



Cheshire College
South & West

MINUTES OF FULL CORPORATION MEETING
HELD ON THURSDAY 7 NOVEMBER 2019 – 14:00HRS
AT ELLESMERE PORT CAMPUS – BOARD ROOM

Governors present:

Dame Pat Bacon (PB)	Chair of Governors
Mr Mike Braun (MB)	
Mrs Debbie Bryce (DB)	
Mr Len Closs (LC)	Chair of the Management & Performance Committee
Mr Paul Coleman (PC)	
Mrs Jo Davies (JD)	
Mr Jasbir Dhesi (JSD)	Principal & Chief Executive
Mrs Sue Harrison (SH)	
Mr Davinder Lotay (DSL)	
Mr Kenny Murray (KM)	
Mrs Carleen Osborne (CO)	(via Skype link)
Mrs Anne Pickering (AP)	
Mr Chris Rhodes (CR)	Chair of Finance & Resources Committee
Mrs Sharon Wallace (SW)	
Mrs Tina Yu (TY)	

In attendance:

Mr Phil Bramhall	Solicitor – to deliver H&S training session only
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
Mr Chris Baggs (CB)	Director of Learner Services (for item 3 only)
Mrs Stacey Boreham (SBo)	Assistant Principal Quality & Higher Education (for items 4,5 & 7 only)
Mr Neil Borg (NBO)	Assistant Principal Curriculum (for items 4 & 5 only)
Mr Mark Parsons (MP)	Assistant Principal Curriculum (for item 4 & 5 only)

PART A MINUTES

Minute Reference	
FC 66/19	<p>Mr Phil Bramhall, a solicitor from a local company which works with the College delivered a 30minute training session for Governors on their Health & Safety (H&S) responsibilities. The following points were noted:</p> <ul style="list-style-type: none"> • Summarised legal framework and obligations of employers and employees. • Referred to specific legislation including the H&S at Work etc Act 1974. • There is lots of separate legislation and statutory instruments. • Lead Governor for H&S at CCSW is Chris Rhodes. • Audit & Risk (A&R) Committee is responsible for monitoring H&S. • Principal needs to ensure competent people and arrangements are in place to ensure compliance with legislative and statutory requirements.

	<ul style="list-style-type: none"> • Governors are insured for civil liability. Need to do role of Governance diligently – do what is reasonably practicable. • Need to be aware of Annual H&S Report for the College and what is being done to ensure that accidents are investigated and near misses recorded. • CCSW has a H&S Policy, ensures that suitable risk assessments are done, sufficient resources are allocated. Appointed H&S Officer. Provide appropriate training and advice for all College users – staff, learners and Governors. Monitor and review and use sanctions for lack of compliance. • Need an audit trail for Governors to show they have taken their responsibility seriously and that we learn from processes and make appropriate changes. • Organisations can be fined for H&S breaches. <p>The Chair thanked Mr Bramhall for his input and he left the meeting.</p>
FC 67/19	<p>Apologies for absence and declarations of interest</p> <p>The Chair welcomed all attendees including Carleen Osborne who joined the meeting via Skype. Apologies were received and accepted from Mr Fintan Bradley (FB) and Mrs Gillian Taylor (GT).</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>
FC 68/19	<p>Safeguarding & Prevent Update</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. Mr Chris Baggs (CB) joined the meeting, made a brief presentation and the following points were noted:</p> <p><u>Safeguarding:</u></p> <ul style="list-style-type: none"> • Management have split the Safeguarding policy and procedures into 2 documents. • Fintan Bradley (FB), Safeguarding Governor had sent in some amendments: to include Governors in Section 1, paragraph 5; and to include reference to designated Link Governor having responsibility for all Governors to do annual training/updates. <p><i>Action: CB to ensure these suggested Board amendments are incorporated into the Safeguarding Policy document.</i></p> <ul style="list-style-type: none"> • Within the Procedures document we have reduced the information for describing the different types of abuse and included a link to the most recent version of Keeping Children Safe in Education (KCSIE). • Have added 'up-skirting' as a form of abuse • Changed reference to Safeguarding Children's Partnership instead of Local Safeguarding Children's Board. <p>Governors APPROVED the Safeguarding Policy.</p> <p><i>Action: Clerk to advise C Sherlock that the Board has approved the Safeguarding Policy.</i></p> <p><u>Prevent:</u></p> <ul style="list-style-type: none"> • The strategy doesn't change, but the Action Plan and Risk Assessment change annually. Have added a number of actions.

	<ul style="list-style-type: none"> • Smartlog is being used for Estates and after consideration it is likely that CCSW will use this tool for training for staff and Governors instead of Skillgate going forward. • CB listed the future actions being undertaken for Safeguarding and Prevent which include: <ul style="list-style-type: none"> - reviewing Safeguarding and Prevent information shared with employers; - ensuring all subcontractors provide DBS evidence when working in the College; - identifying a location for the multi-faith room at the Chester campus – currently use a quiet designated area; - working with subcontractors and apprenticeship providers to meet our standards; - ensuring that the single central record is maintained in a current state; - WRAP (Workshop to Raise Awareness around Prevent) – will timetable sessions for all staff; - update the hire of facilities contract with the CCSW logo; and - add reference to Prevent in ICT terms of use. <p><u>Training:</u></p> <ul style="list-style-type: none"> • All staff safeguarding briefings have been held in Sept 2019 • Be Safe Team training – CE Safeguarding Children in Education will deliver • Individual Be Safe Team member training; Prevent training; Smartlog training as well as training for Duty Manager on dealing with issues whilst on evening duty. • There is now an additional BeSafe tile on MyDay for learners <p><i>Q: Looking at our Prevent Strategy, our 'state of alert' definitions are different to those used on the Government website – e.g. 'substantial'. Can our definitions be updated to be the same as those used on the Government website?</i></p> <p><i>A: Yes.</i></p> <p><i>Action: CB to check all definitions and update Prevent terminology per Government website</i></p> <p><i>Q: Can you review the action plan and Risk Assessment formatting as some columns and dates need reviewing?</i></p> <p><i>A: Yes, it does. The original document came from regional DFE Prevent representatives and CCSW has added columns for later years. CB will look at format and columns</i></p> <p><i>Action: CB to review the Prevent action plan form, including formatting and columns and will amend/add dates etc. as necessary.</i></p> <p>Governors APPROVED the Prevent Strategy and action plan subject to the amendments agreed in the meeting being made to the respective documents.</p> <p>The meeting noted that Mr Fintan Bradley is the designated Safeguarding Governor and that Chris Baggs is the Designated Safeguarding Lead (DSL) for CCSW.</p> <p>The Chair thanked CB on behalf of the Governors for the work that he and the team do; their work is much valued.</p> <p>CB left the meeting at 14:52hrs. NB, SBo, and MP joined the meeting at 14:52hrs.</p>
FC 69/19	<p>Final FE Outcomes for 2018-19</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. This included the detailed 2018-19 Qualification Achievement Rates (QAR) for whole College and by campus; and the Education and Training Achievement Rates by level for whole College and by campus. Gordon Gillespie (GG) made a brief presentation and the following points were covered:</p>

	<ul style="list-style-type: none"> • College Performance • Areas for improvement <p>Detailed summary tables of outcomes were shared with Governors and questions were raised and answered. The full record of this part of the meeting was recorded as commercially sensitive minutes.</p>
FC 70/19	<p>Final College SAR of 2018-19</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. The SAR is usually looked at in detail at the Full Corporation meeting in November annually, however this was done in September. The full SAR, updated since 5 Sep, was issued to all Governors in the meeting papers. Governors are asked to approve the SAR today. The following points were noted:</p> <p>Detailed information was shared with Governors and questions were raised and answered. The full record of this part of the meeting was recorded as commercially sensitive minutes.</p> <p>Governors APPROVED the overall SAR grades and the departmental grades.</p> <p>The Chair thanked all the presenters and their teams for the work they have undertaken to prepare the SAR.</p> <p>NB and MP left the meeting.</p>
FC 71/19	<p>Higher Education Update</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. SBo made a brief presentation and the following points were noted:</p> <p><u>HE Assurance Statement</u></p> <ul style="list-style-type: none"> • The Office for Students (OfS) required this for 2017-18; they have not decided if this is a requirement for 2018-19 yet. • CCSW has contacted the OfS and explained the timings of our Governor meetings may not suit a timely submission if it is required for 2018-19 (last year was 3 Dec) and been assured that this will not be an issue if the document submission is required. <p>SBo also reported on the College’s Quality & Standards Review and the HE Outcomes for 2018-19.</p> <p>The meeting noted that we have published transparency data on the CCSW website (this is an OfS requirement) and Governors can review this in the HE webpages.</p> <p>Detailed information was shared with Governors and questions were raised and answered. The full record of this part of the meeting was recorded as commercially sensitive minutes.</p> <p>The Chair thanked SBo who left the meeting at 15:50hrs.</p>
FC 72/19	<p>Chief Executive’s Update</p> <p>The Chief Executive Officer – Mr Jasbir Dhesi (JSD) gave a presentation and drew Governors’ attention to the key things for the College to focus on for the future. The following points were noted:</p> <ul style="list-style-type: none"> • Additional Key Priorities update • Enrolments • Outcome of Ofsted inspections at local Colleges • LEP Capital Funding Approved

	<ul style="list-style-type: none"> • General Election and local context <p>It was agreed that the full details of this agenda item would be recorded as commercially sensitive information.</p>
FC 73/19	<p>Work Based Learning Outcomes</p> <p>Karen Roberts joined the meeting at 15:50hrs.</p> <p>The meeting noted the paper and data sets which had been sent to all members in advance of the meeting. These had also been reviewed in detail at the recent M&P meeting. HN introduced Karen Roberts, the new Assistant Principal Apprenticeships & Employer Engagement, and made a brief presentation.</p> <p>Detailed information was shared with Governors and questions were raised and answered. The full record of this part of the meeting was recorded as commercially sensitive minutes.</p> <p>The Chair thanked Helen and Karen for their presentation and KR left the meeting.</p>
FC 74/19	<p>Equality & Diversity (Staff) Annual Report</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. ST made a brief presentation and the following points were noted:</p> <ul style="list-style-type: none"> • The detailed annual report includes reference to all 9 protected characteristics. • The Strategic Equality Plan covers a 3years and there is an annual plan to monitor and review Equality and Diversity (E&D) in order to promote equal opportunities to all staff and to ensure fair terms of employment. • Equality and Diversity data for learners is also monitored and reviewed and the report will come to M&P later in November. • It is beneficial to look at and make comparisons of our workforce to local community data and ST will build this in for next year. • The meeting discussed the detail of the report and noted the following points: • 88% of the workforce are white, 7% unknown and 5% from minority backgrounds. This compares to a 92% white workforce, 2% unknown and 6% from minority backgrounds in 2016-17. • 4.5% of the workforce declared a disability; this compares to 4.7% in 2016-17. • The gender profile is 65% female and 35% male (this compares to the AoC 2017-18 data of female 63% female and 37% male); this compares with a 63% female and 37% male workforce for the college in 2016-17. • 53% of the workforce declared their sexual orientation as heterosexual, with a notable 43% being unknown. This compares to a profile of 84% heterosexual with only 15% unknown in 2016-17. • Less than 1% of the workforce at the point of data capture was pregnant. • The marital status of the workforce has 65% unknown and 20% disclosed being married. • For religion, for 59% of the workforce it is unknown with 22% identified as Christianity and 11% identified as not religious. • The age profile reveals 60% being within the age group of 41-60; 19% 31-40; 11% 21-30%; 8% 61+ and 2% under 20 years of age. <p><i>Q: There is a significant number of staff who have not disclosed this personal information, why is this? Do we need to make people feel safer to disclose this information?</i></p> <p><i>A: We can't back-track to collect this information and whilst there is a statutory duty on us as an employer to collect, monitor and report this data, there is no obligation on individuals to disclose this information. We do ask staff to update the personal data held by the College annually.</i></p>

	<p><i>Q: Do staff understand that we have a statutory duty to collect this data and that we don't track the information on an individual basis? Do staff understand what we use this data for?</i></p> <p><i>A: Staff may not understand that we have a statutory duty to collect, monitor and report it; and they may read too much into it. We can look into the way the information is asked for and explain how it is used and this may help us to get more information.</i></p> <ul style="list-style-type: none"> • The meeting noted that the FE Sector is very vulnerable; there has been much job insecurity in the sector, and some staff may think this information is being collected to be used for some sort of selection process, despite reassurance that is not the case. • It was also mentioned that with the increased awareness of data protection, and breaches, under the GDPR regulations many employees don't want to share this personal data; and they do not believe that data submissions are untraceable. • Our society is changing and whilst this data exists it does not necessarily define a person. Should such information actually be sought? Are we collecting and monitoring relevant information in today's society? • There is work to be done to explain why HR do these annual surveys: to provide equal opportunities for staff and to be inclusive. • Staff are also encouraged periodically during the year to update the personal data held on their personal records. <p><i>Action: ST to consider how best to inform staff about why the information is needed - for research and analysis.</i></p> <ul style="list-style-type: none"> • Learner E&D data is more complete. • Learners only have the option to declare their gender as male or female. <p>The discussion was brought to a close with the conclusion that the College will note the points raised and will try to do better in respect of collecting more complete data.</p>
FC 75/19	<p>At this point the Chair reminded those present that this meeting was scheduled for 3 hours and that it cannot over-run significantly as there is another meeting scheduled after this meeting and some Governors need to leave promptly.</p> <p>The meeting noted the decisions which need to be made during the rest of this meeting include the re-appointment of some Board members and whether to approve the proposed Christmas Efficiency close days.</p> <p>It was agreed that as all Governors had read the rest of the detailed meeting papers the remainder of the meeting would be conducted at pace, with only questions being raised and noted.</p>
FC 76/19	<p>Approval of purchases over £125K</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. Governors NOTED that no new purchases have been made that fall into this category.</p>
FC 77/19	<p>Board Membership Update</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. The Chair advised the meeting that the Chairs' Committee recommend the re-appointment of one Associate Member and 4 External Members after having considered their attendance records; commitment to the College over and above attendance at formal meetings; quality of contribution to discussion at meetings and the value of the member's expertise, experience and/or interests to the work of the governing body. A copy of the summary information considered was included in the Board paper.</p> <p>Each Board member was asked to step out of the room as their re-appointment was considered. PB recommended Mike Braun, Davinder Lotay, Chris Rhodes and Len Closs for reappointment and Len Closs recommended Dame Pat Bacon for reappointment.</p> <p>The board APPROVED the following re-appointments:</p>

Mr Mike Braun as an Associate Member with effect from 01 Jan 2020 for another 1 year as an Associate Member until 31 Dec 2020.

Mr Davinder Lotay as an External Member with effect from 01 Jan 2020 for an initial 4year term of office up to 31 Dec 2023.

Mr Chris Rhodes as an External Member with effect from 01 Jan 2020 for an initial 4year term of office up to 31 Dec 2023.

Mr Len Closs as an External Member with effect from 01 Jan 2020 for a second 4year term of office up to 31 Dec 2023.

Dame Pat Bacon as an External Member with effect from 01 Jan 2020 for a second 4year term of office up to 31 Dec 2023.

The meeting noted that Mrs Gillian Taylor had previously decided to stand down as an External Member with effect from 31 December 2019 and in September the Board discussed recruiting an External Member to replace GT as Vice-Chair and to appoint John Gregory, a qualified accountant with extensive financial expertise, as an Associate Member.

It is now proposed to appoint Mr Fintan Bradley as Vice-Chair of Governors to the Full Corporation for a period of 3 years with effect from 1 January 2020 and to recruit an External Member who is a qualified accountant.

Fintan Bradley has done an excellent job with CMAT and brought the divestment of the school to a satisfactory conclusion. Fintan has also chaired our Audit & Risk Committee for the last year.

The meeting noted that GT has agreed to stand as an Associate Member, sitting on F&R Committee, for 1yr from 1 Jan 2020.

The Board APPROVED the appointment of Fintan Bradley as Vice-Chair of Governors and Gillian Taylor as an Associate Member on the above terms.

The Board APPROVED the search and recruitment of an External Member with extensive financial expertise who is ideally a qualified accountant.

This would be in line with the FE Commissioner recommendation to have 2 qualified accountants on the Board.

FC 78/19

Annual Committee Reports and committee updates

The meeting noted the paper and excellent annual reports which have been compiled by the Clerk and which have been approved by each individual committee this term.

The meeting noted that copies of all non-confidential agendas, papers, minutes and action logs from all the Governance Committees are shared with ALL Governors via GovernorHub, our Governance portal.

Copies of confidential agendas, papers, minutes and action logs from any of the Governance Committees are shared with External Governors via GovernorHub, our Governance portal.

Chris Rhodes, Chair of Finance & Resources Committee informed the Board of the Christmas Efficiency Days proposal:

- A total site closure on 23/24/27/30/ and 31 Dec.
- CCSW will use 5 efficiency days. If staff wish to take 2 and 3 Jan they would need to use annual leave and all staff should be back on 6 Jan for a CPD day.

The Board APPROVED the Christmas Efficiency Days proposal.

FC 79/19	<p>Governance KPIs 2018-19 and 2019-20 update</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. The Clerk spoke briefly to the paper and the meeting noted that a Governors' working group in 2015 compiled a selection of Governance KPIs covering the following areas: Academic; Stakeholders & Strategy; and Governor engagement.</p> <p>The KPIs were revisited by the Chair and Clerk at the end of 2018-19 with each target achievement being assessed and evidenced. Additionally, each KPI element was given an assessment rating of Outstanding, Good, Requires Improvement or Inadequate and additional comments recorded.</p> <p>The Board APPROVED the recommendation to maintain these KPIs during 2019-20.</p>
FC 80/19	<p>Link Governor Scheme Update</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. The Clerk spoke briefly to the paper and the meeting noted that the Chairs' Committee recommend the following to the Board that:</p> <ul style="list-style-type: none"> • Governors produce observation reports following their visits and that we ensure that 'closing the loop' work is done. • There is more flexibility of timing for focus groups & learning walks, as some Governors may prefer one day for all Link activities, whilst others may prefer to split the Link activities across a number of visits – often timed with other Governor meetings or events. • C Rhodes will become the Link Governor for Engineering & Construction and F Bradley will become the Link Governor for Hair, Beauty & Hospitality, both with effect from 1 November 2019. • Curriculum Link Governors should try to attend at least one Curriculum Area Performance Tracking (CAPT) meetings per year (choice of 5 dates per year); • Governors can offer dates and can express a preference to do focus meetings and learning walks on the same day, or on different days. <p>The meeting noted that the Clerk has updated the Link Governor Scheme Guidance to refer to the above. The Clerk has also simplified the Governor Feedback Form. There is now only one form to be used for all Link Governor feedback – irrespective of which activity the Link Governor has attended. There is no need to complete a form if a Governor undertakes a Learning Walk to meet the Governance KPI of at least one Learning Walk per year.</p> <p>The Board APPROVED all the proposals.</p> <p><i>Action: DL and Clerk to speak about use of a portal to capture Link Governor information.</i></p> <p><i>Action: Clerk to update the Link Governor Information folder on GovernorHub to include the following: Updated Link Governor Guidance; Schedule for Learning Walks for 2019-20; Schedule for CAPT meetings for 2019-20 and updated Governor Feedback Form.</i></p>
FC 81/19	<p>Minutes of meeting 05 September 2019 and matters arising from previous minutes</p>

	<p>The minutes were reviewed for accuracy and approved. All Governors listed in the minutes had been present for the whole meeting, but part of the meeting was recorded as confidential as the information was commercially sensitive.</p> <p>It was RESOLVED to accept the confidential and the non-confidential minutes and action log from 05 September 2019 and the Chair signed the minutes.</p>
FC 82/19	<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>
FC 83/19	<p>Meeting impact review</p> <p>Governors have discussed and influenced a wide range of issues this afternoon and the Executive, their senior leaders and the Clerk have provided papers on a range of issues including Safeguarding, SAR, Curriculum, Governance and the Principal’s briefing. This has provided us an opportunity to scrutinise and review matters which will impact the whole College. The Board has received some training on their Health & Safety responsibilities which will help them to ensure the College continues to be a safe and healthy environment for all stakeholders and visitors.</p> <p>Decisions have been made to:</p> <ul style="list-style-type: none"> • Approve the Safeguarding Policy, the Prevent Strategy and associated action plan. • Approve the final SAR 2018-19 overall and departmental grades; to focus improving learner attendance which will impact learner outcomes in all curriculum areas and particularly in English and Maths; and to focus on further reducing the achievement gaps between campuses, levels, subjects and learners. • Monitor the revisions to the HE complaints and appeals policy and procedure via the M&P committee. • Monitor the recommendations and associated action plans following the internal audit reports on Apprenticeships and Debt Management via the Audit & Risk Committee initially, with due involvement of the M&P and F&R Committees as necessary. • Task the Executive with trying to improve the collection of more complete staff equality and diversity information. • Re-appoint a number of Board Members and to appoint FB as Vice-Chair of Governors which will positively contribute to the ongoing ‘organisational memory’ and expertise of the Board. • Approve the Christmas Efficiency Days proposal. • Approve the recommendation to maintain the Governance KPIs during 2019-20. • Approve the changes to the Link Governor Scheme. <p>All the above decisions contribute to the Intent of the College to provide, and further develop an ambitious, broad and inclusive curriculum that will give all our students the knowledge, skills for future learning, employment and cultural capital they require to succeed in life.</p> <p>These decisions will be Implemented through the College’s key focus on developing the skills of staff and learners alike. Improvement is at the heart of all that we do. We have ambitious targets and will continue to develop appropriate implementation plans as we seek to provide a vibrant learning experience and all that entails, for learners. Governors will</p>

	<p>receive regular updates on the implementation plans of the curriculum and those functional areas that support this. This will be done through the relevant Governor committees.</p> <p>Governors have discussed the previous academic years' Intent, Implementation and Impact (18-19). Governors sought clarification and reflected on a number of issues throughout the discussion. Some suggested improvements were put forward and as they are adopted these will Impact on the College going forward. Governors influence and impact, going forward will be through the Management and Performance, Finance and Resources, Audit and Risk, Chairs and Full Corporation meetings.</p>
FC 84/19	<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 12 Dec 2019, 14:00hrs, Crewe (NB Christmas Lunch for Governors 12:00-13:45) • 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 meeting closed at 17:17hrs.</p>

Chair's signature:

Minutes produced: 10 November 2019

Chair's approval: 11 November 2019

Report to be made to Corporation, for approval: 12 December 2019