



Cheshire College
South & West

MINUTES OF FULL CORPORATION MEETING
HELD ON TUESDAY 2 JULY 2019 – 14:00HRS
AT CREWE CAMPUS

Governors present:

Dame Pat Bacon (PB)	Chair of Governors
Mr Fintan Bradley (FB)	Chair of the Audit & Risk Committee and Chair of CMAT
Mr Mike Braun (MB)	(arrived 14:06hrs)
Mrs Debbie Bryce (DB)	
Mr Len Closs (LC)	Chair of the Management & Performance Committee
Mr Paul Colman (PC)	
Mr Jasbir Dhesi (JSD)	Principal & Chief Executive
Mrs Sue Harrison (SH)	
Mr Davinder Lotay (DSL)	
Mr Ewen MacRury (EM)	
Mrs Carleen Osborne (CO)	
Mrs Anne Pickering (AP)	
Mr Chris Rhodes (CR)	(arrived 14:35hrs)
Mrs Gillian Taylor (GT)	Chair of Finance & Resources Committee and Vice-Chair of Governors
Mrs Sharon Wallace (SW)	
Mrs Tina Yu (TY)	

In attendance:

Ms Sharon Bowker (SCB)	Assistant Principal Finance
Mrs Michelle Huntley (Clerk)	Clerk to the Corporation
Mr Gordon Gillespie (GG)	Vice Principal Curriculum & Quality
Mrs Helen Nellist (HN)	Deputy Principal
Mrs Suzanne Thurlow (ST)	Assistant Principal Organisation Development & Learner Services
Mrs Nicola Eyre (NE)	Observer – Bridgend College
Mr John Finch (JF)	Observer – Bridgend College
Mr Chris Baggs (CB)	Director of Learner Services (for Item 3 only – SEND Annual report)

PART A MINUTES

Minute Reference	
FC 23/19	<p>Training – Ofsted Inspection Changes Update</p> <p>The Chair welcomed Marina Gaze who proceeded to provide a training session for all Governors to appraise them of the new Education Inspection Framework (EIF) under which the College will be inspected in 2019/20.</p> <p>The following points were noted:</p> <ul style="list-style-type: none"> • Education Inspection Framework (EIF) – new framework • There will be a strong curriculum focus: Are we putting people on the right courses for them to progress to the next step appropriately? • There are many of the same former framework aspects: grading, notice period, 4 key judgements, safeguarding & governance, emphasis on learners’ experience

Q: What are Gatsby benchmarks?

A: Gatsby benchmarks dictate standards for careers education and guidance which schools and colleges must provide. There are 9 benchmarks against which CCSW has done some self-assessment work. SH is Link Governor for Careers and has met with the team to ensure that CCSW is on track. Governors are appraised of learner destinations.

- There are many differences: Diminished role of nominee – middle managers (Assistant Directors (ADs) at CCSW) will be more closely questioned including case study reviews. CCSW has started training ADs in this new process; Education programme for Young People; 19+ traineeships into Adult Learning. The inspection will include a 'deep dive' into curriculum work with learners and ADs. Apprenticeship staff are also being trained for this new style of inspection – to build confidence in articulating the ideas. There will be a reduced number of meetings with senior managers: 3 or 4, including 1 with Governors and 1 about Safeguarding.
- There will be no evening inspection team meetings or meetings with nominee – per pilot feedback. **This is a key conceptual change, there will be more contact with mini-nominees.**

Q: How does the lead inspector see how the evidence base is developing?

A: Very difficult. Their role is to analyse the evidence as it is supplied.

- Colleges have previously used evening meetings to get evidence together for the next day. Mini-Nominees will meet with leadership team. GG and Dhesi need accurate info from ADs (training being given) and that they supply the inspectors with evidence.
- Written reports will be much shorter: 3 pages long and no grade justification is required.
- Very few inspections are planned for the first term in 2019/20. CCSW is preparing for an inspection from 4th week of September.
- Quality of Education will be the limiting grade. Intent, Implementation and Impact are three key elements.
- Intent: Governors know of curriculum strategy at time of merger: movement of curriculum between EP and Chester – impact for learners has been very positive and employer links have improved. Chester campus – better mix of learners has impacted behaviour.

Q: What other curriculum strategy changes are Governors aware of?

A: The changed learning environments e.g. the putting up of classrooms at EP campus; English & Maths changes to curriculum to align timetable better with vocational areas; early project work to break down learning barriers. Governors have been appraised of the positive impact of Apprenticeships good practices from EP and Chester to Crewe and also how 16-18 learner programme good practices have positively impacted on communities at EP & Chester. Co-locating employers at all 3 campuses has been a conscious strategy to improve work experience and opportunities for learners.

Action: Clerk to arrange further Ofsted preparation training for Governors to ensure they can articulate how local College courses fit with the local economy.

- The EIF will look at Implementation and Impact and will include reference to other areas including the management of staff workload – staff attendance, ELT well-being; consistency of good quality provision across all sites and programmes of study; use of student and staff voice; holding SLT to account; improvements since the monitoring visit; Governors' attendance and impact at meetings; Governors' activity and impact outside of meetings.
- Governors noted the example questions which would help them prepare for an Ofsted inspection.

	<p><i>Action: Clerk to put copy of MG slides on GHub for Governors to access. Action: Governors to review MG slides of questions and consider appropriate answers – and gaps in knowledge.</i></p> <p><i>Q: What is the likely size of an inspection team? A: 8-10 people for 4 days. Pilots ranged up to 14 to cover colleges with multiple campuses.</i></p> <p>The Chair thanked MG who left the meeting.</p>
<p>FC 24/19</p>	<p>Apologies for absence and declarations of interest</p> <p>Attendance was as recorded above. Apologies had been received from Miss Bethany Jones (BJ); Mr Kenny Murray (KM) and Mrs Jo Davies (JD). MB arrived 14:06hrs. CR arrived at 14:35hrs.</p> <p>The Chair welcomed Mrs Tina Yu to her first Full Corporation Board meeting; and also welcomed Mrs Nicola Eyre and Mr John Finch as observers from Bridgend College. The Chair and Clerk will visit Bridgend College in 2019/20.</p> <p>Declarations of interest: The Chair asked if any Governors had any declarations of interest, and Governors were reminded that they could make a declaration of interest at any point in the meeting, should the need arise.</p> <p>There were no Declarations of interest made.</p>
<p>FC 25/19</p>	<p>Minutes of meeting 26 March 2019 and matters arising from previous minutes</p> <p>The minutes were reviewed for accuracy and approved.</p> <p>It was RESOLVED to accept the minutes from 26 March 2019 and the Chair signed the minutes.</p> <p>The action log from the 26 March 2019 was reviewed. All actions are complete.</p>
<p>FC 26/19</p>	<p>Annual update on SEND</p> <p>Mr Chris Baggs (CB), Director of Learner Services, joined the meeting at 14:45hrs.</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. All data relates to 2017/18. CB gave a presentation and the following points were noted:</p> <ul style="list-style-type: none"> • There has been an increase in the number of disclosures from learners disclosing increased mental health, emotional difficulties and Autistic spectrum disorders. This has impacted on the Learner Services team and their ways of working to provide effective support to learners. • Education Health & Care Plans (EHCPs) – were introduced in 2014 as part of the SEND reforms • There has been a 21% increase in EHCPs across the College, with a 39% increase at Crewe campus. • Local Authorities (LAs) should send the College the EHCPs for potential learners – but these come in late and this presents a challenge to College planning. • Retention and achievement for SEND learners have been above College averages at Pettypool, Chester, Crew; but lower at EP. This was prior to the curriculum changes made in summer 2018.

- EHCP pilots are underway with Cheshire East Local Authority (CE) and also with Cheshire West and Chester Local Authority (CWaC). This will place greater administrative burden on the College.
- There has been an increase of 31% in students with High Needs (HNS). CCCSW is contracting with 8 LAs (includes Pettypool catchment area) – and there are a number of associated funding challenges.
- High Needs Performance data was shared, showing how HNS achieve compared with All CCSW learners.

	Total Leavers	% Achievement Rate	% Retention Rate	% Pass Rate
All College	11,930	83.3	90.6	91.9
All HNS	444	87.8	95.3	92.9
Chester Campus	7	100.0	100.0	100.0
Crewe Campus	103	90.3	93.2	96.9
Ellesmere Port Campus	74	66.2	85.1	77.8
Petty Pool College	260	92.7	98.8	93.8

- Analysis has been done on the data for the HNS learners at EP. There are no obvious curriculum trends, but English & Maths achievement is much lower and this is being monitored closely going forward.
- HNS attendance: All College is 92.4% and HNS attendance by campus: Crewe: 91.1%; Chester 7 EP: 94.1% and Pettypool: 92.4%
- HNS attendance figures include 3 learners with significant health issues.
- Retention: All College is 98.5%. HNS retention by campus: Crewe: 97.2%; Chester 7 EP: 99.2% and Pettypool: 98.9%
- Future developments;
 - Funding changes at CE and CWaC – looking at a banding approach.
 - Increase in the use of assistive technology – prepare our learners to identify methods they can use
 - New 'group profile' – will be part of deep dive of new EIF – includes shared ownership of information for all SEND learners which ALL lecturers need to be aware of and share.

Action: CB to ensure that lecturers are aware of relevant HNS information for Ofsted inspection.

Q: How do we compare to other Colleges e.g. for the number of disclosures?

A: We are similar; there is an increasing trend at all Colleges for HNS and EHCPs; Autism seems to be a more local picture.

Q: EHCPs with CE – are these peaking as the LA catches up with processing their backlog?

A: Yes. CE was not previously meeting the 20weeks assessment period, but are much better now.

Q: What are the implications of the College's efficiency change programme in SEND? What steps are being taken to mitigate the implications?

A: The reduction of personal development teaching staff will impact SEND learners: they previously picked up pastoral support and EHCPs. CCSW had already started involving

	<p><i>curriculum teams in EHCP plans and outcomes on Pro-Monitor to ensure the sharing of appropriate info with lecturers.</i></p> <p>The Chair thanked CB for his report and CB left the meeting.</p>
FC 27/19	<p>Risk Management & Risk Register 2018/19 – Update</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. SCB made a brief presentation and the following points were noted:</p> <ul style="list-style-type: none"> • A copy of the full Risk Register is on GovernorHub and is accessible by all Governors. • Each Committee has reviewed the Risk Register in detail at their Committee meeting and the Full Risk Register was reviewed at Finance & Resources and Audit & Risk committee meetings this term. • Risk 29 – has been removed as CCSW secured OfS approval • Risk 67 – has been added in respect of CCSW securing re-approval on the Register of Apprenticeship Training (RoATP). This is a relatively low risk.
FC 28/19	<p>Purchases over £100K</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. SCB gave a brief verbal presentation to the meeting and the following points were noted:</p> <ul style="list-style-type: none"> • No new purchases have been made that fall into this category other than services already sourced and approved via alternative methods e.g. Insurance and Audit Tenders. • The College will continue to review contracts as necessary and will use appropriate frameworks along with the services of a professional procurement specialist within the FE sector. <p><i>Q: Has the use of national frameworks been considered?</i> <i>A: Yes. The College will use appropriate frameworks along with the services of a professional procurement specialist within the FE sector as necessary. Reports are made to the Finance & Resources Committee.</i></p> <p>The Full Corporation Board APPROVED the process of going to market for its cleaning provision, with a view to getting the right service at the right cost.</p>
FC 29/19	<p>Management Accounts to 31 May 2019</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. SCB gave a brief verbal presentation to the meeting and it was decided to record this item as commercially sensitive information.</p>
FC 30/19	<p>Draft College Budget 2019/20 and 2-year Financial Plan</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. SCB gave a presentation to the meeting and the full item was recorded as commercially sensitive business.</p> <p><i>Q: We have made an assumption about teacher pension funding, when will we know if we will receive funding for this or not?</i> <i>A: We'll know by this time next year.</i></p> <ul style="list-style-type: none"> • The FE sector has never had money for pay. This is the first time pensions funding has been given which reflects the acknowledgement that not funding this would have on the sector.

	<ul style="list-style-type: none"> • Cash flow for 2020/21 is based on the above assumptions. • Sensitivity analysis has been done and was discussed in detail at F&R. 59% of income for 2020/21 is known. • 3 budget options were considered by the Finance & Resources Committee and the draft budget and forecast shared with Full Corporation is the one recommended for approval. <p>Governors APPROVED the draft budget and 2-year financial forecast as recommended by the Finance & Resources Committee.</p>
FC 31/19	<p>Reports of Chair, Chief Executive and Committees</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting.</p> <p><u>Chair's Report</u></p> <p>PB referred to the paper which had been sent to all members in advance of the meeting and the following points were noted:</p> <ul style="list-style-type: none"> • This report is produced termly and provides a brief summary of Chairs' and Governors' activities during the term. • Pledge initiative was launched on 21 June 2019 Pan-Cheshire – to promote employability of young people locally – PB, PC and Dhesi attended the launch event. • All Governor Reviews have been completed and outcomes will form part of the Governor Development Programme for 2019/20. • Thank you and goodbye to both Student Governors – Ewen and Bethany – two outstanding Governors who have contributed at both committee and Board level meetings. • Gillian has informed us of her intention to leave the Board in December 2019. Has been an excellent Governor for almost 8 years and will be much missed. Search activities will be undertaken to replace her. • Recommend that CR takes on Chair of F&R from 1 Sept 2019. <p>Board APPROVED CR as Chair of F&R and GT will be Vice-Chair of F&R until she leaves.</p> <p>Board APPROVED that a search is done to recruit a qualified Financial Accountant to join F&R as an Associate member.</p> <p>Board APPROVED that a search is started to recruit a Deputy Chair of Governors – willing to stand as Chair in terms of succession planning – ideally from 1 Jan 2020.</p> <p>The Chair thanked the Executive Team. Feedback from the Governor Review meetings has been that the quality of relationship with Governors is excellent: the Executive team are transparent about their ways of working, they are willing to be questioned and they have shown great resilience throughout a busy, interesting year. Special thanks to Dhesi for his leadership of the team.</p> <p>The Chair thanked the whole Board for all they do at meetings and for all the extra things they do too.</p> <p><i>Action: Clerk to write to BJ to express thanks.</i></p> <p><u>Chief Executive's Report</u></p> <p>JSD referred to the paper which had been sent to all members in advance of the meeting and asked for any questions. This termly report covers the significant local and national</p>

issues and is complemented by the weekly Dhesi's Blog which is shared with all staff and Governors on a weekly basis and covers events and activities. JSD reported to the meeting and the following points were noted:

- CCSW has a clear Strategic Plan/Direction which was produced approximately 20 months ago with the involvement of external stakeholders, learners, and staff members.
- The College was 6 months old, post-merger, and there were significant challenges to be met. The agreed aims were to:
 - Improve provision across all 3 campuses – narrow the gap;
 - Receive a 'Good' Ofsted rating;
 - Secure financial security of college.
- It is proposed that the College reviews the current Strategic Plan/Direction after we have got a Good Ofsted rating; a new plan will need to be prepared for 2021-24, again with the involvement of all stakeholders.
- The College Operational Plan sits below the Strategic Plan and is shared with Governors termly. It is available to all internal stakeholders.
- The sector is under considerable pressure and challenge and CCSW responded to these challenges well. CCSW has been approved to deliver T-levels from 2021/22
- The recent Augar Review will have significant impact for the FE sector if implemented.

Chairs' Committee (30 April & 20 June 2019)

PB referred to the paper which had been sent to all members in advance of the meeting and the following points were noted:

- All papers and copies of minutes from both these meetings are available on GovernorHub.
- The recommendations in respect of the re-appointment of Governors will be covered under Item 10 – Corporation Membership.
- The recommendations in respect of conducting appropriate search activities to replace GT as Deputy Chair of Governors and to find a new Governor with appropriate financial qualifications and expertise were discussed earlier in this meeting.
- The recommendations in respect of the appointment of Chairs of Committees will be covered under Item 10 – Corporation Membership.

Management & Performance Committee (M&P) (11 June 2019)

LC referred to the paper which had been sent to all members in advance of the meeting and the following points were noted:

- All papers and copies of minutes from this meeting are available on GovernorHub.
- The committee approved Maths & English curriculum changes and noted that predicted grades based on current strategy are improved on 2017/18.
- The committee approved Academic Fees increases – including an increase in International Learners fees – based on a market-based review.
- The Strategy Day follow-up action plan was shared at M&P and any outstanding items will be added to Operation Plan for 2019/20
- HE provision will receive a greater focus going forward – QAA/QSR – Quality Standards Review is due imminently. HE applications are up for 2019/20
- A very comprehensive annual Learner Voice report was made and the report is available on GovernorHub
- CCSW has received T-Levels approval which is a vote of confidence in CCSW. We are receiving funding to plan for 45-day work placement requirement of T-levels.
- Attendance data is still being closely monitored.
- Apprenticeship and Work-Based Learning curriculum areas are both performing well.

Audit & Risk Committee (A&R) (18 June 2019)

FB referred to the paper which had been sent to all members in advance of the meeting and the following points were noted:

- All papers and copies of minutes from this meeting are available on GovernorHub.
- The committee have received a number of internal audit reports and all give high levels of assurance to Governors
- The committee was actively involved in the tendering process for the selection and appointment of internal and external auditors. The following companies have been appointed: BDO (external) and TIAA (internal). CCSW has achieved improved value for money from the retendering exercise
- Detailed scrutiny of H&S has been conducted.
- Recent training for the A&R committee covered 10 things Governors miss in failing Colleges. Plans for further training for A&R Governors was discussed.

Action: Clerk to put a copy of the training slides from the A&R training session on GovernorHub.

Finance & Resources Committee (F&R) (16 May & 25 June 2019)

GT referred to the paper which had been sent to all members in advance of the meeting and the following points were noted. The full details of this item are recorded as commercially sensitive information.

- All papers and copies of minutes from this meeting are available on GovernorHub.
- The committee has approved new or renewed Licences to Occupy for a total of 9 local businesses across all three College campuses.
- The committee has approved the following policies: Academic Fees; Learner Support Fund; and Social Media.
- The committee reviewed the list of subcontractors used by the College, the reason for using them (niche area and specialist knowledge), the number of learners covered by the subcontracting provision, how the subcontracting provision is quality assured and the financial value of the business.
- The committee reviewed the College's Financial Regulations and deemed them to be both robust and adequate. The authorisation levels were amended and changes recorded in the F&R meeting minutes. The document was scrutinised in detail at F&R.

It was RESOLVED to APPROVE the Academic Fees for 2020/21 at Full Corporation on 2 July 2019.

It was RESOLVED to APPROVE the list of Subcontractors who all deliver high quality provision and are of low risk at Full Corporation on 2 July 2019.

It was RESOLVED to APPROVE the updated Financial Regulations at Full Corporation on 2 July 2019.

LC left at 16:27hrs.

The recommendations from the Remuneration Committee will be covered in Agenda Item 15 under confidential business.

FC 32/19

Clerk's Report

The Clerk referred to the paper which had been sent to all members in advance of the meeting and the following points were noted:

- The Board Development Programme for 2018/19 has been maintained by the Clerk during the year and shows both training events/activities and attendees.

	<ul style="list-style-type: none"> • The Board Development Programme for 2019/20 will be compiled once all feedback is received from the individual Governor Review meetings and it will be shared with Governors in September 2019. • Annual Administration completion: The Clerk provided personalised hard copies of all standard annual forms for completion by Governors by 31st July 2019. Electronic copies of the forms are also available via GovernorHub. • The Consent to Act & Declaration of Eligibility form has been updated to include reference to include being a 'fit and proper' person per the requirement from the Office for Students (OfS) <p>Action: ALL Governors to complete their annual forms and Governor Self-Assessment of the Board Questionnaire and return to the Clerk for processing by 31 July 2019.</p>
FC 33/19	<p>Corporation Membership Update</p> <p>The Chair referred to the paper which had been sent to all members in advance of the meeting and the following points were noted:</p> <p>Reappointment of Governors:</p> <ul style="list-style-type: none"> • Carleen Osborne's term of office (1 year as an Associate Member) is due to end on 31 July 2019. • Kenny Murray's term of office (end of probationary year) is due to end on 31 August 2019. • The Chairs' Committee has considered and recommends the re-appointment of Carleen Osborne and Kenny Murray and in doing so the following information has been considered per our Standing orders: <ul style="list-style-type: none"> • attendance records • commitment to the College over and above attendance at formal meetings • quality of contribution to discussion at meetings • the value of the member's expertise, experience and/or interests to the work of the governing body <p>Carleen Osborne left the meeting whilst the Board voted on the recommendation to re-appoint Carleen as an Associate Member.</p> <p>The Board APPROVED the reappointment of Carleen Osborne as an Associate Member for a further 1 year from 01 August 2019.</p> <p>Carleen Osborne returned to the meeting.</p> <p>The Board APPROVED the reappointment of Kenny Murray as an External Member for a further 4 years from 01 September 2019.</p> <ul style="list-style-type: none"> • The meeting noted Bethany Jones - FE Student Governor - will complete her studies this summer term and will stand down at the end of this academic year. • The meeting noted that Ewen MacRury – HE Student Governor – has accepted a new position for a company in Surrey and will leaving the College in July. • Student Governor elections will be held in the autumn term (second half-term). <p>Subject to the successful re-appointment of the above individuals and successful Student Elections, we will be at optimum capacity for External members (12); we will have 1 Principal; 2 Staff Members, 2 Student Members and have 2 Associate Members.</p> <p>Committee Chairs:</p>

	<p>It was RESOLVED to APPROVE the appointment of the following Committee Chairs:</p> <ul style="list-style-type: none"> ○ Chairs Committee – Dame Pat Bacon ○ Audit & Risk Committee – Fintan Bradley ○ Finance & Resources Committee – Chris Rhodes ○ Management & Performance Committee – Len Closs <ul style="list-style-type: none"> • The meeting noted that each Committee determines their own Vice-Chair. • The meeting noted that the Board still needs to appoint two additional Board members to join the Remuneration Committee, which usually meets once a year. Ideally the members will have industry experience. <p><i>Action: Clerk to facilitate appropriate Board members to join the Remuneration Committee.</i></p>
<p>FC 34/19</p>	<p>Confidential business noted</p> <p>It was agreed that a number of discussions during the meeting will need to be noted as confidential information due to commercial sensitivities.</p> <p><i>Action: Clerk and JSD to review the minutes for commercially sensitive information prior to issue.</i></p>
<p>FC 35/19</p>	<p>Meeting: review and feedback</p> <p>The Vice-Chair of the Board reflected that the following matters considered and decisions made at this meeting would have particular impact on the college, namely:</p> <ul style="list-style-type: none"> • Ofsted training for all Governors • Consideration of the annual SEND report • Decision to review the cleaning contract at CCSW • Approval of management accounts and the budget for 2019/20 and 3-year plan • Approval of subcontractors • Approval of the College’s Financial Regulations • Reappointment of Board members
<p>FC 36/19</p>	<p>Date of future meetings and any other business</p> <p>The meeting noted the following dates for Full Corporation meetings in 2019/20:</p> <ul style="list-style-type: none"> • Thursday 5 Sept 2019, 16:00hrs, Crewe (NB Board HSE Awareness Training 15:30-16:00) • Thursday 7 Nov 2019, 14:00hrs, Ellesmere Port (NB Lunch with Learners 13:00-14:00) • Thursday 12 Dec 2019, 14:00hrs, Crewe (NB Christmas Lunch for Governors 12:30-14:00) • Friday 24 Jan 2020, 09:00hrs Strategy Day – Tarporley • Tuesday 24 Mar 2020, 14:00hrs, Ellesmere Port (NB Lunch with Learners 13:00-14:00) • Thursday 2 July 2020, 14:00hrs, Crewe (NB Barbecue for Governors 17:00) <p>The following people left the meeting: AP, EM, NE and JF.</p> <p>The meeting moved to Confidential Business.</p>

Chair's signature:

Minutes produced: 10 July 2019

Chair's approval: 12 July 2019

Report made to Corporation, for approval: 05 September 2019