



Cheshire College  
South & West

**MINUTES OF FULL CORPORATION MEETING**  
HELD ON THURSDAY 25 MARCH 2021 – 14:00HRS  
VIA TEAMS, CREWE & ELLESMERE PORT CAMPUSES

**Governors present via Teams unless stated otherwise:**

Dame Pat Bacon (PB)	Chair of Governors (At Crewe)
Mr Fintan Bradley (FB)	Chair of Audit & Risk Committee
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)	(from 15:00hrs)
Mr Jasbir Dhesi (JSD)	Principal & Chief Executive (At EP)
Mr John Gregory (JG)	
Mx Daivy Jones (DJ)	
Mrs Sue Harrison (SH)	
Mr Davinder Lotay (DSL)	
Mr Bert McLaren (BM)	
Mr Kenny Murray (KM)	
Mrs Carleen Osborne (CO)	
Mrs Anne Pickering (AP)	
Mrs Gillian Taylor (GT)	Chair of Finance & Resources Committee
Mrs Sharon Wallace (SW)	

**In attendance:**

Mrs Michelle Huntley (Clerk)	Clerk to the Corporation (At Crewe)
Mrs Ruth Szolkowska (RS)	Vice Principal Innovation, Curriculum & Quality (At EP)
Mrs Helen Nellist (HN)	Deputy Principal (At EP)
Mrs Suzanne Thurlow (ST)	Vice Principal Organisation Development & Learner Services (At Crewe)
Mr Gareth Jones (GJ)	Chief Financial Officer (AT EP)

**PART A MINUTES**

Minute Reference	
FC 01/21	<p><b>Apologies for absence and declarations of interest</b></p> <p>Attendance was as recorded above – apologies had been received from Mr Jerry Green (prior commitment) and Miss Matilda Miller (RS mock exam). Mrs Sharon Wallace had advised that she will leave the meeting at 15:50hrs and Mrs Jo Davies had advised that she will be joining the meeting later.</p> <p>The Chair welcomed all attendees, who joined the meeting via Teams at each location:  <b>Crewe:</b> Dame Pat Bacon, Suzanne Thurlow, Michelle Huntley  <b>EP:</b> Gareth Jones, Dhesi, Helen Nellist and Ruth Szolkowska.  <b>Remote:</b> Fintan Bradley, Len Closs, Debbie Bryce, Paul Colman, Sharon Wallace, Kenny Murray, Davinder Lotay, Gillian Taylor, Sue Harrison, Daivy Jones, Bert McLaren, Mike Braun, John Gregory, Carleen Osborne, Anne Pickering and Jo Davies.</p> <p><b>There were no declarations of interest made.</b></p>

<p><b>FC 02/21</b></p>	<p><b>Minutes of meeting 15 December 2020 and matters arising from previous minutes</b></p> <p>The minutes were reviewed for accuracy and approved.</p> <p><b>It was RESOLVED to accept the minutes from 15 December 2020 and the Chair signed the minutes.</b></p> <p>The action log from the 15 December 2020 was reviewed. All actions are closed, except 190 which is on target for timely completion.</p>
<p><b>FC 03/21</b></p>	<p><b>Chief Executive's Update</b></p> <p>There was no paper for this item as agreed previously with the Board. This enables the Principal to provide the most up to date position to the Board. JSD presented to the meeting and the following points were noted:</p> <p><b>Re-opening</b></p> <ul style="list-style-type: none"> <li>• The College re-opened on 08 March 2021 and all 16-18-year-old learners are back.</li> <li>• The meeting viewed a 30second video summarising the College's approach to managing Covid testing for staff and learners. 13,000 tests were undertaken in 13 days, 12,000 home tests kits issued and kits will go to governors next week. Testing must be continued over Easter break. All is working well. The College has had 4 positive tests in 13,000.</li> <li>• Teamwork at the College is stronger now than ever before. The multidisciplinary effort over testing has provided beneficial contact between stakeholders.</li> <li>• The Working Group has guided the College through the whole Covid experience, and union reps have been involved in the Working Group. A diversity of views has been represented. The College's Critical Incident Plan identified the setting up of a Working Group to manage any crisis.</li> </ul> <p><b>Finances</b></p> <ul style="list-style-type: none"> <li>• Challenges are being faced by the whole education sector.</li> <li>• The College has experienced a significant loss of income on account of reduced income from catering, retail, and two commercial income areas.</li> <li>• The College anticipates financial clawback against Adult Education Budget (AEB) following the ESFA announcement to set the clawback threshold at 90%. This is particularly frustrating for the sector because if this had been known earlier colleges could have taken the opportunity to offset some costs via the government's Job Retention Scheme (JRS).</li> <li>• The College is on track with its financial plan because of prudent planning, however this assumes that difficult decisions will need to be taken.</li> <li>• CCSW has kept a tight control of costs.</li> <li>• The executive team will share more details with staff once all details are known.</li> </ul> <p><b>Summer 2021 Exams</b></p> <ul style="list-style-type: none"> <li>• Teacher assessed grades will be used in the summer, with robust processes, so that grade inflation should not be an issue</li> <li>• The College is still awaiting details from the 20-30 Awarding Bodies used by CCSW. Information is being shared with learners and parents as it is made available. Individual one-to-one meetings are being held with learners to help them be clear about where they are and what needs to be done to get their teacher assessed grades. The College is sending out a letter to parents and will hold a webinar for parents next week.</li> <li>• The College's revised appeals policy will initially come to Chairs' Committee for approval.</li> <li>• Results days will now be 10 Aug and 12 Aug. These dates pose implications for Colleges in respect of enrolment days. There are potential implications for staff well-being as these dates will cut short staff time off in the summer.</li> </ul> <p><b>Cyber Attacks</b></p> <ul style="list-style-type: none"> <li>• National Cyber Security Centre (GCHQ) has made announcements this week.</li> <li>• Colleges are being urged to tighten their cyber security to protect back-up servers. CCSW has pushed information into the cloud, with only one area still to be backed-up to the cloud.</li> </ul>

	<ul style="list-style-type: none"> <li>• CCSW has invested more in IT infrastructure. The College's insurance company is asking for Multi Factor Authentication (MFA) and this will be required for all user access including governors.</li> <li>• The College is applying for Cyber Essentials certification.</li> <li>• Whilst the College cannot give assurance that the College is completely secure the College will continue to take steps to mitigate against the impact of a cyber-breach.</li> </ul> <p><b>FE White Paper</b></p> <ul style="list-style-type: none"> <li>• This white paper: Skills for Jobs: Lifelong learning for opportunity and growth, will shape FE for the next 10 years. It is driven by the Prime Minister and the impact is most likely to be felt in 2 years time.</li> <li>• Employers and Colleges are at the heart of post-16 skills: local Chambers of Commerce are critical in working with Colleges and employers to prioritise investment into advanced technical skills, which covers T-levels, Institute of Technology, Level 3 and higher qualifications.</li> <li>• The paper champions responsive providers with more accountability and the simplifying of funding.</li> <li>• Where adult training support has been cut for years the government is now advocating a flexible lifetime skills guarantee with investment in a flexible lifetime loan offer from 2025.</li> <li>• The paper supports excellent teaching and there is a national recruitment campaign</li> <li>• There is a need for a skills-led recovery to address the demographic time-bomb. Reskilling of the existing workforce is needed; Brexit is having an impact and longstanding regional inequities have been recognised.</li> <li>• There has been a decade of further education funding cuts and the pandemic has exacerbated the problems.</li> <li>• The paper is linked to the Colleges of the Future Commission report and advocates the removal of nugatory (non-beneficial) competition between colleges.</li> <li>• The publication of the bill is likely to be delayed until autumn 2021.</li> <li>• The establishment of College Business Centres will be encouraged sooner than later. CCSW is leading on an Institute of Technology (IoT) bid – and a decision is expected within 2 weeks. Bringing colleges together is a challenge as there are still some legacy issues.</li> <li>• The British Chambers of Commerce are very active, focussing on identifying localised skill requirements and working with employers and colleges to develop improvement plans.</li> <li>• CCSW appreciates the support of both local Chamber of Commerce leaders.</li> </ul> <p>The Chair thanked Dhesi for his report.</p>
<p><b>FC 04/21</b></p>	<p><b>Confirmation of approval of Integrated Financial Model document for CCSW</b></p> <p>Gillian Taylor, Chair of Finance &amp; Resources (F&amp;R) Committee gave a verbal report to the meeting confirming that the College's F&amp;R Committee met on 27 January 2021 and scrutinised the College's Integrated Financial Model for Colleges (IFMC) document. The committee APPROVED the IFMC and delegated authority to the Principal and Chief Financial Officer to submit the document by 31 Jan 2021.</p> <p><b>The above action was in accordance with the Board's decision, per minute FC 60/20. The Board NOTED the committee's scrutiny of the IFMC on 27 January and the timely submission of the IFMC by 31 January 2021 and RATIFIED the document.</b></p>
<p><b>FC 05/21</b></p>	<p><b>Management Accounts update</b></p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. Mr Gareth Jones, Chief Financial Officer, made a brief verbal presentation and the following points were noted:</p> <ul style="list-style-type: none"> <li>• The paper shared with Board shows the College's management accounts up to the end of January, whereas the accounts to the end of February were scrutinised by the Finance &amp; Resources Committee (F&amp;R) at their meeting on 23 March and detailed minutes from the meeting will be available on GovernorHub shortly. The Chair of F&amp;R will also cover these in their verbal report later in the meeting.</li> </ul>

	<ul style="list-style-type: none"> <li>• A copy of the management accounts up to the end of February 2021 will be available on GovernorHub for all governors to review.</li> <li>• The year-end out-turn is likely to be in line with the budget.</li> <li>• Pay costs are under control, with the staffing committee monitoring permanent and agency staffing weekly. The College maximised access to the government's furlough scheme.</li> <li>• 3 key cost centres have generated less income than originally projected and these are shown in the management accounts.</li> </ul> <p>The key change since the Finance &amp; Resources Committee approved the 6-month review of the budget in January 2021, is confirmation of in year growth funding.</p> <p><b>The meeting NOTED the College's financial position as detailed in the Management Accounts report.</b></p>
<p><b>FC 06/21</b></p>	<p><b>Report of Chair of the Board and Committee Chairs</b></p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting.</p> <p><b><u>Chair's Report</u></b></p> <p>PB gave a verbal report of her paper and the following points were noted:</p> <p><b>Covid:</b></p> <ul style="list-style-type: none"> <li>• PB qualified online as a testing operative and joined the team on Crewe campus.</li> <li>• The disbursed model used for testing was very well managed. Learners were fantastic, so well behaved and appreciative of the work being done to get them back in class.</li> <li>• Training of learners was done professionally. All testing done was by internal staff, on top of their day jobs. Governors send a huge THANK YOU to all staff for their magnificent efforts.</li> </ul> <p><b>ETF:</b></p> <ul style="list-style-type: none"> <li>• PB attended a Colleges of the Future webinar. A verbal report was made and is recorded in Chairs' Committee minute CC21/21.</li> </ul> <p><b>AoC update</b></p> <ul style="list-style-type: none"> <li>• PB attended a regional network of Chairs and CEOs on 24 March. Julian Gravatt gave an update of issues which were covered by Dhesi earlier.</li> <li>• Most notable is the palpable anger about the high threshold of AEB clawback. This has implications for local communities.</li> <li>• Level 4 and 5 qualifications should be part of FE College delivery.</li> <li>• Subcontracting scrutiny is expected by governors.</li> <li>• Code of Good Governance will be updated per Colleges of the Future and will come to governors in the summer term for approval of adoption by CCSW.</li> </ul> <p><b><u>Chairs' Committee (09 February 2021 and 11 March 2021)</u></b></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"> <li>• <b>09 Feb:</b> The committee APPROVED that Dame Pat Bacon would take on the link governor responsibilities for Starting Point Nursery.</li> <li>• <b>11 March:</b> The committee APPROVED the Management of Change Policy which has been agreed with the unions.</li> <li>• The committee APPROVED that Gillian will take on link governor duties for Estates &amp; Facilities until the end of the academic year.</li> <li>• AGREED to delay all focus group meetings with learners and staff until May and June 2021. LC leads on quality and has been working with quality.</li> <li>• The meeting discussed the benefits of continuing to use Teams as an option to give governors an opportunity to join meetings, but AGREED that the merits of meeting in person on campus are significant and this option helps to ensure that governors feel part of the College.</li> <li>• All other matters covered by the committee are reported in other items in this agenda.</li> </ul>

### **Management & Performance Committee (04 March 2021)**

LC, referred to the paper which had been sent to all members in advance of the meeting and the meeting noted the following work undertaken by the Committee:

- There is a summary of the items covered in the paper in the pack and the 01 Dec meeting minutes have now been approved by LC and are available on GHub.
- The committee APPROVED the Fitness to Study Policy with no substantive changes.
- HE – lots of good work is being done, very positive activity, supported by CO – link governor. CCSW is confident of finding a new validator of some engineering courses. The current partner will validate current learners to the end of their qualification programmes and then work with the new partner will commence. Full details are available in the M&P minutes available on GovernorHub.
- WBL was covered with a detailed report which covered the impact of Covid on apprenticeships. The committee noted the financial implications for next year. End Point Assessments are not happening nationally for all learners in a timely way and this is leading to some breaks in learning.
- Remote learning has been managed well; and governors give credit to staff about how they switched to delivering remote teaching and learning. Link governors have had the opportunity to speak with Assistant Directors about virtual learning walks within their curriculum area.
- There are no national performance benchmarks for Colleges to use at this time, so the College has not completed SARv2.
- Curriculum planning has been done for 2021-22. It has been rigorous and comprehensive and covers all levels and areas. Governors have not been involved this year as the Strategy Day wasn't held in Jan 2021.
- LC thanked all governors on M&P for their great support given at meetings.
- Governors noted their praise and respect for all staff colleagues who have enabled college business to continue despite all the complications of national lockdown.

### **Audit & Risk Committee (09 March 2021)**

FB, referred to the paper which had been sent to all members in advance of the meeting and the meeting noted the following work undertaken by the Committee:

- FB welcomed J Green to the committee.
- The committee received 3 internal audit reports from TIAA and noted that assurance has been given that actions are accepted and progress is being made against the recommendations undertaken by the management team.
- The committee APPROVED the Data Protection and the Data Privacy Impact Assessment Policies; and the Anti-Corruption and Bribery Policy and the CCTV Policy.
- The H&S update was a detailed account of CCSW's response to Covid, and governors noted their praise to the senior leadership team.
- Extensive work has been done by the finance team to improve effectiveness and plan for the future.
- Reviewed the full risk register and noted the involvement of senior leaders. Link governors will also be noted going forward.
- The committee discussed the process to be used to re-tender for the internal auditors work for the College and it was AGREED to hold the shortlisting and decision making meeting on 11 May in lieu of the planned Audit & Risk committee meeting.
- The Chair noted their thanks to committee members and CCSW staff.

### **Finance & Resources Committee (27 January 2021 & 23 March 2021)**

GT, referred to the paper which had been sent to all members in advance of the meeting and the meeting noted the following work undertaken by the Committee:

- The meeting on 27 January focused on IFMC and also APPROVED the timely action of the spend on the exceptional pipework project at Crewe, which was taken by the Chairs'

	<p>Committee. <b>The Board are asked to NOTE the cost of the project which is in excess of £500k.</b></p> <ul style="list-style-type: none"> <li>• 23 March – The College’s Financial Regulations have been updated again after an internal audit recommendation. The committee RECOMMEND the new Financial Regulations to the Board. <b>The Board APPROVED the Financial Regulations of the College.</b></li> <li>• The meeting monitored the HR KPIs and will monitor trend data going forward; and noted the annual staff survey results.</li> <li>• The meeting noted the last TU annual report submission which was a requirement post-merger (31 March 2017).</li> <li>• The land and property report updated governors about the College’s T-level funding bid application and also Transformation Fund bid.</li> <li>• The Chair thanked the management team for their efforts to ensure that CCSW financial health and sustainability is maintained.</li> <li>• There is a need for the College to monitor costs in order to ensure sufficient funds for further investment.</li> <li>• The Chair recorded thanks to GJ for his presentations and multiple reports to both the Transaction Unit and ESFA.</li> </ul> <p><b>The Chair of Governors thanked ALL governors for all that they do. The work undertaken by each committee is extensive and gives the whole Board a sense of the scrutiny, support and challenge that is being undertaken in all areas.</b></p>
<p><b>FC 07/21</b></p>	<p><b>Board Membership</b></p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. The Clerk spoke to the paper and the following points were noted:</p> <ul style="list-style-type: none"> <li>• Governors gave unanimous APPROVAL of the appointment of Mr Jerry Green by written resolution 01.</li> <li>• Mr Jerry Green (JG) has completed all pre-appointment checks including DBS check and is appointed as an External Member with effect from 01 March 2021 for an initial 1 year probationary period.</li> <li>• JG has attended A&amp;R, observed F&amp;R and started his induction programme.</li> <li>• The Board still has one external member vacancy. CCSW is still seeking another person who has a finance background and who is strategic, influential and commercially astute.</li> </ul>
<p><b>FC 08/21</b></p>	<p><b>Clerk’s Update:</b></p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. Michelle Huntley (Clerk) made a brief verbal presentation and the following points were noted:</p> <p><b><u>2021/22 Governance Meetings Schedule</u></b></p> <ul style="list-style-type: none"> <li>• All committees have decided to retain the starting time of 14:00hrs for their meetings in 2021/22. The only exceptions are the Chairs’ Committee in November and F&amp;R in November when they join with A&amp;R for part of the meeting to receive the external auditors financial statement.</li> <li>• The Strategy Day for 2021/22 will be held on Friday 28 January 2022. The Portal Hotel at Tarporley has been booked.</li> </ul> <p><b>Governors APPROVED the proposed governance meetings schedule for 2021/22.</b></p> <p><b><u>Governance KPIs update</u></b></p> <ul style="list-style-type: none"> <li>• After reading the updated Governance KPIs paper in the pack, <b>governors NOTED the interim status of achievement against the KPIs as at 17 March 2021.</b></li> </ul> <p><b><u>Governor Involvement including Link Governor activities update</u></b></p>

	<ul style="list-style-type: none"> <li>• After reading the updated paper in the pack, governors noted the extensive governor involvement to date, despite remote access only.</li> <li>• Thank you to ALL governors for their contributions in meetings and especially to those carrying link governor duties who provide support and challenge to all curriculum and non-curriculum areas of the College. It is much appreciated.</li> </ul> <p>In the summer term we will be arranging one-to-one meetings between external governors and Chair/VC and governors will have the opportunity to review their current link responsibilities and committee membership.</p>
<p><b>FC 09/21</b></p>	<p><b>College Successes</b></p> <p>The meeting noted the excellent video which had been sent out with papers on Thurs 18 Mar. Congratulations were noted to both Bert and Jo (student and staff governor respectively) for their contributions. The video gave a good overview of the huge range of activities involving learners, staff and employers during the last few months. Thanks to the marketing team for producing such an excellent snapshot of College life.</p> <p>The meeting noted the video shared earlier today in the meeting. Whilst governors are unable to visit the campuses it is very positive to see the progress being made in all areas of College life.</p> <p><b>The Board AGREED that it is content to receive video reports going forward.</b></p>
<p><b>FC 10/21</b></p>	<p><b>Meeting: review and feedback</b></p> <p>Fintan Bradley, Vice-Chair of Governors sent the Clerk the following summary of the impact the meeting will have on the College with due regard to the discussions and the decisions taken, namely:</p> <p><b>Intention:</b> In this meeting the Board received a range of detailed reports and briefings, from the Principal and senior staff, the Chair and committees that outlined the challenges that the College faces organisationally at a local and national level. This information also set out the how the College intends to respond.</p> <p><b>Implementation:</b> Governors APPROVED the College’s Financial Regulations and its associated delegated responsibilities. Governors also ratified the submission of the College’s Integrated Financial Model for Colleges; and endorsed a wide range of policies presented by committees. Governors were also briefed on how the College is implementing its response to the threat of cyber-attacks. Governors were also made aware of how the College is implementing its response to this summer’s assessment of learners and endorsed the approach.</p> <p><b>Impact:</b> Governors were pleased to receive the extremely positive feedback on the how the College’s Critical Incident Plan and Covid Working Group has impacted on the reopening of the College. The mobilisation of teams across the college in response to the pandemic clearly demonstrates that by working together the impact has been positive. Governors have viewed this terms celebration video and it was AGREED this format would be used going forward. Today’s meeting clearly demonstrates the positive impact that all staff and governors have had on the work of the College at all levels during this unprecedented period.</p>
<p><b>FC 11/21</b></p>	<p><b>Confidential business noted</b></p> <p>It was noted that whilst all Governors have been present for all items discussed at today’s meeting a number of the items covered are of a commercially sensitive nature. The meeting agreed that the Clerk and Principal will identify the items from this meeting to be recorded as commercially sensitive information.</p> <p><b>Action: JSD and Clerk to identify items from this meeting to be recorded as commercially sensitive information.</b></p>
<p><b>FC 12/21</b></p>	<p><b>Date of future meetings and any other business</b></p>

	<p>The meeting noted the following date: Thursday 8 July 2021, 14:00hrs, Crewe. This will be the last Full Corporation meeting of the year. It is hoped that governors will be able to meet in person at the Crewe campus. The Clerk will keep governors informed of the situation.</p> <p><b>15:40hrs:</b> The staff and student governors, together with members of the leadership team left the meeting.</p> <p>The meeting adjourned for 5 minutes prior to moving to Part B business.</p> <p>The meeting reconvened at 15:45hrs.</p>
	<p><b>Meeting closed at 15:57hrs</b></p>

Chair's signature: ..... Minutes produced: 13 April 2021

Chair's approval: 13 April 2021 Report made to Corporation, for approval: 08 July 2021