

## The Manchester College Board

Minutes of the meeting held on Friday 9 November 2018 at 10am at OP116/117.

**Present:** Jenifer Burden, Cllr John Hacking, Lisa O'Loughlin (Principal), Mathew Maile, Malcolm Sugden, Pauline Waterhouse OBE (Chair) and Sue Murphy CBE.

**In Attendance:** Rachel Curry (Vice Principal Planning and Performance), John Evans (Vice Principal Quality and Standards), Jennifer Foote MBE (Company Secretary & General Counsel), Lindsey Johnson (VP- HE Curriculum and Support), Christine Kenyon (Vice Principal FE), Kile Moyana (Assistant Company Secretary and Legal Officer), Debbie Sanderson (Divisional Finance Director -College and Income Team), Michael Walsh (VP- HE and Higher Skills)

*Mathew Maile was welcomed to his first meeting as student co-optee.*

### Part A

<p><b>30/18</b></p>	<p><b>Minutes of the meeting held on 22 June 2018</b></p> <p>The Part A minutes of the meeting held on 22 June 2018 were received and approved as a correct record.</p>
<p><b>31/18</b></p>	<p><b>Learner Outcomes</b></p> <p>The Board received the detailed report on outcomes for learners for 2017/18. These had been analysed and presented by achievement rates for 16-18, 19+ and overall statistics and further by department, level, subject sector areas and long/short courses. Governors recognised the report as an in-depth analysis which clearly evidenced substantial improvement on the previous year. It was understood that the college faced a number of challenges both through size of cohort and the demographic impact of serving the needs of an area of high deprivation. It was understood that many of the challenges faced had reflected national trends but members were keen to acknowledge that this should never be an excuse and that the challenges should always be both recognised and addressed.</p> <p>The progress and improvement was recognised as the impact of the relentless pursuit of excellence by the Principal and her team. The change required was rooted in the shift in culture and behaviour of the organisation which required time to embed. However, the Board was pleased to note that the time taken in ensuring that sustainable foundations for change were in place was now evidencing a swift and sustained impact for pace of change.</p>

### Achievement Rates

These were presented by long/short course, level, type of provision, subject sector area and qualification. The meeting concentrated on the overall rate for both 16-18 and 19+, as compared to current available national benchmarks. Governors were pleased to note that achievement rates were significantly improved on 16/17 rates and compared very favourably to national benchmarks (16-18: 86.5%, compared to 81.3% for prior year and 81.5% NR; 19+ : 92.5%, compared to 90.1% prior year and 87.9 NR).

This now placed the college in the top decile of colleges nationally and clearly evidenced the impact of the improvement measures approved by the Board and implemented by the staff of the college.

### Retention Rates

The Board considered overall retention rates by 16-18, 19+ and overall. These had improved on prior year (16-18: 94.3% compared to 94% prior year and 19+: 96.4% compared to 94.9% prior year). TMC rates were also above the current national rates of 90.9% for 16-18 and 93.7% for 19+. This was again recognised as a significant improvement which contributed to a strong overall performance.

### Outcomes by Department

Outcomes by department were considered in detail and whilst recognising the trend for continuing improvement in many areas the Board chose to concentrate its challenge on understanding the areas where achievement rates had evidenced a decline on prior year.

The dip in rates for Logistics was linked to the partial success of the initial qualification chosen for the study programme. This had been changed for 2018/19.

The dip in sports and public services was as a result of the poor performance of the SCL sub-contact. This arrangement had now been terminated and the Board accepted that this was the correct response to the inadequate quality of delivery under the contract.

In respect of Animal Care this had been identified as a legacy issue of poor management which had been dealt with through the institution's performance management procedures. In response to a query it was confirmed that it was expected that sustainable improvement would be clearly evidenced by the end of 2018/19 but that a view on progress would be taken at the end of the current year.

The Board accepted that the areas for improvement had been identified and transparent remedial action taken to address concerns.

### Sub Contracted Provision

The Board reaffirmed its belief that TMC should not use sub-contractors for provision delivery unless aligned with a strategic objective. The cessation of the SCL contract and reasons for this were noted. The collaboration with Greater Manchester Fire and Rescue Service, as part of the strategy for accessing the NEET demographic was recognised as valuable.

	<p><b>Progress Measures</b></p> <p>These were considered by Alps, DfE and internal progress measures. Again the Board was pleased to note that the analysis gave clear evidence that significant and sustained improvement had been made.</p> <p><b>Achievement Gap</b></p> <p>The consistently high achievement of the large cohort of BME learners in the college was recognised. However, the analysis of the data presented informed the Board that gaps existed with white British males and females and male mixed race. Governors directed that understanding these achievement gaps should be the subject of forensic focus to ascertain how these cohorts were affected by wider community issues (to inform how to approach and improve the issue). It was confirmed that links with Manchester City Council were strong and would inform the action plan from a wider context.</p> <p><b>RESOLVED</b> that a report on progress in narrowing the achievement gaps identified should be submitted to the next meeting of the TMC Board.</p>
32/18	<p><b>Self-Assessment Report 2017/18 and Quality Improvement Plan</b></p> <p>The Vice Principal Quality submitted the SAR for 2017/18 and associated QIP for scrutiny and approval. The plan would then form part of the consolidated LTE Group SAR which would be presented to the LTE Group Board in December.</p> <p>The meeting considered the proposed grades for overall effectiveness and tested the assumptions made that underpinned the shift in assessed grades from 3 to 2. The Board was confident that the grade improvements were supported by robust evidence of improvement which was further underpinned by a shift in institutional behaviour and culture and a welcome positive attitude amongst staff and students.</p> <p>Particular questions were asked in order to justify the shift for adult learning outcomes from 2 to 1. It was explained that achievement rates were very high, with strong teaching learning and assessment and consistent progress. However, the need to focus on both ESOL and Access was acknowledged.</p> <p>The Principal commended the assessment as aspirational but founded on confident judgments, underpinned by robust outcome data. The Board was particularly pleased to see evidence of a clear link between provision quality and employment opportunities as a result.</p> <p>In considering the grades by department the Board reflected on discussion during other items of business that focussed on the areas for improvement and the actions proposed to address these and understood that the grades were an honest and transparent reflection of the issues brought before the Board.</p>

	<p>The Board reflected that governors had undertaken a separate self-assessment process over the summer and that the results of this had been validated by the Governance Committee, with the LTE Group Board assessing a G2 in October. The Governance Committee would monitor actions against areas for improvement on behalf of the group board. The need to strengthen the membership of the TMC Board had been recognised and a search for further members with community/education links and links to the digital technology industry was currently underway.</p> <p>In conclusion the Board was satisfied that the SAR represented a reasoned narrative of the impact and improvement of quality initiatives throughout the institution, underpinned by further evidence of the speed of change and improvement. The Board was further satisfied that this had been completed at scale but with assurance as to sustainability and congratulated the team on a clear, fair and well written report.</p> <p><b>RESOLVED</b> that The Manchester College Self-Assessment report and associated quality improvement plan be approved for inclusion in the LTE Group consolidated SAR.</p>
<p><b>33/18</b></p>	<p><b>PIAP Impact Report</b></p> <p>The Board welcomed the detailed analysis of the impact of the post inspection action plan as drafted by the Principal. The report articulated the key messages which had been shared with and scrutinised by governors since the last inspection.</p> <p>The Board considered each issue, the action taken to address the issue and the impact of that implementation in detail. The letter from the last support and challenge visit made in October was shared as part of the report.</p>
<p><b>34/18</b></p>	<p><b>English and Maths Strategy 2018/19</b></p> <p>With reference to the data on English and maths GCSE achievement rates, the Board received a substantive report on the English and maths strategy of TMC for 2018/19. It was explained that 79% of learners who enrolled at the college required further education in English and/or maths. The strategy had therefore been developed to enable the delivery of high quality personalised learning which resulted in a relevant level 2 English and/or maths qualification.</p> <p>The Board was of the opinion that the achievement rates for GCSE English and maths grade 9-4 compared unfavourably with national rates and were unacceptably low. Achievement rates for all levels of GCSE (9-1) was significantly higher but the Board questioned the validity of entering learners into exams where they might only increase a grade and still remain below the required L2 standard. This was of particular concern as it demotivated learners and it was vital to deliver the measurable beneficial impact of students with self-perceived success rather than 'improved failure'.</p>

	<p>As a response the meeting then considered the methodology of the differentiated model, where learners received an initial assessment and were then given access to either a functional skills qualification or GCSE. The Board welcomed the innovative approach to ensuring success through personalised learning but probed on the mechanisms in place to ensure that momentum and motivation would not be lost if a learner, having been assessed as appropriate for a functional skills programme, was then placed on a GCSE programme.</p> <p>It was confirmed that attendance statistics for both English and maths GCSE and functional skills were considered at each Principalship meeting.</p> <p><b>RESOLVED</b> that, recognising that the differentiated approach was the appropriate way forward educationally, the English and maths strategy be approved.</p>
<p><b>35/18</b></p>	<p><b>Study Programme Strategy 2018-2020</b></p> <p>The Board received details of the study programme strategy for 2018/2020. Robust quality assurance processes and the use of challenging targets had resulted in sustained continuous improvement in standards across the majority of study programme provision.</p> <p>The work placement programme was discussed and the Board was pleased to note the implementation of the college work placement programme as both innovative and successful which evidenced a clear impact on the investment made in developing a long term sustainable programme 18 months ago.</p> <p>It was explained that there had been significant re-alignment of the programme over the past few years but any development of the strategy also needed to reflect the potential future impact of the introduction of T levels.</p> <p>The implementation plan with details of actions and completion dates was shared with the Board and the strategy was endorsed.</p>
	<p><b>RESOLVED</b> that as the items to be considered are deemed commercially sensitive, the Board move into confidential session.</p>
	<p>----- <b>Chair</b></p> <p>----- <b>Date</b></p>

The meeting closed at 1:00pm