



Cheshire College
South & West

MINUTES OF FULL CORPORATION MEETING
HELD ON THURSDAY 5 SEPTEMBER 2019 – 15:30HRS
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 Len Closs (LC)	Chair of the Management & Performance Committee
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)	
Mr Chris Rhodes (CR)	Chair of Finance & Resources Committee

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
Mr Chris Baggs (CB)	Director of Learner Services (for items 2 & 3)
Mrs Stacey Boreham (SB)	Assistant Principal Quality & Higher Education (for item 3 only)
Mr Neil Borg (NBO)	Assistant Principal Curriculum (for item 3 only)
Mr Mark Parsons (MP)	Assistant Principal Curriculum (for item 3 only)
Mrs Joanne Stewart (JS)	Participation & Learner Services Manager (for item 3 only)
Mrs Lynne Rowland (LR)	Assistant Director Health, Access, Care, Entry Level & Teacher Training (for item 3 only)

PART A MINUTES

Minute Reference	
FC 42/19	<p>Apologies for absence and declarations of interest</p> <p>PB welcomed all attendees after the long summer break. Attendance was as recorded above. Apologies had been received from Mr Mike Braun (MB), Mrs Debbie Bryce (DB), Mr Paul Colman (PC), Anne Pickering (AP), Mrs Gillian Taylor (GT) and Mrs Tina Yu (TY). The meeting was quorate.</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>Corporation Membership: The Chair advised Governors that following a recommendation from Mrs Gilliam Taylor members of the Selection Panel including herself, Mr Fintan Bradley and Dhesi had met with Mr John Gregory and interviewed him for a position as an Associate Member for the Finance & Resources Committee. Mr Gregory is a qualified accountant with extensive commercial expertise gained working within industry. The Selection Panel recommend Mr Gregory to the Board as an Associate Member. This would satisfy the recommendation from the FE Commissioner to all Colleges in that every Board has at least two qualified accountants as members.</p> <p>The Board accepted the recommendation and it was RESOLVED that Mr John Gregory be appointed as an Associate Member, primarily working with the Finance & Resources Committee, with effect from 1 October 2019.</p> <p><i>Action: Clerk to confirm appointment of Mr Gregory with effect from 1 October 2019 for 1 year, subject to the usual pre-appointment checks.</i></p> <p>2 Student Governor vacancies and elections will be held at the end of first half-term – ideally resulting in Student Governors from both FE and HE sectors.</p>
FC 43/19	<p>Results 2018/19 – Early indications</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. Mr Gordon Gillespie (GG) gave a presentation and the following points were noted:</p> <ul style="list-style-type: none"> • Achievement rates • Retention rates • 2019 GCSE English and maths achievement • 2019 GCSE English and maths achievement – by campus • 2019 GCSE English and maths 4-9 grades • 2019 GCSE English and maths 4-9 grades – by campus • A-Level results <p>Detailed tables of results 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 as final results will not be known until end of October.</p> <p>Higher Education Complaints – Office of the Independent Adjudicator (OIA)</p> <p>On a separate note GG shared with Governors how they can view and check any complaints against CCSW which are raised with the OIA.</p> <p>GG demonstrated how to access the OIA website and view all Colleges’ complaints records – the information is in the public domain.</p> <p><i>Action: GG to share link (via Clerk) to OIA complaints website for Governors to view CCSW OIA complaints.</i></p>
FC 44/19	<p>Self-Assessment Report (SAR) 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, due to the high likelihood of an Ofsted inspection early this term the SAR work has been brought forward for Governors to review in this September meeting. The full SAR was issued to all Governors in the meeting papers.</p> <p>Mr Gordon Gillespie (GG) gave a brief introduction and then a number of senior managers joined the meeting and each presented their elements of the College SAR for 2018-19. The whole SAR document was reviewed by section with Governors and questions were raised and</p>

	<p>answered. The full record of this part of the meeting was recorded as commercially sensitive minutes.</p> <p>The meeting reviewed and discussed the key strengths, key areas for improvement, the grade for 2018-19 and the grade for 2017-18 for each of the following sections:</p> <ul style="list-style-type: none"> • Quality of Education • Behaviour & Attitudes • Personal Development • Leadership & Management • Education for Young People • Adult Provision • Apprenticeships • Provision for Learners with High Needs • Overall Effectiveness <p>Governors APPROVED the grading of the SAR subject to language and more examples being included per some of the actions recorded in the commercially sensitive minutes.</p> <p>The Chair thanked all the presenters and their teams for the work they have undertaken to prepare the SAR.</p> <p>NB, SB, JS, MP and LR left the meeting at 17:42hrs.</p>
FC 45/19	<p>Annual Safeguarding & Prevent Report</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. As Governors had read the paper in detail it was agreed that Mr Chris Baggs (CB), Director of Learner Services would answer questions rather than give a formal presentation.</p> <p><i>Q: How does our policy link into safeguarding partnership?</i> <i>A: CB is on the Cheshire East (CE) Adults Board and SCiES (Safeguarding Children in Education Settings) team. CB attends both CE and CWaC (Cheshire West & Chester) designated safeguarding lead mtgs. Knowledge gleaned from these meeting is used in our policy. CB also gets policy updates from CE and CWaC.</i></p> <p><i>Q: Is there a FE sector representative on the two boards?</i> <i>A: Yes. CB on sits on the CWaC Board and the safeguarding lead from Reaseheath College sits on the CE Board.</i></p> <p><i>Q: Is there any training planned about Suicide Awareness?</i> <i>A: Yes. It is Suicide Awareness on 10/9 and CCSW will provide appropriate information for staff and learners to support this.</i></p> <p><i>Q: County lines is noted as an issue; does training for this also include trafficking? How attuned are the team to trafficking?</i> <i>A: We provide training on County Lines (drugs and other trafficking – including trafficking for work) and Sexual Exploitation.</i></p> <p>The meeting noted that they were shocked at the shared data which included numbers of suicidal ideation and suicide attempts.</p> <p><i>Q: In new framework there is talk of staff wellbeing – where is this done?</i> <i>A: The SCiES team is supportive and some members of the team have professional supervision as they work as counsellors for learners and this includes the concerns about suicide. CB is setting up more training for team members to share disclosures. We will share the disclosure process so that we can show how we support staff.</i></p>

	<p>The Chair thanked CB for his report and CB left the meeting.</p> <p>CB left the meeting at 17:52hrs.</p>
FC 46/19	<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.</p> <p>It was agreed that the full details of this agenda item would be recorded as commercially sensitive information.</p> <p>The meeting noted that the quality of provision has improved and continues to improve; the quality of our College estate has improved considerably; and there has been considerable capital investment in the last 3 years.</p> <p>Due to the ailing position of many colleges, the ESFA has introduced an additional liquidity measure to trigger early intervention: How many cash days do you have at month end? To avoid the trigger a College needs to have 15 cash days' cover at month end.</p> <p>Governors noted the need to further improve the College's liquidity and also need to see a plan for future capital investment – as an integral element of our future strategic plan.</p>
FC 47/19	<p>Enrolments – Early indications</p> <p>Mr Gordon Gillespie (GG) tabled a paper detailing enrolments by curriculum areas and gave a brief presentation.</p> <p>It was agreed that the full details of this agenda item would be recorded as commercially sensitive information.</p>
FC 48/19	<p>Finance Update</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. Sharon Bowker (SCB) made a brief presentation.</p> <p>It was agreed that the full details of this agenda item would be recorded as commercially sensitive information.</p>
FC 49/19	<p>Local Enterprise Partnership (LEP) Capital Bids</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. Helen Nellist (HN) made a brief presentation.</p> <p>It was agreed that the full details of this agenda item would be recorded as commercially sensitive information.</p>
FC 50/19	<p>Annual Clerk's Report</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>Governor attendance for 2018-19</p> <p>Attendance is a key measure used by most Governing Boards. In 2018-19 we achieved: 87% attendance for Full Corporation Board meetings (83% in 2017-18);</p>

	<p>92% for Committee attendance (all committees) (80% in 2017-18); and 90% for total meetings attendance (81% in 2017-18).</p> <p>Data from the Clerk’s network for 2018-19 show a mean average total meetings attendance rate (79 colleges reported including CCSW) of 81.74% with a range of attendance rates: lowest - 69%; highest - 94%.</p> <p>By Committees attendance was:</p> <ul style="list-style-type: none"> • Chairs: 94.29% (86.5% in 2017-18); • Audit & Risk: 100% (80% in 2017-18); • Finance & Resources: 87% (71% in 2017-18) and • Management & Performance: 87% (85% in 2017-18). <p>Governors APPROVED that CCSW Board has a Key Performance Indicator for attendance for 2019-20: To exceed the AoC’s target figure across the year for each of the various Committees and for Corporation Board meetings.</p> <p><i>Action: Clerk to advise the Board of the AoC’s target figure once known.</i></p> <p>Meetings Schedule 2019-20</p> <p>The Board is asked to approve the movement of the Finance & Resources Committee to 19 November. Both the Audit & Risk and the Finance & Resources Committees will meet on 19 November, but they will have separate meeting agendas and minutes. The external auditors – BDO – will give a single presentation to both committees for 1 hour on 19 November during which time all Governors present can ask questions.</p> <p>The Board noted that the Remuneration Committee will meet on 12 December 2019.</p> <p>The Board APPROVED the movement of the Finance & Resources Committee to 19 November and noted that the Remuneration Committee will meet on 12 December 2019.</p> <p>Annual administration</p> <p>The meeting noted that a number of standard forms are completed/updated by governors once a year. These include the following:</p> <ul style="list-style-type: none"> • Consent to Act & Declaration of Eligibility • Register of Interest declarations • Individual Training Records • Skills/Experience/Interest Audit Matrix • Governors’ Self-Assessment form • Governor Data Protection Compliance <p>The Consent to Act & Declaration of Eligibility form has been updated to include reference to being a ‘fit and proper’ person per the requirement from the Office for Students (OfS).</p> <p>Copies of the above forms were given to governors in July 2019 and any outstanding forms should be completed and returned to the Clerk to the Corporation by 5th September 2019.</p> <p><i>Action: Clerk to contact Governors for any outstanding forms.</i></p>
FC 51/19	<p>Policies for ratification</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting.</p> <p>The meeting noted that a general point that all policy attachments/appendices do not need to be sent to Governors for approval.</p>

	<p>Learner Disciplinary Policy notes a number of offences which constitute Gross misconduct. <i>Q: Should we include a reference to knife crime?</i> <i>A: We include a phrase referring to harm other students. This is sufficient.</i></p> <p>Educational Visits Policy: 1.4 should read 'correlates' not 'corelates'.</p> <p><i>Action: GG to check use of principal/principle in one policy.</i></p> <p>The Board APPROVED the following policies, subject to the above points being noted and actioned:</p> <ul style="list-style-type: none"> • Educational Visits Policy • Learner Attendance Management Policy • Learner Disciplinary Policy • Critical Incidents Policy <p><i>Action: Clerk to advise Charlotte Sherlock of policy amendments/approvals</i></p>
FC 52/19	<p>Higher Education Submission for Quality Standards Review (QSR)</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. GG made a brief presentation and the following points were noted:</p> <ul style="list-style-type: none"> • The document sent to Governors is a very well written submission. • The College will be reviewed for 3 days as part of a Quality Standards Review. • The review will include meetings with the Principal, staff and learners. • Additional information been requested and is now being submitted. • The review can include teaching observations and will include meetings with learners. Our HE Student Governor from last year, Ewen MacRury will be attending the learners' meeting. <p><i>Q: Are the appropriate teams well briefed for this inspection?</i> <i>A: Yes. The College has prepared for this review and this is being managed via the ELT who have been fully informed of the expected review process.</i></p>
FC 53/19	<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 54/19	<p>Minutes of meeting 02 July 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 02 July 2019 and the Chair signed the minutes.</p> <p>The action log from the 02 July 2019 was reviewed. Most actions had been completed. The following items were updated in the meeting: 145 – Governors to review M Gaze training slides: Clerk reminded all Governors via Clerk's Email on 27/8 how to access MG slides on GovernorHub 146 – C Baggs to ensure that lecturers are aware of relevant HNS info for Ofsted inspection on target for timely completion.</p>

	<p>149 – All Governors to complete annual forms and Board effectiveness forms by 5 Sep. Annual forms have been returned. 5 people to return Board effectiveness questionnaire. 150 – Clerk to seek potential Remuneration Committee members during Sept. Sent info in Clerk’s Email. Remuneration Committee meeting will be held on 12 December 2019.</p> <p><i>Action: Clerk to remind Governors to send outstanding questionnaires.</i></p>
FC 55/19	<p>Meeting impact review</p> <p>Governors have discussed and influenced a wide range of issues this afternoon and the Executive and their senior leaders have provided papers on a range of issues including Safeguarding, SAR and Curriculum, Financial matters and the Principal’s briefing. This has provided us an opportunity to scrutinise, review and celebrate.</p> <p>Decisions have been made to:</p> <ul style="list-style-type: none"> • Approve the draft SAR 2018-19 grades and to focus on areas including improving learner attendance which will impact learner outcomes in all curriculum areas and particularly in English and Maths. • Appoint an Associate Member who is a qualified accountant to support the F&R Committee. <p>Going forward the Executive have provided Governors with detail and assurances of:</p> <p>Intent</p> <p>This is clearly set out in ‘Our Future’, the draft of the SAR document and subsequent Quality Improvement and Operational plans. The college seeks 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. (SARS) This will be achieved in a safe environment where students and staff understand the policy and procedures when they have concerns relating to themselves or to others within the college.</p> <p>Financially the college will aim to be robust and offer value for money and improved liquidity; meet the targets agreed with the Transaction Unit and seek alternative resource opportunities to invest in new resources and facilities.</p> <p>Implementation (Quality Improvement and Operational Plans)</p> <p>We have a key focus on developing the skills of staff and learners alike and improvement is at the heart of what we do. Our discussions confirm we have ambitious targets and there are appropriate implementation plans in place as we seek to provide a vibrant learning experience and all that entails, for learners. The identified areas for improvement underpin the implementation plans for 2019-20.</p> <p>Governors will 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>Impact</p> <p>Governors have discussed the previous academic years’ Intent and Implementation (18-19). Governors sought clarification and reflected on a number of issues throughout the discussion. These points were taken on board and suggested improvements were put forward. Governors influence and impact, going forward will be through the Management and Performance, Finance and Resources, Audit and Risk, Chairs and Full Corporation</p> <p>The Chair thanked FB for this excellent summary.</p> <p><i>Action: FB to provide Clerk with notes of the impact review summation for inclusion in the meeting minutes.</i></p>
FC 56/19	Date of future meetings and any other business

	<p>The meeting noted the following dates for Full Corporation meetings in 2019/20:</p> <ul style="list-style-type: none"> • 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 12:00-14:00) • 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: JD</p> <p>The meeting moved to Confidential Business.</p>
FC 57/19	<p>Approval of commercially sensitive minutes from 2 July 2019</p> <p>The minutes were reviewed for accuracy and approved.</p> <p>It was RESOLVED to accept the commercially sensitive minutes from 02 July 2019 and the Chair signed the minutes.</p> <p>The meeting closed at 18:56hrs.</p>

Chair's signature:

Minutes produced: 12 Sep 2019

Chair's approval: 18 Sep 2019

Report to be made to Corporation, for approval: 07 November 2019