

**MINUTES OF FULL CORPORATION MEETING**  
**HELD ON TUESDAY 16 SEPTEMBER 2025 – 14:00HRS**  
**VIA TEAMS, CREWE CAMPUS & ELLESMORE PORT CAMPUS**

**Governors in attendance in person or via Teams as stated:**

Mrs Sarah Bailey	(SB)	Ellesmere Port
Mrs Margaret Cheshire	(MC)	Ellesmere Port
Mrs Claire Clayton	(CC)	Ellesmere Port
Mr Paul Colman	(PC)	Teams
Mr Peter Crowcroft	(PCro)	Ellesmere Port
Mrs Gemma Davies	(GD)	Ellesmere Port
Ms Lesley Davies	(LD)	Chair of Governors
Mr Jasbir Dhesi	(JSD)	Principal/CEO
Mr Jerry Green	(JG)	Ellesmere Port
Mr Shane Guildford	(SG)	Crewe
Mrs Sue Harrison	(SHar)	Crewe
Mr Sean Herbert	(SHer)	Ellesmere Port
Mr John Kiely	(JK)	Ellesmere Port
Mr Davinder Lotay	(DSL)	Ellesmere Port
Mrs Michelle Petruzzelli	(MP)	Ellesmere Port
Mr Clive Roberts	(CR)	Ellesmere Port
Mr Len Tildsley	(LT)	Ellesmere Port
Mr Kai Greaves	(KG)	Crewe

**In attendance:**

Mrs Michelle Huntley	(MEH)	Director of Governance	Ellesmere Port
Mr Philip Burrow	(PB)	Chief Financial Officer	Ellesmere Port
Mrs Ruth Szolkowska	(RS)	Vice Principal Innovation, Curriculum & Quality	Ellesmere Port
Mr Chris Baggs	(CB)	Safeguarding, Welfare & Behaviour Manager, Items 03 & 04	Ellesmere Port
Mrs Zoe Benn	(ZB)	Assistant Principal Quality, Items 06 & 07	Ellesmere Port
Mrs Lynne Rowland	(LR)	Assistant Principal Learner Services, Items 03 & 04	Ellesmere Port
Mrs Jordan Swift	(JS)	Director of Marketing & School Partnerships, Item 06	Ellesmere Port

**PART A MINUTES**

Reference	
<b>FC 44/25</b>	<p><b>Merger Update</b></p> <p>Mr Jasbir Dhesi, CEO/Principal gave a presentation to the Board updating them about progress made to appoint a project manager for the merger and the steps to be taken to start due diligence activities. This full minute was recorded as confidential minute FC 44/25, Part B.</p> <p><b>Action: MEH to set up a folder on GHub to share merger documents with CCSW governors.</b></p> <p><b>The CCSW Board AGREED the level of due diligence and AGREED to delegate the approval of the appointment of a merger due diligence provider to the three CCSW Transition Steering Group Members.</b></p>

FC 45/25	<p><b>Welcome, apologies for absence and declarations of interest</b></p> <p>Attendance was as recorded above. Apologies had been received from Mr Kenny Murray, Mrs Beverley Barlow, Mr Mike Braun, and Mrs Helen Nellist. The meeting was quorate.</p> <p>The Chair welcomed Mr Kai Greaves, one of the new Student Governors. Kai introduced himself and the meeting noted that Kai is a Yr2 A Level learner, studying Politics, Economics &amp; Sociology.</p> <p>The Chair welcomed Mr Peter Crowcroft, a new Associate Governor who works as Assistant Chief Constable for Cheshire Police.</p> <p>There were no declarations of interest made.</p>
FC 46/25	<p><b>Governor Training: Safeguarding including Prevent</b></p> <p>The Chair welcomed Mrs Lynne Rowland (LR), Assistant Principal Learner Services and Mr Chris Baggs (CB), Safeguarding, Welfare and Behaviour Manager to the meeting. CB gave a presentation on safeguarding, and the following points were noted:</p> <ul style="list-style-type: none"> <li>• This is an annual safeguarding update for governors.</li> <li>• Governors noted the national legislation and statutory guidance, also key definitions, safeguarding categories and possible indicators of abuse. They also noted the main changes to wording and terminology in the latest issue of Keeping Children Safe in Education (2025) (KCSiE).</li> <li>• Governors noted that LR is the person with strategic responsibility for safeguarding; CB is the Designated Safeguarding Lead (DSL) and Rebecca Mathars is the Deputy Designated Safeguarding Lead (DDSL) and the team leader of the operational safeguarding team.</li> <li>• Governors noted the Be Safe area on the staff intranet which provides policies and guidance for staff in a variety of situations. This includes the College's risk assessment process; the procedure for reporting concerns; and the checklist and guidelines for visiting speakers and organisations to manage our Prevent Duty.</li> <li>• Local priorities and themes include Neglect; Contextual Safeguarding; Mental Health &amp; well-being – low mood, self-harm, suicidal ideation; Domestic Abuse; Personal Safety; Sexual Abuse; and Education as a protective factor (attendance).</li> <li>• A low-level concern report form is also available for use.</li> <li>• A Safeguarding Steering Group reviews all the forms which are submitted.</li> </ul> <p><b>Action: MEH to share Safeguarding &amp; Prevent slide deck on GovernorHub.</b></p> <p><b>Q: Has the College given training to staff and students about a potential lockdown situation?</b></p> <p><b>A:</b> We have started a roll out of training to staff at all three campuses. There is a mixed view by professionals about the training of students about a potential lockdown situation. Currently we are making sure all staff know the process to follow.</p> <p><b>A:</b> The College has invested in upgrading alarms. The lockdown alarm is a verbal announcement over an alarm.</p> <p><b>Q: Will there be a lock down drill in the future?</b></p> <p><b>A:</b> Different colleges will take different approaches. Incident approaches will be different by necessity. Most learners will have had some rehearsal at their previous school. We have embedded discussion about the process for learners to follow in the event of a lockdown incident within the tutorial programme.</p> <p><b>Q: Pg 2, 2.4 of the Safeguarding Policy states that 'all disclosures are referred to the Designated Safeguarding Officers, where they will be acted upon accordingly.' What happens in practice?</b></p> <p><b>A:</b> Any safeguarding concern which is referred to the Be Safe team is then recorded on CPoms. CB reviews all concerns and then considers whether to escalate them to the Channel Panel or not.</p> <ul style="list-style-type: none"> <li>• HR team monitor staff compliance with mandatory safeguarding training and responsibilities.</li> <li>• The College's filtering and monitoring system is now fully in place and the Be Safe Team review this bi-weekly. Governors approved the purchase of the filtering system.</li> <li>• Operation Encompass is a national police and education early information safeguarding partnership which has changed recently.</li> </ul> <p><b>Action: MEH to update governor training records with Safeguarding &amp; Prevent update training.</b></p>

	<p>The Chair thanked LR and CB for an excellent session.</p>
<b>FC 47/25</b>	<p><b>Annual Safeguarding (including Prevent) Report</b></p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. Mrs Lynne Rowland (LR), Assistant Principal Learner Services and Mr Chris Baggs (CB), Safeguarding, Welfare and Behaviour Manager responded to the following questions:</p> <p><b>Q: There has been a significant increase in the number of Cared for Learners, especially at the Crewe Campus, what has been done about resources to support these learners?</b></p> <p><b>A:</b> The Crewe Campus has seen the biggest increase in Cared for Learners because of the number of asylum-seeking children. The safeguarding team structure has been reviewed and there is now a Cared for Learner supporter. This is a new post and the Be Safe team is fully staffed. There is a rota to ensure that there are members of the Be Safe team at all 3 campuses.</p> <p><b>Q: Per 3.4 in the report, fitness to study interventions have almost halved. Why is that?</b></p> <p><b>A:</b> We have tried to be clear about the meaning of 'fitness to study' and distinguished it from behaviour issues. The team worked on triage for the referral process and staff are clearer.</p> <p><b>Q: Can the category of 'Other' be split further? Can we be sure it doesn't cover any serious issues?</b></p> <p><b>A:</b> We have tried to clear up data. We have set up a category of personal safety. Now, 'other' tends to capture lower threshold concerns and includes lots of fallouts between peers.</p> <p><b>Q: How effective have we been at keeping learners in learning? We have had good outcomes, in next year's annual report can we comment on the impact of work done?</b></p> <p><b>A:</b> It is difficult to quantify things that we have prevented but we can ask learners who have received support and have stayed and achieved outcomes. The Steering Group do look at impact.</p> <p><b>Action:</b> CB/LR to include some commentary of the impact of safeguarding and prevent interventions for learners and their outcomes.</p> <p><b>Governors APPROVED the Safeguarding Policy.</b></p> <p><b>Action:</b> MEH to advise JH that Governors APPROVED the Safeguarding Policy. Next review in September 2026.</p> <p>The Chair thanked LR and CB for their work and they left the meeting.</p>
<b>FC 48/25</b>	<p><b>Minutes of meeting 08 July 2025 and matters arising from previous minutes</b></p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. The minutes were reviewed for accuracy and approved subject to the following amendment:</p> <p><b>Action: MEH to amend Minute FC32/25: From Devolution:</b> Due in Cheshire in Sept 2025. There are significant benefits when skills and funding are being devolved.'</p> <p><b>To read:</b> 'Devolution: Decisions are due in Cheshire September 2025. Subject to decisions devolution may be achieved in early 2026</p> <p><b>It was RESOLVED to accept the Part A and Part B minutes from 08 July 2025 and the Chair signed the minutes.</b></p> <p><b>The papers included reference to the following update of actions from the meeting on 08 July 2025:</b></p> <p><b>130, 131, 134, 136 – Complete and CLOSED.</b>  <b>132 – Mr Andrew Tyley will start as a governor at CCSW from 17 September 2025. CLOSED.</b>  <b>133 – Chair's 360degree appraisal included on agenda for 16 September 2025, then CLOSED.</b>  <b>135 – 4 governors have not completed all their annual documentation and questionnaires.</b>  <b>CLOSED – new action from this meeting.</b></p> <p><b>Action: MEH to continue to work with governors to get completed online safeguarding documentation and completed annual documentation.</b></p>
<b>FC 49/25</b>	<p><b>Results 2024-25 – Early Indications</b></p> <p>Mrs Zoe Benn, Assistant Principal Quality, joined the meeting. Mrs Ruth Szolkowska, Vice-Principal Curriculum, Quality &amp; Innovation gave a presentation to the meeting, and the full minute was recorded as Part B 49/25.</p>

	<p>Overall, in 2024-25, the College saw an improvement in achievement rates and a positive variance above the national rate. Achievement across all age groups has improved. There are still c400 outstanding results to be received. The presentation figures include 'best case' results for these remaining results.</p> <p>The analysed data was considered by qualification level, by age and by proportionality.</p> <p><b>Action: MEH to upload presentation pack to GHub</b></p> <p>The Board commended the leadership team and all the staff for the improvements which have been made. It is good to see the upward trends, and the acknowledgement that there is still room for improvement. The good oversight and challenge from the Board has contributed to the good interventions and the positive impact.</p> <p>The Chair thanked RS for her presentation.</p>
<b>FC 50/25</b>	<p><b>Self-Assessment Review (SAR) 2024-25 Update</b></p> <p>Mrs Zoe Benn, Assistant Principal, Quality, gave a presentation to the meeting, and the full minute was recorded as Part B 50/25.</p> <ul style="list-style-type: none"> <li>• The Board appointed a SAR Working Group of BB, LT and LD and they met on 10 September with the Assistant Principals, RS and ZB to review the College SAR which had been written by the curriculum leadership team. They asked questions and suggested some amendments to report. They also discussed the structure of some subject groupings as it is difficult to see some high/low points in some subjects.</li> <li>• It was agreed that the College SAR report format needs amending for the new Ofsted inspection framework from summer 2026.</li> <li>• The minutes from the SAR Working Group will be shared with governors via GHub.</li> <li>• After challenge and debate the Working Group proposed some reformatting of Section 6 of the College SAR and agreed to recommend the proposed curriculum area grades and the College profile grades.</li> <li>• Link governors have each been sent a copy of their curriculum area SAR which includes results, and a curriculum improvement plan.</li> </ul> <p><b>The Board considered and APPROVED the proposed curriculum area grades and the College profile grades. The College is Good with some outstanding features.</b></p> <p><b>The Board AGREED the 3 proposed Areas for Improvement.</b></p> <p>The Chair thanks ZB for her presentation and Zoe left the meeting.</p>
<b>FC 51/25</b>	<p><b>Enrolments – Early Indications</b></p> <p>Mrs Jordan Swift, Director of Marketing &amp; School Partnerships, joined the meeting and made a presentation. The full minute was recorded as Part B minute FC51/25.</p> <ul style="list-style-type: none"> <li>• The College is currently on track to meet our target for 16-19yr old full-time learners. The College will see withdrawals, and there are some delayed starts – so there will be variance from today's figure.</li> <li>• The meeting noted the College's five-year recruitment profile, demographic trends and local market dynamics.</li> <li>• The College has adopted a strategy of targeting the deployment of resources; using early intervention to prevent learners becoming NEET (Not in Education, Employment or Training); using strengthened partnerships and collaboration; and pursuing active parent/carer engagement.</li> </ul> <p>Governors recorded their thanks and congratulations to staff for all their hard work to date in the start of a very busy term.</p> <p><b>Mrs Jordan Swift left the meeting.</b></p>
<b>FC 52/25</b>	<p><b>Chair of Governor's PDR Feedback</b></p> <p>Mrs Lesley Davies left the meeting. Mr Len Tildsley, Vice-Chair of Governors chaired this item. The meeting noted the paper which had been sent to all members in advance of the meeting. The</p>

	<p>following points were noted from the paper:</p> <ul style="list-style-type: none"> <li>• The Further Education Commissioner's (FEC) office issued guidance on Senior Post Holder (SPH) appraisal and Chair performance review in October 2024.</li> <li>• The College has a robust appraisal review process for Senior Post Holders, and the Director of Governance produced an appropriate review form to be used for the Chair's Performance Development Review, and this was completed by governors in June 2025. Performance was considered against the following five key areas of responsibility: Governance &amp; Accountability; Stakeholder Engagement; Board development; Personal Effectiveness and Strategic Leadership.</li> <li>• A brief verbal report was provided to Board in July 2025, and it was agreed a fuller report would be made in September 2025.</li> <li>• The Director of Governance collated all responses on the Chair's performance from the review form and from feedback from governors via their annual review forms.</li> <li>• The feedback was overwhelmingly positive, and governors concluded that the Chair of Governors has appropriate knowledge, skills and experience and she uses these to perform her role well.</li> <li>• Governance could be further strengthened using targeted data to support strategic discussions. As a Board, there is a need to determine the strategic data required to support strategic discussions and decision making.</li> <li>• As there has been a marked recruitment of new governors over the last 2 years, there is a need for some structured board development, and the Chair should continue to provide support for the induction and development of new governors along with the Director of Governance and members of the leadership team.</li> </ul> <p><b>Action: MEH to coordinate the implementation of the Governor Development Programme in 2025-26.</b></p>
<b>FC 53/25</b>	<p><b>Director of Governance's Report</b></p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. The following points were noted from the paper:</p> <ul style="list-style-type: none"> <li>• <b>Governor attendance figures for 2024-25:</b> There was an improved attendance rate from 81% (2023-24) to 86.9% for total meetings attendance.</li> <li>• <b>Governors' Register of Interest – September 2025:</b> Each year all governors are asked to review/complete their individual register of interests, and the Director of Governance maintains a record which is published on the College website.</li> </ul> <p><b>Action: MEH to upload updated Register of Interest to CCSW website.</b></p> <ul style="list-style-type: none"> <li>• <b>Use of College Seal during 2024-25:</b> The Director of Governance maintains a record of how and when the College Seal is used. The College Seal was used seven times in 2024-25, primarily on subcontractor collateral warranty documentation (five instances).</li> <li>• <b>Website Compliance:</b> The Department for Education (DfE) recommends a list of information which all colleges should provide via their websites. Additionally, colleges may be required to provide information per their specific DfE funding agreement. The Association of Colleges (AoC's) Code of Good Governance also recommends the sharing of information as good practice. The College also complies with the Information Commissioner's Office guidelines under the Freedom of Information Act 2000. The College's website is compliant, and the Marketing department maintain the College's website.</li> </ul>
<b>FC 54/25</b>	<p><b>Policy for ratification</b></p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting.</p> <ul style="list-style-type: none"> <li>• <b>Health &amp; Safety Policy:</b> This policy is reviewed annually. Governors reviewed and APPROVED proposed amendments.</li> </ul> <p><b>Q: There seems to be lot of changes this year, why is that?</b>  <b>A: We have a new Health &amp; Safety Officer who has proposed the increased number of changes.</b></p>

	<p><b>The Corporation APPROVED the Health &amp; Safety Policy.</b></p> <ul style="list-style-type: none"> <li>• <b>Modern Slavery Statement:</b> This policy is reviewed annually. Governors reviewed and APPROVED proposed amendments.</li> </ul> <p><b>The Corporation APPROVED the Modern Slavery Statement.</b></p> <p><b>Action: MEH to advise JH that the Corporation APPROVED the Health &amp; Safety Policy and the Modern Slavery Statement.</b></p>
<b>FC 55/25</b>	<p><b>Confidential or commercially sensitive business to be noted</b></p> <p>The meeting agreed that the Director of Governance and Principal will identify the items from this meeting to be recorded as commercially sensitive information. See Part B minutes for commercially sensitive elements of minutes FC 44/25, FC 49/25, FC 50/25 and FC 51/25</p> <p><b>Action: JSD and MEH to identify items from this meeting to be recorded as commercially sensitive information.</b></p>
<b>FC 56/25</b>	<p><b>Key points to note from this meeting</b></p> <p>Mr Len Tildsley, Vice-Chair of Governors noted the following key points from this meeting:</p> <ul style="list-style-type: none"> <li>• Decided to adopt a 'gold' standard of due diligence in respect of the proposed merger and delegated the appointment of the due diligence provider to the CCSW governors on the Transition Steering Group.</li> <li>• Received annual training on Safeguarding &amp; Prevent and approved the Safeguarding Policy.</li> <li>• Noted the College's headline best-case achievement rate has improved and may be above national rates when remaining results have been recorded.</li> <li>• APPROVED the College SAR for 2024-25 and concluded that the College is Good college with outstanding features.</li> <li>• Noted that early enrolment signs are in line with expectations but will not be known until December.</li> <li>• Noted the improved governor attendance in 2024-25.</li> <li>• APPROVED the Health &amp; Safety Policy and the Modern Slavery Statement.</li> </ul>
<b>FC 57/25</b>	<p><b>Date of future meetings and any other business</b></p> <p>Governors noted the dates of the Corporation meetings in 2025-26:</p> <ul style="list-style-type: none"> <li>• Tuesday 16 Dec 2025, 14:00hrs, Crewe (NB Christmas Lunch for Governors 12:00-14:00 in Academy Restaurant)</li> <li>• Friday 16 January 2026, 08:30hrs Governors' Day – Ellesmere Port <b>Attendance in person only</b></li> <li>• Tuesday 31 Mar 2026, 14:00hrs, Ellesmere Port (NB Lunch with Learners 13:00-14:00hrs)</li> <li>• Tuesday 07 July 2026, 14:00hrs, Crewe (NB Barbecue for Governors 17:00),</li> </ul> <p>It is intended to host all meetings in person at the given campuses and governors are asked to make every effort to attend in person. Where this is not possible, governors may join the meeting via Teams per prior agreement with the Director of Governance.</p> <p><b>Action: MEH to send out menu choices for Governors' Christmas lunch in late October.</b></p>
	<b>Meeting closed at 16:39hrs.</b>

Chair's signature : \_\_\_\_\_

Minutes produced : 24 September 2025 Chair's approval : 2 October 2025

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Report made to Corporation : 16 December 2025

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