



**Cheshire College  
South & West**

**MINUTES OF FULL CORPORATION MEETING  
HELD ON THURSDAY 16 DECEMBER 2022 – 14:00HRS  
VIA TEAMS & CREWE CAMPUS**

**Governors & others present at Crewe campus:**

Dame Pat Bacon	(PB)	Chair of Governors and Chair of Chairs' Committee
Mr Fintan Bradley	(FB)	Vice Chair of Governors and Chair of Audit & Risk Committee
Mr Mike Braun	(MB)	
Mrs Debbie Bryce	(DB)	
Mr Len Closs	(LC)	Chair of the Management & Performance Committee
Mr Sean Herbert	(SHer)	
Mrs Anne Pickering	(AP)	
Mr Gareth Jones	(GJ)	Chief Financial Officer
Mrs Michelle Huntley	(Clerk)	Clerk to the Corporation
Mrs Helen Nellist	(HN)	Deputy Principal/Deputy CEO
Mrs Ruth Solkowska	(RS)	Vice Principal Innovation, Curriculum & Quality

**Governors & others present via Teams:**

Mr Paul Colman	(PC)	
Mr Jerry Green	(JG)	
Mr Davinder Lotay	(DSL)	
Miss Jade Murphy	(JM)	
Mr Kenny Murray	(KM)	
Mrs Carleen Osborne	(CO)	
Mrs Gillian Taylor	(GT)	Chair of Finance & Resources Committee
Mrs Sharon Wallace	(SW)	

**PART A MINUTES**

<b>Minute Reference</b>	
<b>FC 59/21</b>	<p><b>Apologies for absence and declarations of interest</b></p> <p>The Chair asked the Clerk to note the governors thanks to the Academy Restaurant for a delicious Christmas Lunch. The learners provided an excellent meal and service which was very much appreciated.</p> <p>The meeting also noted all governors' condolences to Dhesi and family.</p> <p>Attendance was as recorded above – apologies had been received from Mr Jasbir Dhesi (JSD), Mrs Sue Harrison (SHar) and Mrs Lynda Risk (LR). No apologies had been received from either Mr Jake Wildsmith or Ms Jesse Lowry.</p> <p>The Chair welcomed all attendees and reminded members to mute their microphones and use the raise hand facility to ask questions.</p> <p><b>There were no declarations of interest made.</b></p>

FC 60/21	<p><b>Appointment of Chair</b></p> <p><b>Mr Fintan Bradley chaired this item. Dame Pat Bacon left the room.</b></p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. The Chairs' Committee recommend the re-appointment of Dame Pat Bacon as Chair of Governors until the end of her current term of office on 31 Dec 2023. Dame Pat has served as Chair since Dec 2015 and gives her time generously. She has weekly contact with both the Principal and the Clerk, sits on F&amp;R, M&amp;P, Chairs and Remuneration, is an active link governor to 3 areas and pre-Covid would regularly attend various College events in person.</p> <p><b>Governors voted to RE-APPOINT Dame Pat Bacon as Chair of Governors until the end of her current term of office on 31 Dec 2023.</b></p> <p>Dame Pat returned to the meeting and FB confirmed the Board's decision.</p>
FC 61/21	<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 Chair advised the meeting that the Chairs' Committee recommend the re-appointment of 2 External Members and 1 Associate Member after having considered their individual 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><b>GT (remote) FB and MB were asked to step out for the discussions about their respective re-appointments. The meeting noted the following:</b></p> <p><b>Gillian Taylor</b> is a huge contributor, who joined the Board in July 2010. The Chairs' Committee will be using the executive search facility provided by the AoC to find a replacement F&amp;R Committee Chair as no current governors are available to take on this role. The Board is very grateful to GT that she has continued as F&amp;R Chair.</p> <p><b>Fintan Bradley</b> is another huge contributor, who chairs A&amp;R, chairs Remuneration, sits on Chairs and M&amp;P committees. FB is also VC of Board and a link governor to 2 curriculum areas. FB joined the Board in January 2017.</p> <p><b>Mike Braun</b> is an excellent contributor at Audit &amp; Risk who offers both support and challenge. MB joined the Board in January 2017 and is a co-opted member on A&amp;R.</p> <p><b>The Board APPROVED the following re-appointments:</b></p> <p><b>Mrs Gillian Taylor as an External Member with effect from 01 Jan 2022 for a 1 year term of office up to 31 December 2022.</b></p> <p><b>Mr Fintan Bradley as an External Member with effect from 01 Jan 2022 for a 4 year term of office up to 31 December 2025.</b></p> <p><b>Mr Mike Braun as an Associate Member with effect from 01 Jan 2022 for a 1 year term of office up to 31 December 2022.</b></p> <p>GT, FB and MB returned to the meeting and the Chair informed them of their re-appointments.</p>
FC 62/21	<p><b>Minutes of meeting 11 November 2021 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 Part A and Part B minutes from 11 November 2021 and the Chair will sign the minutes.</b></p>

	<p>The action log from the 11 November 2021 was reviewed. All actions are complete.</p>
<p><b>FC 63/21</b></p>	<p><b>Assurance 2020/21:</b></p> <p>The meeting noted the papers which had been sent to all members in advance of the meeting. The papers included a full copy of the Audit &amp; Risk Committee's annual report and a full copy of the Internal Audit Service Annual Report – both of which had been scrutinised by the Audit &amp; Risk Committee in November and June respectively. Mr Fintan Bradley, Chair of Audit &amp; Risk Committee, gave a brief verbal report to the meeting and the following points were noted:</p> <p><u>Audit &amp; Risk Committee Annual Report</u></p> <ul style="list-style-type: none"> <li>• The Audit &amp; Risk Committee's Annual Report includes reference to the internal auditors' annual report by TIAA and the assurances from BDO, external auditors.</li> <li>• The report covers 8 areas: Sections 1-3 include details of the Committee, membership and attendance at meetings. Section 4 covers the Committee's chief function: to advise the Governing Board on the adequacy and effectiveness of the College's systems of internal control and its arrangements for risk management, control, and governance processes, and securing economy, efficiency, and effectiveness (value for money).</li> <li>• Section 5 reviews the committee's terms of reference coverage during the period. The Corporation has adopted performance indicators in respect of certain aspects of the work of the committee. The indicators, and the performance in respect of each of these during the period, form part of the report. There were no outstanding issues.</li> <li>• Section 6 covers organisational security: The College has a number of operational policies: risk assessment; anti-fraud; critical incident; data protection; freedom of information; IT security; whistle blowing; and CCTV. These policies are regularly scrutinised and approved by the committee.</li> <li>• Section 7 covers risk management, corporate governance statement and financial statements Audit 2020/21. The internal auditors (TIAA) are satisfied that, for the areas reviewed during 2020/21, Cheshire College South &amp; West has reasonable and effective risk management, control and governance processes in place.</li> <li>• Section 8 covers the assessment of governance processes. Members of the Corporation undertake an annual assessment of aspects and processes of governance at the end of each financial year of the College. The committee received the results of the assessment for the period 2020/21 at its meeting on 25 November 2021.</li> <li>• The Corporation has adopted the AoC's English Colleges' Code of Good Governance and the committee received a review of the Corporation's compliance against the latest requirements thereof, on 25 November 2021.</li> <li>• The opinion of the Committee, is that the College's risk management, control and governance processes are adequate and effective and may be relied upon by the Governing Board. The evidence upon which the Committee has relied in reaching its opinion is set out, or referred to, in the reports in the appendices.</li> <li>• <b>The Audit &amp; Risk Committee recommend the annual Audit &amp; Risk Committee Report to Full Corporation.</b></li> </ul> <p><b>It was RESOLVED that the Board accept and APPROVE the Audit &amp; Risk Committee Annual Report and FB will sign it for the College records.</b></p> <p><b>Action: FB to sign the copy of the Audit &amp; Risk Committee annual report.</b></p> <p><u>Financial Statements Auditors' Management Letter</u></p> <ul style="list-style-type: none"> <li>• Mr Gareth Jones, Chief Financial Officer advised the meeting that the external auditors, BDO, have reviewed the College's accounts and financial statements to assure the Audit &amp; Risk Committee (A&amp;R) and Finance &amp; Resources Committee (F&amp;R) that the accounts are accurate and future assumptions prudent.</li> <li>• 3 of the 4 outstanding actions are now completed. The last action is the approval and signing of the accounts today by the Board, then BDO will submit the final management letter.</li> </ul>

	<p>It was <b>RESOLVED</b> that the Board accept and <b>APPROVE</b> the Management letter provided by BDO and the Chair and Principal will sign the letter of representation.</p> <p><b>Action: Chair and Principal to sign the letter of representation.</b></p>
<p><b>FC 64/21</b></p>	<p><b>Approval of audited accounts for period ending 31 July 2021</b></p> <p>Mr Gareth Jones, Chief Financial Officer gave a brief verbal report to the meeting. It was decided to report this full minute as commercially sensitive information. See Part B minutes FC 64/21.</p> <ul style="list-style-type: none"> <li>• The Board noted that the external audit went very well.</li> <li>• The out-turn figures are unchanged since the end of September.</li> <li>• The Audit &amp; Risk and Finance &amp; Resources Committees reviewed and endorsed the draft Financial Statements, the letters of representation and the Modern Slavery Statement at the meeting on 25 November 2021 and recommend that they are all approved and signed by the Corporation at this meeting and submitted as necessary to ESFA by 31 December 2021.</li> </ul> <p><b>The Financial Statements were APPROVED by the Corporation on 16 December 2021 and will be signed by the Chair and Principal.</b></p> <p><b>The Letters of representation were APPROVED by the Corporation and will be signed by the Chair and Principal.</b></p> <p><b>The Modern Slavery Statement was APPROVED by the Corporation and will be signed by the Chair and Principal.</b></p> <p><b>Action: Chief Financial Officer was authorised to submit the signed documents, management letter, audit committee annual report and finance record in the required format, to ESFA by 31 December 2021; and</b></p> <p><b>Action: Chief Financial Officer to upload the signed Financial Statements and Modern Slavery Statement to the College website by 31 January 2022.</b></p> <p>The Chair of the Finance &amp; Resources committee thanked GJ for this succinct summary of the financial statements and acknowledged the hard work of the finance and leadership teams to get the College to this position despite it being a very challenging year. The meeting noted the following:</p> <ul style="list-style-type: none"> <li>• As GJ stated, it is imperative that the College strives to improve its financial health in order to reduce the scrutiny of finances by external agencies going forward.</li> <li>• If the Principal were present he would say the financial position looks positive compared to the College's previous position, and tremendous work has been done to improve the College's cash position. However, the College is still in uncertain times and has significant loans to repay. Whilst the cash position gives the College some flexibility, the College has a number of significant capital projects underway, so there is still a need to be prudent and manage finances closely.</li> <li>• It is important to continue to build up cash reserves to give the College confidence of financial security in respect of both current and prospective capital projects.</li> <li>• The FEC's published minimum cash days must be met.</li> <li>• Cyber security investment is also required for the future for both staff and learners.</li> <li>• Although performance is pleasing, the reality is that the College's financial statements are 6-7months old now by the time the external audit process is complete</li> <li>• Some capital projects require a significant contribution from the College, so the College will need to be able to meet this requirement now, and in the future.</li> <li>• The College needs to fund its own pay awards for all staff and general cost inflation is currently at c5%+.</li> </ul>

	<ul style="list-style-type: none"> <li>• There is also a need for the College to increase its cash reserves in order to meet investment in learning resources and technology.</li> </ul> <p>The meeting noted that despite all the above points, fantastic improvements have been made in financial processes and the overall financial health position.</p> <p>A governor commented that at the joint committee meeting on 25 November all the figures were accepted and there were no issues. Gareth and his team provided all the documents requested by the auditors in a timely way and the team should be congratulated for a job well done.</p> <p><b>Action: GJ to thank and compliment the finance team for their efforts.</b></p>
<p><b>FC 65/21</b></p>	<p><b>CCSW Risk Register Summary Report</b></p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. Gareth Jones (GJ) spoke to the paper and the following points were noted:</p> <ul style="list-style-type: none"> <li>• The FE sector continues to evolve, with new risks emerging.</li> <li>• There is arguably greater pressure on colleges now than ever before. Identification and management of usual business and exceptional risks, along with an effective board assurance framework, is critical to both mitigating the challenges and ensuring that advantage is taken of opportunities. Learners are at the heart of everything that we do.</li> <li>• As part of the continuous monitoring of risk management within the College, regular reviews of the risk register are undertaken with each key risk owner.</li> <li>• Governors are asked to receive and note the Board Assurance Framework summary.</li> <li>• RSM, our internal auditors have a risk management assurance system and associated reporting processes, and the College is looking to introduce this system in late spring 2022. This will provide governors with a framework which concentrates attention on key and high risks, post control.</li> </ul> <p><b>Q: This is a good document, but can the wording be amended in paragraph 1? Points 1.1.1 to 1.1.6 lack the overall objective of the risk management system.</b></p> <p><b>A:</b> Yes.</p> <p><b>Action: GJ will review and amend the risk register summary report, as necessary.</b></p> <p>A governor complimented GJ and the team for achieving a clean audit and commented on the good work being undertaken in respect of risk management. The new system is much anticipated by the Audit &amp; Risk Committee and will make the understanding of risk more accessible for governors – which is of key importance. The whole board should be able to list the top 5 risks faced by the College – so some risk awareness training for the whole board would be beneficial.</p> <p>The meeting noted that the Audit &amp; Risk Committee had a training session on risk management at their last meeting, led by RSM, and the session included some ideas about practical ways to tackle risk management.</p> <p>HN reminded the meeting that the College followed the systems and processes described in its critical incident policy to manage its response to Covid.</p> <p>A governor mentioned that RSM have useful experience to enable them to lead training for governors.</p> <p><b>Action: Clerk to send details to all governors of the next A&amp;R training session on Capital Project Management, led by RSM on 8 March.</b></p>
<p><b>FC 66/21</b></p>	<p><b>Approval of LGPS Policy Statement</b></p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. Mrs Helen Nellist (HN), Deputy Principal and Deputy CEO spoke to the paper and the following points were noted:</p>

	<ul style="list-style-type: none"> <li>• This policy is reviewed annually by the Board and covers the College's approach to controlling discretionary pension payments.</li> <li>• The College's Local Government Pension Scheme is administered by the Cheshire Pension Fund.</li> <li>• The College has previously made decisions in relation to a number of discretionary provisions within the Local Government Scheme. These were last reviewed in 2019.</li> <li>• The only change is the date.</li> <li>• This document belongs to the Cheshire Pension Fund, but describes the way we implement the fund.</li> </ul> <p><b>It was RESOLVED to receive and APPROVE the LGPS Policy Statement.</b></p> <p><b>Action: Clerk to arrange for updated LGPS policy to be uploaded to the College website.</b></p>
<p><b>FC 67/21</b></p>	<p><b>Chief Executive's Update</b></p> <p>There was no paper for this item as agreed previously with the Board. As the Principal was not in attendance the Chair had agreed that Mrs Helen Nellist (HN), Deputy Principal and Deputy CEO would give the Board an update of the College's actions in respect of Covid and the following points were noted:</p> <ul style="list-style-type: none"> <li>• HN has chaired the Covid Working Group in CCSW which includes representatives from all areas of College life including trade unions, teachers, support staff, leadership team, Estates, Health &amp; Safety.</li> <li>• The Working Group met yesterday to review known government guidance.</li> <li>• Currently the plan is for teaching and learning to continue face to face. All campuses are open and staff and learners will be asked to each take a LFD test the night before returning to campus in January 2022. Test kits are available for all to take home to use.</li> <li>• From 2weeks ago the College recommenced the use of face coverings in all general areas. Individuals can wear face coverings in classes too if they prefer.</li> <li>• Hand sanitisation supplies and face covering stocks have been replenished.</li> <li>• Ventilation is key and the College is monitoring this regularly. CO2 monitoring kits are also in place for regular use.</li> <li>• The Working Group has also discussed the mechanisms which will be used if remote learning is required. The College is well positioned to be able to switch to remote learning if it is necessary. There are good communication systems in place.</li> <li>• The College is currently expecting January exams to go ahead, but responded to the recent AoC survey and could manage awarding Teacher Assessed Grades (TAGs) if necessary.</li> <li>• The College is also in dialogue with employers about how to manage end point assessments if lockdown is enforced.</li> <li>• The College carried out a digital poverty survey, and assessed the feedback to ensure that all learners have access to any digital information they may need over the Christmas break.</li> <li>• CCSW has established systems for informing learners, staff and parents of any necessary developments per government announcements.</li> <li>• The College has written to all parents and carers this term and thanked them for their support of learners.</li> <li>• Governors can be assured that we are in a strong position to deal with any Covid developments.</li> </ul> <p><b>Q: It sounds as if there has been plenty of management action to anticipate government policy changes. To what extent is the anticipation of problems being shared with learners? If Teacher Assessed Grades (TAGs) may be on the cards, do learners know about this possibility? How are you preparing them for these eventualities?</b></p> <p><b>A: It is different for learners now. They are always anticipating the element of risk now. Learners have the opportunities to demonstrate their skills throughout the term. They hear the national news and they think about the possibility of the country going back into lockdown.</b></p>

	<p><b>Q: Are you noticing that learners are submitting assignments in a timelier way?</b></p> <p><b>A:</b> In Hair &amp; Beauty it is always like that. The learners are so grateful to be back in; they are working hard.</p> <p><b>A:</b> We have shared the latest government announcements for both A Levels and GCSEs and learners know that if TAGS are required then assessed work will count towards those grades.</p> <p><b>A:</b> We are expecting the release of details about summer exams in February. Learners know what they should be doing. Inevitably, some learners have shown a degree of immaturity, and some have shown extra dedication. The government is much less specific around vocational qualifications.</p> <p><b>Q: What has been the student experience of Covid lockdown. What is your view as a student?</b></p> <p><b>A:</b> The staff have always told us the truth. As an HE learner half my course needs to be done on site. I am very aware that remote learning could happen and I think that other students are very aware of this too.</p> <p><b>Q: Behaviour between students has not been so good this term, especially in terms of teamwork. Also, what is the provision for learners in respect of work experience if the country goes into lockdown again?</b></p> <p><b>A:</b> We are very mindful of learner behaviour, and have been reminding staff and learners about the importance of timekeeping and respect in classrooms and in general areas. The sharing of personal items in communal areas has been problematic on occasion.</p> <p><b>A:</b> In respect of work experience we are working with employers and can offer some remote opportunities. The College has frontloaded work experience whilst we can.</p> <ul style="list-style-type: none"> <li>• HN and JSD have now completed all the 3yr strategy review meetings across all 3 campuses. The executive team is now compiling and analysing the feedback from stakeholders, and will bring a draft 3year strategy document to the Strategy Day in January.</li> </ul> <p>HN noted a big thank you to governors for their support and challenge throughout the term and noted the positive impact of governors' quick responses around capital projects. A particular point to note is the positive impact of governors' approval of executive team action in respect of energy prices, which enabled substantial savings being made.</p> <p>The Chair thanked Helen for her report.</p>
<p><b>FC 68/21</b></p>	<p><b>Report of Chair of the Board</b></p> <p>Dame Pat Bacon, Chair of Governors gave a verbal report and the following points were noted:</p> <ul style="list-style-type: none"> <li>• Individual governors have made huge contributions this term: FB gave the Vote of Thanks at the Freeman &amp; Guilds' Awards Evening; link meetings were attended by governors and the information was shared on 11 November at the College's SAR meeting.</li> <li>• PB has met with JSD weekly during term time, either face to face or via Teams.</li> <li>• Covid has been managed very well by the College, both in the executive team's leadership and the staff response. PB has always felt safe on campus including whilst doing testing of learners.</li> <li>• The AoC has set up a forum for Chairs and PB has attended 2 of these. Key points from these include: <ul style="list-style-type: none"> <li>○ D Hughes spoke about Covid and the impact on colleges of late decisions by government.</li> <li>○ Recruitment of staff in the sector is an issue.</li> <li>○ The FE Skills Bill has raised the profile of the FE sector.</li> <li>○ Adult funding rates have not increased for 11 years.</li> <li>○ 16-19 learners funding may be positively impacted in the near future.</li> <li>○ The FE sector is significantly underfunded; and inflation will not be matched by funding.</li> </ul> </li> </ul> <p>PB recorded special thanks to the whole leadership team and to HN for her hard work and the commitment to all our learners having a good experience.</p>

	<p>PB recorded thanks to all the governors who give generously of their time. We have a beneficial mix of both retired members and employed members who support and challenge the leadership team. Thank you all for your contributions.</p> <p><b>DB left the meeting.</b></p>
<p><b>FC 69/21</b></p>	<p><b>Report from Committee Chairs</b></p> <p>Copies of all committee minutes are shared with all governors via the governance portal, GovernorHub. The meeting noted each Committee Chair's verbal report of approvals, decisions and key points from their respective meetings:</p> <p><b><u>Chairs' Committee (11 November 2021)</u></b></p> <p>Dame Pat Bacon asked the meeting to note the following points:</p> <ul style="list-style-type: none"> <li>• The Chairs' Committee will work with the AoC and use their executive search facility to recruit a governor to chair the Finance &amp; Resources Committee.</li> <li>• As part of our governance succession planning strategy we will conduct a governance skills and knowledge audit.</li> <li>• A 3yr external review of governance is now required by the AoC's Code of Good Governance.</li> <li>• All other matters covered by the committee are reported in other items in this agenda.</li> </ul> <p><b><u>Audit &amp; Risk Committee (25 November 2021)</u></b></p> <p>Mr Fintan Bradley asked the meeting to note the following points:</p> <ul style="list-style-type: none"> <li>• The meeting considered and APPROVED the proposed changes to the Terms of Reference.</li> <li>• Governors APPROVED the Prevent Strategy.</li> <li>• The Committee APPROVED the Data Protection Appropriate Policy.</li> <li>• It was RESOLVED to APPROVE the Audit &amp; Risk committee's annual report for 2020-21, subject to it being updated to include appropriate reference to the financial statements auditors' comments where necessary and the report will be RECOMMENDED to the Corporation meeting on 16 December 2021 and submitted to the Education &amp; Skills Funding Agency thereafter.</li> <li>• Governors APPROVED the College's Modern Slavery Statement (during combined A&amp;R and F&amp;R meeting).</li> <li>• Finance &amp; Resources Committee and members of the Audit &amp; Risk Committee APPROVED the Financial Statement documents subject to minor changes discussed in this meeting.</li> </ul> <p><b><u>Finance &amp; Resources Committee (25 November 2021)</u></b></p> <p>Mrs Gillian Taylor asked the meeting to note the following points:</p> <ul style="list-style-type: none"> <li>• Governors APPROVED the ICT Policy and the IT Security Policy</li> <li>• F&amp;R Committee APPROVED the subcontracting contract with University of Sheffield.</li> <li>• Approval of the HR KPIs for 2021/22 was deferred until January 2022.</li> <li>• A Capital Projects Report is a standing agenda item at the start of each F&amp;R Committee meeting and ANY governor may join for this item.</li> <li>• The committee agreed that they would convene meetings at short notice, if necessary, to support capital project needs.</li> </ul> <p><b><u>Management &amp; Performance Committee (30 November 2021)</u></b></p> <p>Mr Len Closs asked the meeting to note the following points:</p> <ul style="list-style-type: none"> <li>• The committee APPROVED the Higher Education KPIs and the Work Based Learning KPIs.</li> </ul>



	<ul style="list-style-type: none"> <li>• The committee APPROVED the Careers (CEIAG) Policy; Substance Misuse Policy; HE Admissions Policy and the Professional Development Policy subject to the amendments discussed in the meeting.</li> <li>• Minutes from this meeting will be available on GovernorHub next week.</li> <li>• The committee was disappointed by the lack of evidence about progress made at PPVC. Lots of work has been done, but governors need more information to establish that progress is being made. CCSW has completed one Curriculum Area Support Activity (CASA) but the November CASA was cancelled due to Covid. It will be held in January. The report from PPVC included statements, but did not provide sufficient data/evidence for governors. This was made clear to the CEO of PPVC. Governors expect to see detailed evidence of improvements by March M&amp;P mtg. SHar will conduct her link governor visit in the new year as this too was cancelled due to Covid.</li> <li>• The College is planning to introduce a revised approach to its teaching and learning assessment strategy. This has been approved by M&amp;P, and is a new approach for quality improvements. There are updated standards, new assessment criteria and a clear link to the College's capability procedure and CPD for staff. The new approach involves a move away from graded observations towards 'Focus 5' – categorised feedback. All teaching activities will provide a more thorough assessment of teaching. It is a more sophisticated system, and it is important to get the launch right with colleagues. The system is based on more up to date pedagogical theory. It removes personal subjectivity, and provides a more professional, mature approach. It is a major change for the College.</li> <li>• There was also a discussion on the management of classroom behaviour.</li> </ul> <p>The Chair thanked all the Chairs for their reports and noted particular thanks to LC for all his work with the Quality team.</p>
<p><b>FC 70/21</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. Mrs Michelle Huntley (Clerk) made a brief verbal presentation and the following points were noted:</p> <p><b><u>Governing Board Effectiveness Survey 2020/21: A response</u></b></p> <ul style="list-style-type: none"> <li>• The Chairs' Committee has reviewed the raw data from the above questionnaire and produced a response document to the suggestions raised in the questionnaire.</li> <li>• The meeting noted the response document which lists the points raised and the actions the board has taken to address these points.</li> <li>• Governors noted the action points which have been completed/will be undertaken in the rest of the academic year.</li> </ul> <p><b><i>Action: Clerk to report against the Board Effectiveness response document at the end of the academic year.</i></b></p> <p><b><u>Governance Key Performance Indicators (KPIs)</u></b></p> <ul style="list-style-type: none"> <li>• The Chairs' Committee has assessed, evidenced and graded the Board's performance against the governance KPIs as at the end of 2020/21.</li> <li>• It is proposed that the same list of KPIs should be used for 2021/22.</li> </ul> <p><b>The Board noted that governance has been rated as GOOD overall for 2020/21, and APPROVED the use of the same governance KPIs for 2021/22.</b></p> <p><b><u>Board development programme 2021/22</u></b></p> <p>The meeting noted the following points:</p> <ul style="list-style-type: none"> <li>• Board development opportunities are provided throughout the academic year via a variety of activities including webinars (College and external providers including the AoC); pre-meeting training sessions led by either external or internal experts; sharing of</li> </ul>

	<p>published FE Commissioner reports on Colleges; sharing of FE Commissioner's termly letters.</p> <ul style="list-style-type: none"> <li>• This year governors will be supported to attend meetings/events in person, and to attend online events remotely when necessary.</li> <li>• The meeting noted the report showing both planned, and completed, development opportunities for 2021/22. Additional training opportunities will be added and the Clerk will notify governors via the weekly Clerk's Email.</li> </ul>
<b>FC 71/21</b>	<p><b>Strategy Day Agenda</b></p> <p>The Clerk gave a verbal report and the following points were noted:</p> <ul style="list-style-type: none"> <li>• The timing of agenda items is to be finalised, but the programme for the day will include the following elements: <ul style="list-style-type: none"> <li>• FE Skills Bill for governance: Presenter David Hughes (AoC)</li> <li>• Trauma Informed Practice – Awareness training for governors</li> <li>• CCSW Staff Survey results (and action plan)</li> <li>• CCSW 3year Strategic Plan – including feedback from stakeholder sessions; discussions about plan for 2022-2025</li> </ul> </li> </ul> <p>A governor asked if the day could also include a 1hr session on the new teaching and learning strategy as this will contribute to cultural change over the coming years.</p> <p><b>Action: Clerk to discuss adding a session on the new teaching and learning strategy.</b></p> <p>Currently the venue for the Strategy Day is the Macdonald Portal Hotel, Tarporley. The day will start from 08:30 with refreshments and will close by 4pm.</p>
<b>FC 72/21</b>	<p><b>Confidential business to be 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 Deputy Principal will identify the items from this meeting to be recorded as commercially sensitive information.</p> <p><b>Action: HN and Clerk to identify items from this meeting to be recorded as commercially sensitive information.</b></p>
<b>FC 73/21</b>	<p><b>Meeting: review and feedback</b></p> <p>FB summarised 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> Governors reviewed the composition and continuity of the governing board and approved the re-appointment of the Chair of Governors and 3 other governors. In this meeting the Board received a range of reports from the executive and committee chairs which underpin the governors' intention to support the continuous improvement of both academic achievements and the financial health of the College. The Board approved the annual financial statements and also received updates from the executive regarding the College's response to the continuing challenge of the pandemic and how it intends to respond should current national guidance become more restrictive.</p> <p><b>Implementation:</b> There were a number of reports shared at the meeting, both verbal and written, that evidenced the successful implementation of strategies and plans, including Risk Assurance Report, Audit Accounts, Board Effectiveness and Governor KPIs. The reports demonstrate the range of strategy and plans in place and how governors have supported, challenged and monitored the strategies and plans to ensure appropriate progress is made.</p>

	<p><b>Impact:</b> The decisions made at the meeting will impact the continued strength and expertise of the Board; and the reputation of the College within the sector in terms of the perception of its financial health and its impact on all stakeholders and the local communities it serves. A celebration video of college activity this term was shared. Today's meeting clearly demonstrates the ongoing impact of governors that continues to underpin the work of the College at all levels.</p>
<p><b>FC 74/21</b></p>	<p><b>Date of future meetings and any other business</b></p> <p>Governors noted the dates, and venues of future meetings:</p> <ul style="list-style-type: none"> <li>• Friday 28 Jan 2022, 09:00hrs, Tarporley</li> <li>• Thursday 24 Mar 2022, 14:00hrs, EP</li> <li>• Thursday 7 July 2022, 14:00hrs, Crewe</li> </ul> <p>All meetings will be held in person, with governors having the option to join via Teams by prior agreement with the Clerk.</p> <p>The Chair wished all meeting attendees a healthy Christmas and JM left the meeting. The meeting moved to confidential business.</p>
	<p><b>Meeting closed at 16:48hrs</b></p>

Chair's signature: ..... Minutes produced: 21 December 2021

Chair's approval: 06 January 2022 Report made to Corporation, for approval: 24 March 2022