

	to support students to remove barriers could not be underestimated, and it was noted that the College prioritised investment in these support areas given the significant levels of disadvantage within the communities of Manchester. The challenges in the budget for 2025/26 were discussed, that being year two of the two year budget submission to the DFE.
<b>11</b>	<p><b>SUB CONTRACTING</b></p> <p>The Board were provided with a copy of the report which gave an annual overview of the current subcontracted provision at The Manchester College (TMC) and which outlined how sub contracts are initiated, managed and monitored. It also incorporated the updated Subcontracting Policy 2024-25 prior to its submission to LTE Group Board, along with the draft Contract Management Policy.</p> <p>The Board were advised that The Manchester College only operated one subcontract, for a small amount of provision with the Greater Manchester Fire and Rescue Service (GMFRS) to deliver the Prince's Trust Teams Programme. This was noted to be an extremely long-standing arrangement which enabled TMC to reach NEET young people. Members were advised that the programme focused primarily on transition to work but also provided a stepping-stone into further. The contract for 2023/24 had seen a slight increase on the year before and had benefitted 183 learners and generated just under £705K income. Assurance was provided on the quality of the provision and noted that the College's quality processes applied equally to subcontracted provision with deep dive and focus group work completed. Achievement rates were above national rates.</p> <p>The Board was also advised that in order to comply with the ESFA published "Assurance reviews of the subcontracting standard for post-16 providers", there was a requirement for this provision to be subject to tender, for minor amendments to the Contract Management Policy to be made and for a specific Business Continuity Plan for the subcontract to be in place. TMC planned to extend the existing contract until the end of December (upon its expiration at the end of July) and it was noted that in parallel this would be subject to tender with a 4-year contract from January 2024.</p> <p>It was Resolved to approve:</p> <ul style="list-style-type: none"> <li>• The continuation of the Greater Manchester Fire and Rescue Service (GMFRS) contract into 2024/25 and to recommend.</li> <li>• approval of the Subcontracting Policy to LTE Group Board, and note the Contract Management Policy and Business Continuity Plan for the subcontract.</li> </ul>
<b>12</b>	<p><b>CYCLE OF BUSINESS 24/25</b></p> <p>It was</p> <p>Resolved to approve the cycle of business for 24/25</p>
<b>4:30PM the formal meeting closed</b>	
	<p><b>SIGNED (CHAIR).....</b></p> <p><b>DATED .....</b></p>