



Cheshire College  
South & West

**MINUTES OF STRATEGY DAY 2022**  
HELD ON THURSDAY 24 MARCH 2022 – 12:30HRS  
ELLESMERE PORT CAMPUS

**Governors & others present at Ellesmere Port 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
Mrs Debbie Bryce	(DB)	
Mr Richard Caulfield	(RC)	Area Director (NW) & National Lead Mental Health - AoC
Mr Len Closs	(LC)	Chair of the Management & Performance Committee
Mr Paul Colman	(PC)	
Mr Jasbir Dhesi	(JSD)	Principal/CEO
Mr Jerry Green	(JG)	
Mrs Sue Harrison	(SHar)	
Mr Sean Herbert	(SHer)	
Mr John Kiely	(JK)	Observer
Mr Davinder Lotay	(DSL)	
Mr Kenny Murray	(KM)	
Mrs Anne Pickering	(AP)	
Mrs Michelle Huntley	(Clerk)	Clerk to the Corporation
Mrs Helen Nellist	(HN)	Deputy Principal/Deputy CEO
Mrs Ruth Szolkowska	(RS)	Vice Principal Innovation, Curriculum & Quality

**PART A MINUTES**

Minute Reference	
<b>FC 01/22</b>	<p><b>Apologies for absence and declarations of interest</b></p> <p>Attendance was as recorded above – apologies had been received from Mr Mike Braun, Mrs Carleen Osborne, Mrs Gillian Taylor, Mrs Sharon Wallace and Mr Gareth Jones. Mr David Hughes, CEO of the Association of Colleges was due to attend but sent apologies as he has tested Covid positive.</p> <p>The Chair welcomed all governors and members of ELT and advised the meeting that Mr Richard Caulfield – Area Director (NW) and National Lead Mental Health (AoC) and Mrs Nimisha Mistry-Miah will be joining the meeting later.</p> <p><b>There were no declarations of interest made.</b></p>
<b>FC 02/22</b>	<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 following points were noted:</p> <ul style="list-style-type: none"> <li>The Chairs' Committee approved a recruitment campaign for a Chair of Finance &amp; Resources Committee with the Association of Colleges (AoC), which ran from mid-</li> </ul>

	<p>January until 13 February. 7 applications were received, and 4 candidates went through a structured selection process which included an informal conversation with Mrs Gillian Taylor, Chair of Finance &amp; Resources Committee, and a formal interview with the Chairs' Committee during w/c 07 March 2022. All the applicants were qualified accountants and between them had a wealth of commercial expertise and management skills.</p> <ul style="list-style-type: none"> <li>• <b>Mr John Kiely</b> is a qualified accountant, with over 30 years' commercial experience both within the FMCG and Financial Services sectors. He has some personal experience of FE – having attended a technical college at the start of his career. He is keen to give back to the local community and would welcome this opportunity to join our Board. It is proposed that he will initially shadow Mrs Gillian Taylor and he will then take on the responsibility as Chair of Finance &amp; Resources Committee.</li> </ul> <p>The Chairs' Committee RECOMMEND the appointment of Mr John Kiely as an External Member for an initial 1 year probationary period from 01 April 2022.</p> <p><b>The Board APPROVED the appointment of Mr John Kiely as an External Member for an initial 1 year probationary period from 01 April 2022</b></p> <p>The Chairs' Committee also interviewed Mr Clive Roberts and RECOMMEND to the Board that he be offered a place on the Board as an Associate Member.</p> <p><b>The Board APPROVED the offer of the appointment of Mr Clive Roberts as an Associate Member for an initial 1 year probationary period from 01 May 2022.</b></p> <p><b>Action: Clerk to contact Mr Clive Roberts about the opportunity to join the Board as an Associate Member for one year from 01 May 2022.</b></p> <p><b>Mr John Kiely joined the meeting and the Chair welcomed him to the Board. Mrs Sue Harrison and Mr Jerry Green left the meeting.</b></p> <ul style="list-style-type: none"> <li>• Mrs Sue Harrison's term of office was due to end on 28 February 2022. Mrs Sue Harrison is currently Vice-Chair of Management &amp; Performance Committee. Mrs Sue Harrison has indicated that she is willing and able to stand for a further 4yr term until 28 February 2026. The Chairs' Committee RECOMMEND the re-appointment of Mrs Sue Harrison for a further 4year term from 01 March 2022 to 28 February 2026.</li> <li>• Mr Jerry Green's probationary term of office was due to end on 28 February 2022. Mr Jerry Green is currently Vice-Chair of Audit &amp; Risk Committee. Mr Jerry Green has indicated that he is prepared to stand again for a 4year term until 28 February 2026. The Chairs' Committee RECOMMEND the re-appointment of Mr Jerry Green for a further 4year term from 01 March 2022 to 28 February 2026.</li> </ul> <p><b>The Board APPROVED the re-appointment of Mrs Sue Harrison and Mr Jerry Green, each for a four-year term from 01 March 2022 to 28 February 2026.</b></p> <p><b>Mrs Sue Harrison and Mr Jerry Green re-joined the meeting.</b></p>
FC 03/22	<p><b>Minutes of meeting 16 December 2021 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.</p> <p><b>It was RESOLVED to accept the Part A and Part B minutes from 16 December 2021 and the Chair will sign the minutes.</b></p> <p>The action log from the 16 December 2021 was reviewed. The following update was noted:</p>

	<p><b>Actions 204, 205, 206, 207, 208, 210, 211, 214, 215, 217</b> were completed in a timely way and are <b>CLOSED</b>.</p> <p><b>209</b> – GJ has amended the wording in the risk register summary. <b>CLOSED</b>.</p> <p><b>212</b> – Monitoring of Board Effectiveness on target for timely completion – report in July 2022.</p> <p><b>213</b> – A session on Trauma Informed Practice has been added to the Strategy Day's agenda. <b>CLOSED</b>.</p> <p><b>216</b> – Ongoing. (Cost of implementing pay award) GJ will bring a report to the F&amp;R Committee in May 2022.</p>
<b>FC 04/22</b>	<p><b>Governance Meeting Schedule 2022-23</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:</p> <ul style="list-style-type: none"> <li>• In 2022-23 we have tried to ensure that there are no Governor meetings scheduled for the week immediately after a half-term or termly holiday to ensure that members of staff are not required to work during their holiday to prepare papers for Governor meetings.</li> <li>• We propose to continue to hold the November meetings of the Audit &amp; Risk Committee and the Finance &amp; Resources Committee on the same date to enable the External Auditors to present their Annual Audit Opinion Management Letter and Financial Statement to both committees.</li> <li>• It is proposed to move the Chairs' Committee from after the SAR meeting in November to a separate date in November.</li> <li>• Whilst it would be preferable to have all governance meetings back on campus in person, we will retain the option for governors to join meetings via Teams. It is preferable to have governor's input, albeit remotely than for them to be absent.</li> <li>• The start time of 14:00hrs will be retained for most meetings.</li> <li>• The Strategy Day for 2022/23 will be held in January 2023- venue to be confirmed.</li> </ul> <p><b>Governors APPROVED the Governance Meeting Schedule for 2022/23.</b></p>
<b>FC 05/22</b>	<p><b>Committee Recommendations &amp; Reports</b></p> <p>The meeting noted the paper which had been sent to governors in advance of the meeting. Each Committee Chair give a brief report and asked the Board to approve any recommendations. It was agreed that parts of this agenda item would be recorded as commercially sensitive information. See Part B, FC 05/22. The following points were noted:</p> <p><u>Chairs' Committee – 08 February and 10 March 2022:</u></p> <ul style="list-style-type: none"> <li>• <b>RECOMMEND the revised AoC's Code of Good Governance for English Colleges to the Board, to report against the revised Code in November 2023 for the academic year 2022-23.</b></li> <li>• APPROVED the attendance of DfE visitors at a Finance &amp; Resources Committee meeting to support the DfE's Immersion Programme.</li> <li>• APPROVED the Governor Succession Planning Policy</li> <li>• AGREED that JSD, PB, FB and Clerk would attend Institute of Technology meeting with Principals, Chairs and Clerks from other involved colleges on 14 March 2022.</li> </ul> <p><b>The Board APPROVED the use of the revised AoC's Code of Good Governance for English Colleges to the Board, to report against the revised Code in November 2023 for the academic year 2022-23.</b></p> <p><u>Audit &amp; Risk – 08 March 2022</u></p> <ul style="list-style-type: none"> <li>• AGREED that the target date for achievement of Cyber Essentials Plus should be reported to Chairs' Committee after receipt of assessment from JISC.</li> <li>• <b>APPROVED the proposal from RSM to adopt a systematic approach to bring the College to a 'best in class' risk management process.</b></li> </ul>

	<ul style="list-style-type: none"> <li>• AGREED unanimously to APPOINT Haines Watts as the External Auditors for the College with effect from the compilation of the financial statements for 2021/22 and advise the Full Corporation of the <b>DECISION FOR RATIFICATION.</b></li> </ul> <p><b>The Board RATIFIED the decision to appoint Haines Watts as the External Auditors for the College with effect from the 2021/22 financial year for 3 years.</b></p> <p><u>Management &amp; Performance – 03 March 2022</u></p> <ul style="list-style-type: none"> <li>• The meeting noted the many well-written, positive reports on curriculum areas including Higher Education, Work Based Learning and T Levels.</li> <li>• Noted that a more sophisticated Quality Assurance framework which will include more frequent observation activities is to be introduced in all curriculum areas. During the last year focus has been on many projects and there is a need to focus again on the ‘day job’.</li> </ul> <p><b>Action: Governors are encouraged to read the M&amp;P minutes (220303MP) on GovernorHub so that they are fully informed of the concerns about lack of progress being made by Subcontractor A.</b></p> <p><u>Finance &amp; Resources - 22 March 2022</u></p> <ul style="list-style-type: none"> <li>• The College is advertising for an Executive Director Capital Projects and interviews will be held on Mon 25 April.</li> <li>• APPROVED the Conflict of Interest Policy (Staff).</li> </ul> <p>The Chair thanked each committee chair for their reports, and thanked Mr Kenny Murray for giving the report for the F&amp;R committee in the absence of Mrs Gillian Taylor.</p>
FC 06/22	<p><b>Trauma Informed Practice (TIP)</b></p> <p>Mrs Nimisha Mistry-Miah (NMM), Assistant Principal Learning Services, joined the meeting and delivered a comprehensive presentation to the meeting on the topic of Trauma Informed Practice. Mr Richard Caulfield joined the meeting.</p> <p><b>Action: Clerk to share the Trauma Informed slide deck via GovernorHub.</b></p> <p>The meeting noted the following:</p> <ul style="list-style-type: none"> <li>• The College has seen a significant increase in mental health issues amongst learners, including an increase in suicidal behaviours.</li> <li>• Mental health and behaviour are directly linked to trauma. Behaviour is a symptom and a communication of need.</li> <li>• Adverse Childhood Experiences (ACEs) impact adult mental health and wellbeing and studies have shown that nearly 50% of people have experienced at least 1 ACE.</li> <li>• A strategic decision is to build TIP into our College values through training, support, and engagement of staff; and to monitor and measure the impact.</li> </ul> <p><b>Q: One thing which worries me is that the Resolution Foundation announced today that it expects another 3.1m people in the UK to fall into poverty with the latest budget. Pressures on College staff will be greater. How important is attainment of qualifications compared to learners having made some achievement steps?</b></p> <p><b>A: The College recognises that it needs to measure softer areas. The College needs to consider the risks associated with not doing TIP. It needs to enable all staff to practice TIP. It will start with raising awareness to improve circumstances for learners.</b></p> <p>The meeting noted that since joining the College in October, NMM has had a big impact at the College. Now is the time to consider a cultural change. CCSW has started on the journey and policies and procedures are being adapted. The College’s new Strategic Plan will include a TIP</p>

	<p>approach. The College serves some very deprived areas. Eleven colleges in Manchester are now using a TIP approach.</p> <p>The Chair thanked Nim for her presentation and Nim left the meeting.</p>
<b>FC 07/22</b>	<p><b>The National Context: Skills &amp; Post-16 Education Bill and the Impact for Governance</b></p> <p>Mr Richard Caulfield, Area Director (NW) and National Lead Mental Health (AoC) gave a comprehensive presentation, and the following points were noted:</p> <p><b>What is driving government policy?</b></p> <p>A need to:</p> <ul style="list-style-type: none"> <li>• Increase hours for young people &amp; to have more learners taking technical courses.</li> <li>• Provide education that works for the 'other 50 per cent' (non-University).</li> <li>• Enable more people to achieve Level 3 &amp; Level 4 qualifications.</li> <li>• Enable post-16 learners to be more employment-focused – with employers taking the lead.</li> <li>• Make big changes to higher education provision.</li> <li>• Facilitate some wins in time for the next general election.</li> <li>• Drive productivity of UK businesses.</li> <li>• Fill skills shortages (bigger issue due to Brexit) &amp; meet employer demands.</li> <li>• Show voters that 'levelling-up' is happening.</li> <li>• Cut the costs of higher education &amp; reduce the number of students with 'poor outcomes'.</li> <li>• Offer a system which delivers social mobility.</li> </ul> <p><b>Funding:</b></p> <p><b>The spending review in October 2021 included the following:</b></p> <ul style="list-style-type: none"> <li>• 16-18 budget up £1.6 bn to £7.7 bil (26%) by 2024-25</li> <li>• Participation growth of c10% (£700m)</li> <li>• Shift to T-levels – perhaps £150m if 100k target is hit</li> <li>• Education recovery c£300m/year, 40 hours/student</li> <li>• Maintain real-terms funding/student</li> <li>• Adult skills</li> <li>• No increases overall, no change in rates to reflect inflation</li> <li>• Budget for National Skills Fund higher this year than last</li> <li>• Apprenticeship approach unchanged</li> <li>• Any reforms to skills funding probably from 2023</li> <li>• Low-income students to get free Level 3s from April 2022</li> </ul> <p><b>16-18 Funding in 2022-23 will include the following:</b></p> <ul style="list-style-type: none"> <li>• High value course premium (HVCP) is up 50% to £600</li> <li>• Majority of HVCP goes to schools (30% to colleges)</li> <li>• Programme weights in 5 Special Support Areas (SSAs) of Medicine, Nursing, Transport, Building and Planning up 10 points</li> <li>• Pay, pensions and NI costs are all areas of contention</li> <li>• Teachers' Pension Scheme (TPS) grant continues at similar level to now</li> <li>• Schools to get NI compensation but will lose teacher pay grant</li> <li>• Colleges didn't get pay grant, nor will they get any NI compensation</li> </ul> <p><b>Key issues raised with the AoC by its members:</b></p> <ul style="list-style-type: none"> <li>• Ukraine war situation is having an impact on learners and teaching staff.</li> </ul>

- Staff Recruitment: The FE sector has its highest reported number of vacancies, especially in construction, engineering & manufacturing, health & social care, science and maths. There are also significant recruitment issues in support staff areas.
- Student recruitment: The demographic should have meant a bumper increase in FE student numbers, but this has not materialised.
- Student behaviour and attendance have been a challenge nationally.
- All colleges have noted significant student mental health pressures.
- Initiative'itis': There has been a noticeable drain on management capacity in colleges.
- Rising cost of living: A toxic home life impacts staff and learners.
- Covid is still impacting staff attendance.
- Skills White Paper: This includes new accountability measures for Colleges about how they work with the local labour market. The FE sector needs sensible metrics for the new measures.
- Ofsted inspections: All colleges are in scope for inspections. Need to involve partners.

Additional points to notes include:

- Higher Education: Student number controls; minimum eligibility requirements to access Student Finance (loans).
- Government wants FE colleges to provide more Level 4 and Level 5 qualifications.
- ALL provision is under review by government.
- There is a desire from government to provide support for L2 and below
- *What progress are we making as a Board/College in Equality, Diversity & Inclusion; and transgender awareness?*

#### **Richard gave an overview of the Levelling Up agenda:**

- Strong on analysis of how spatial inequalities hamper economic growth, health, wealth & education outcomes.
- Sets a worthy, important set of ambitions.
- Tries to reassure that levelling up one area will not be at the expense of another – no levelling down (for places like London for instance).
- Sets a long-term vision of a better UK, with vibrant places people can live & work in.
- It falls short on funding to deliver, strategy & joining-up government actions/delivery.
- There is no new funding, there has been a re-hash of Spending Review announcements which is to be expected.
- Very little on new policies in post-16, which is probably a good thing given the plethora of initiatives & changes happening anyway.
- Opens opportunity for colleges to engage on many of the 12 missions, not just the skills & education mission with local partners.
- No overarching strategy to bring coherence on post-16 for colleges, or to bring simpler, more flexible funding.
- Two areas of concern in particular are the proposals for new sixth form provision and devolution.
- Levelling up includes a plethora of initiatives including the following:
  - LSIPs
  - Reform of funding & accountability for FE
  - Skills Bootcamps
  - Enhanced apprenticeship recruitment service for SMEs (Small & Medium-sized Enterprises)
  - New Pathfinder areas – Blackpool, Walsall, Barking & Dagenham
  - Greater alignment to delivery of employment & skills interventions bringing together local delivery partners from DWP (Department of Work & Pensions) and DfE, including Jobcentre Plus, careers services, local employers, education and training providers, and local government
  - Future Skills Unit
  - FE Capital Transformation Fund
  - Institutes of Technology

	<ul style="list-style-type: none"> <li>○ Lifetime Skills Guarantee (including repeat for those below NLW)</li> <li>○ Multiply numeracy programme</li> <li>○ Flexible Lifelong Loan Entitlement</li> <li>○ In-work progression offer</li> <li>○ Increase to National Living Wage</li> <li>○ Employment support for disabled people and people with health conditions</li> <li>○ Supported internships</li> </ul> <p><b>There are several challenges/opportunities facing colleges. They include:</b></p> <ul style="list-style-type: none"> <li>• College leaders as systems leaders</li> <li>• Place-based approaches to coherence, specialisms, meeting needs</li> <li>• Growth in: <ul style="list-style-type: none"> <li>○ 16 to 19 numbers – demographics, switch to T Levels, more hours</li> <li>○ Adult Level 3 – Lifetime Skills Guarantee</li> <li>○ Higher Technical Qualifications – modular Level 4 &amp; L5</li> <li>○ Collaboration with universities on higher education overall</li> <li>○ Employer engagement as they face recruitment challenges &amp; innovate to prosper</li> </ul> </li> <li>• Equality, diversity &amp; inclusion</li> <li>• Net zero, sustainability, green skills</li> <li>• Digital teaching &amp; learning (&amp; assessment)</li> <li>• Mental health support for students (&amp; staff)</li> <li>• Employer engagement to advise/support innovation</li> <li>• These are on top of quality, learner experience, financial viability, staff pay, recruitment &amp; retention.</li> </ul> <p><b>There are significant changes ahead for governance.</b></p> <ul style="list-style-type: none"> <li>• There are 2 DfE publications which all governors should read: <ul style="list-style-type: none"> <li>○ Skills for Jobs: lifelong learning for opportunity and growth, and</li> <li>○ Guidance on external governance reviews.</li> </ul> </li> <li>• There is also an AoC publication which governors should read: <ul style="list-style-type: none"> <li>○ The current status of equality, diversity and inclusion in the further education sector in England</li> </ul> </li> </ul> <p>The presentation finished with a list of questions for the Board to consider related to the Skills for Jobs White Paper:</p> <ul style="list-style-type: none"> <li>• <i>How can you <b>balance</b> your time on quality, teaching &amp; learning, student experience, finances with longer term strategic issues?</i></li> <li>• <i>How do you ensure you are meeting <b>local</b> labour market &amp; inclusion needs? What is 'local'? What data/views do you consider?</i></li> <li>• <i>What are the opportunities &amp; risks of more <b>collaboration</b> with other colleges &amp; with universities?</i></li> <li>• <i>How can you build stronger, longer-term <b>partnerships</b> with employers? Are you able to advise on business growth &amp; innovation?</i></li> <li>• <i>How might your <b>governance need</b> to develop to meet the needs of the next few years?</i></li> <li>• <i>How do you manage your <b>reputation</b> locally &amp; nationally?</i></li> <li>• <i>How do you act as local <b>systems leaders</b>, with...</i> <ul style="list-style-type: none"> <li>• <i>other colleges locally &amp; beyond?</i></li> <li>• <i>universities, schools, ITPs, adult ed providers?</i></li> <li>• <i>business organisations, local government, major employers?</i></li> </ul> </li> </ul> <p><b>Action: Clerk to share Richard Caulfield's slide deck via GovernorHub.</b></p> <p>The Chair thanked Richard Caulfield for his excellent, informative presentation.</p> <p>The meeting adjourned for a brief comfort break and Richard Caulfield left the meeting.</p>
FC 08/22	<b>Local Context:</b>

The meeting reconvened and Mr Jasbir Dhesi, Principal/CEO gave a presentation to appraise governors of the local context and the following points were noted:

- On 31 March 2022 it will be 5yrs since South Cheshire College and West Cheshire College merged to form Cheshire College South & West.

**The College has much to be proud of, including the following:**

- Delivering the governance red line/core objectives:
  - To benefit the learners
  - To retain the Chester campus
  - To make the College financially sound
- One College mentality
- Our culture
- We have survived and we have retained, maintained, and grown, all 3 campuses
- Continued provision of FE to people in the local communities
- CCSW is a real leader – able to shape education in Cheshire and Warrington
- The College provides leadership both locally and regionally
- Ofsted inspection in Nov 2019, recognised ‘one Cheshire College’
- National College restaurant of the Year – 2 rosettes in both Academy and Academy West restaurants
- Survived Covid – dealt with it well as an organisation
- Has achieved a business turnaround and has helped its local areas
- The reputation of the College is phenomenal now
- We are now starting to reap the benefits of merger - the journey has been hard at times and finances have been challenging
- Last 5yrs has felt like survival
- FE is now higher in the government’s view
- The Governing Board do challenge and support

**In the next 3-5yrs we need to thrive as a college.**

**Cheshire & Warrington: Our region (See also Part B, FC 08/22)**

- The Cheshire & Warrington region is doing well compared to the national picture. By 2028 the 16–18-year-old population is forecast to grow 15%.
- Ellesmere Port and Crewe are two of the most deprived wards in England. Many young adults leave Cheshire each year.
- There are 25,000 vacancies and only 22,000 people seeking employment in Cheshire.
- The region has an aging population.
- CCSW has won funding for the Crewe campus: Institute of Technology and Crewe Towns Fund. EP will not get the funding.
- Within our region, the attainment gap between those in receipt of Free School Meals (FSM) and non-FSM is bigger than in most of England and has been so for at least 15yrs.
- In Cheshire & Warrington there is an annual deficit of 7000 Level 3 skills.
- Employers have a huge skills gap which needs to be addressed.

**Devolution is likely to play a role in the next 3-5years: (See also Part B, FC 08/22)**

- The Levelling up Bill doesn’t connect with the FE Skills Bill; however, both focus on Higher Technical Skills

**Feedback from the 3yr planning meetings:**

- 40+ meetings were held in October & November, and they involved staff at all levels and governors.
- Following the meetings, the consensus is that the College’s Mission Statement (Our Purpose) does not require changing.
- Likewise, the College’s Values – do not require changing.
- **Key takeaways from staff meetings:**
  - Staff are proud of what has been achieved
  - Staff are excited about the future



	<ul style="list-style-type: none"> <li>○ Areas for improvement include pay, removal of bureaucracy, inter departmental communications</li> <li>○ Staff want time to 'do the job'</li> <li>○ Learner behaviour and emotional well-being is becoming more challenging</li> <li>○ There is a need for an investment in technology &amp; CPD</li> <li>○ There is a need for the College to address the issue of decarbonisation/ environment/sustainability</li> <li>○ There is a need to better support the College's local communities</li> <li>○ 8 of every 10 staff said the College should aim for an 'outstanding' grade in the College's next Ofsted inspection</li> </ul> <p><b>Institute of Technology (IoT)</b></p> <ul style="list-style-type: none"> <li>• Cheshire College South &amp; West is the lead partner in the Cheshire &amp; Warrington Institute of Technology (C&amp;WIoT). This government initiative is to address higher level technical skills shortages – Level 4 and Level 5 (was HNC and HND)</li> <li>• There are 21 Institutes of Technology nationally and the brand of Institute of Technology is prestigious and distinct.</li> <li>• The Institutes of Technology reach into the space between colleges and universities.</li> <li>• The primary focus of courses in the C&amp;WIoT will be on Sciences, Technology, Engineering and Maths (STEM)</li> <li>• The government want all IoTs to get Royal Charter status.</li> <li>• Successful IoTs bids result only in capital funding.</li> <li>• The success of the C&amp;WIoT will be measured by the number of learners on programmes in Year 5 (2029/30). The target is a minimum of 1500 learners. 85% must be on Level 4 and 5 qualifications</li> <li>• C&amp;WIoT is not a new company, there is no new legal entity. CCSW will hold the IoT licence with DfE and the other partners will each hold a sub-licence with CCSW.</li> <li>• Priestly College is a non-core partner.</li> <li>• The C&amp;WIoT Board will include one representative from each employer and each partner college. All partners will have to sign a commercial agreement.</li> <li>• The project is now in the pre-award stage which should be completed by early June.</li> </ul> <p><b>Next 3yrs – why will it be different?</b></p> <ul style="list-style-type: none"> <li>• CCSW has secured almost £19m capital investment and each capital project is to be delivered.</li> <li>• There will need to be a significant investment in technology to continue to support blended learning.</li> <li>• Ofsted will inspect the College.</li> <li>• Financial challenge will continue as the College strives to rebuild its cash reserves whilst meeting the substantial cyber security costs; and it strives to recruit, retain, and reward staff , who are facing cost of living pressures.</li> </ul> <p><b>ESFA Strategic Conversation:</b></p> <ul style="list-style-type: none"> <li>• This will be held on Tuesday 29 March and will involve members of the Chairs' Committee in a meeting with representatives from the ESFA and the FE Commissioner's Office.</li> </ul> <p>Having heard the three presentations, the governors worked in 3 teams to complete a Strengths/Weaknesses/ Opportunities and Threats (SWOT) analysis of the College's current position and shared their perceptions. There was significant overlap between the three teams. The outcome of this exercise will be used to structure the ESFA Strategic Conversation.</p> <p><b>Action: JSD to compile one final version of the governors' SWOT Analysis document for use on 29 April with the ESFA.</b></p> <p><b>Action: Clerk to share final version of the governors' SWOT Analysis document via GovernorHub.</b></p>
<b>FC 09/22</b>	<b>Confidential business to be noted</b>

	It was noted that whilst all Governors have been present for all items discussed at today's meeting several the items covered are of a commercially sensitive nature. Some elements of minutes FC 05/22 and FC 08/22 are reported as Part B business.
<b>FC 10/22</b>	<p><b>Meeting: review and feedback</b></p> <p>The Clerk 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 appointment of 2 new governors and the re-appointment of 2 other governors. In this meeting the Board received several verbal reports from the committee chairs which summarised the work undertaken by the governor committees and approved several recommendations from the respective committees. The key focus of the meeting was to consider the College's strengths and weaknesses and to consider the opportunities and threats facing the College in the next 3-5years in order to contribute to the College's Strategic Plan.</p> <p><b>Implementation:</b> The Board agreed to continue to use the AoC's Code of Good Practice for English Colleges, with due regard to the new requirements and approved the Governance Meeting Schedule for 2022/23. It also noted and approved the requirement for the College to make contributions to two capital projects and approved the appointment of the principal contractor for the T Level Capital Fund Wave 3 (TLCFW3) project. A key activity was the completion of a SWOT Analysis for the College from the governors' perspective.</p> <p><b>Impact:</b> The decisions made at the meeting will impact the continued strength and expertise of the Board. The decisions will also contribute to the College's 3-5year Strategic Plan which will affect the reputation of the College within the FE sector and will impact on all stakeholders and the local communities it serves.</p>
<b>FC 11/22</b>	<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>Thursday 7 July 2022, 14:00hrs, Crewe</li> </ul> <p>This meeting will be held in person, with governors having the option to join via Teams by prior agreement with the Clerk.</p>
	<b>Meeting closed at 16:48hrs</b>

Chair's signature: ..... Minutes produced: 13 April 2022

Chair's approval: 19 April 2022 Report made to Corporation, for approval: 07 July 2022