



Cheshire College  
South & West

**MINUTES OF FULL CORPORATION MEETING**  
HELD ON THURSDAY 15 DECEMBER 2022 – 14:00HRS  
VIA TEAMS & CREWE CAMPUS

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

Dame Pat Bacon	(PB)	Chair of Governors	Crewe
Mr Fintan Bradley	(FB)	Chair of Audit & Risk Committee	Crewe
Mr Mike Braun	(MB)		Crewe
Mrs Debbie Bryce	(DB)		Crewe
Mr Len Closs	(LC)	Chair of the Management & Performance Committee	Crewe
Mrs Lesley Davies	(LD)		Crewe
Mr Jasbir Dhesi	(JSD)	Principal/CEO	Crewe
Ms Isla Douglas	(ID)		Crewe
Mr Jerry Green	(JG)		Crewe
Mr Shane Guildford	(SG)		Crewe
Mrs Sue Harrison	(SHar)		Crewe
Mr Sean Herbert	(SHer)		Crewe
Mr John Kiely	(JK)	Chair of Finance & Resources Committee	Via Teams
Mr Davinder Lotay	(DSL)		Crewe
Ms Abby Newman	(AN)		Crewe
Mrs Carleen Osborne	(CO)	Associate Governor	Via Teams
Mr Clive Roberts	(CR)	Associate Governor	Crewe

**In attendance:**

Mrs Michelle Huntley	(Clerk)	Clerk to the Board	Crewe
Mr Ian Ashman	(IA)	External Board Reviewer	Via Teams
Mr Gareth Jones	(GJ)	Chief Financial Officer	Crewe
Mrs Helen Nellist	(HN)	Deputy Principal/Deputy CEO	Crewe
Mrs Ruth Szolkowska	(RS)	Vice Principal Innovation, Curriculum & Quality	Crewe

**PART A MINUTES**

Minute Reference	
<b>FC 56/22</b>	<p><b>Apologies for absence and declarations of interest</b></p> <p>Attendance was as recorded above – apologies had been received from Mrs Gillian Taylor, Mr Kenny Murray and Mrs Sharon Wallace.</p> <p>The Chair welcomed Mrs Lesley Davies to her first governance meeting.</p> <p><b>There were no declarations of interest made.</b></p>
<b>FC 57/22</b>	<p><b>External Governance Review Report – Initial Findings</b></p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. Mr Ian Ashman, External Board Reviewer joined the meeting via Teams and spoke to the paper and several points were noted. It was decided to report this full minute as commercially sensitive information. See Part B minutes FC 57/22.</p>

	<p>Mr Ashman delivered a presentation to the Board which provided information on the work undertaken to date to gather evidence on the effectiveness of the Board; the key strengths and areas for development identified.</p> <p>The Corporation:</p> <ul style="list-style-type: none"> <li>Noted the progress of the External Board Review (EBR) to date and the range of evidence gathered.</li> <li>Noted and commented on the initial findings, in terms of strengths and key areas for development.</li> </ul> <p>The Overall Judgement is that Governance is very strong and is looking to improve further.</p> <ul style="list-style-type: none"> <li>Next steps: IA will meet with the Chairs' Committee on 12 January 2023 to discuss the 'areas for development' recommendations, and then bring these to the Governors' Day on 27 January to develop an implementation plan from February 2023. IA will produce a summary document to share with stakeholders who have contributed to this review.</li> </ul> <p><b>Q: Thanks for report, it is great to hear the many positives, and there are some useful pointers for further development. You mention in-depth reviews of risks at Board meetings, but we must be careful not to duplicate work of the Audit &amp; Risk Committee (A&amp;R). The College has made good progress with its risk documentation and controls. How do we avoid the danger of duplication?</b></p> <p><b>A:</b> <i>There is no intention to duplicate committee work. Governor committees work well, and I am not commending the Carver model. This sharing of information is to complement the work done in A&amp;R. I am suggesting that we flag just one risk at a Board meeting and share knowledge around that topic. We can discuss this at the Chairs' meeting and at the Governors' Day.</i></p> <p><b>A:</b> <i>It has always been a challenge not to duplicate the work from committees at Board meetings, but it is important to ensure governors are adequately sighted on things.</i></p> <p><b>Q: Could we have a standing report from A&amp;R to Board?</b></p> <p><b>A:</b> <i>We need to unpick this item further. It is a challenge.</i></p> <p>The Chair thanked Ian for the report and his work on the project. It is useful feedback for the Board to build on for improvement. <b>IA left the meeting.</b></p>
FC 58/22	<p><b>Corporation Membership</b></p> <p><b>Mr Mike Braun left the meeting.</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 appointment of Mrs Gillian Taylor and Mr Mike Braun as Associate Members 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>The meeting noted the following:</p> <ul style="list-style-type: none"> <li><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. Qualified accountant and risk expert.</li> </ul> <p><b>The Board APPROVED the re-appointment of Mr Mike Braun as an Associate Member with effect from 01 Jan 2023 for a 1 year term of office up to 31 December 2023.</b></p> <p><b>MB returned to the meeting</b> and the Chair informed him of his re-appointment.</p>

	<ul style="list-style-type: none"> <li>• <b>Gillian Taylor</b> is a huge contributor, who joined the Board in July 2010. She has completed 11 yrs as a governor and would continue for one more year as an Associate Member on F&amp;R. Mrs Taylor's term of office has been extended, per the provision in the College's Standing Orders: <i>Reappointment for a third or subsequent term, excluding the initial one-year period is possible in exceptional cases. Reasons for such a reappointment include:</i> <ul style="list-style-type: none"> <li>• <i>the governor's commitment to the college and the work of the governing body</i></li> <li>• <i>the value of the expertise and experience they bring to the governing body</i></li> <li>• <i>the difficulty in finding other suitable people to serve</i></li> </ul> </li> </ul> <p><b>The Board APPROVED the appointment of Mrs Gillian Taylor as an Associate Member with effect from 01 Jan 2023 for a 1 year term of office up to 31 December 2023.</b></p> <p><b>Action: Clerk to contact Mrs G Taylor to advise her of her appointment as an Associate Member from 01 Jan 2023-31 Dec 2023.</b></p>
<b>FC 59/22</b>	<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. JSD, Principal, 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 only change is the date.</li> <li>• This document belongs to the Cheshire Pension Fund but describes the way the College implements 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>
<b>FC 60/22</b>	<p><b>Minutes of meeting 10 November 2022 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 minutes from 10 November 2022 and the Chair signed the minutes.</b></p> <p>The action log from the 10 November 2022 was reviewed. And the following was noted:</p> <ul style="list-style-type: none"> <li>• 118 – Safeguarding Annual Report – inclusion of additional information. <b>On target for timely completion.</b></li> <li>• 172 – Will be covered in Principal's Update today, <b>then CLOSED.</b></li> <li>• 173 – Will be covered in Principal's Update today, <b>then CLOSED.</b></li> <li>• 174 – <b>CLOSED.</b></li> </ul>
<b>FC 61/22</b>	<p><b>Assurance 2021-22:</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 October 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 RSM and the assurances from Haines Watts, external auditors.</li> <li>• Internal Audit Service Annual Report (RSM): A copy of this annual report was presented to, and scrutinised by, the Audit &amp; Risk Committee on 04 October 2022. A summary of the key points from the internal auditor's annual report are included in the Audit &amp; Risk Committee's annual report.</li> <li>• The Corporation has adopted the AoC Colleges' Code of Good Governance and the committee received a review of the Corporation's compliance against the requirements thereof, on 24 November 2022.</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 auditors' reports.</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 signed the report for the College records.</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, Haines Watts, 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>• The College received a clean audit from Haines Watts.</li> <li>• The last action is the approval and signing of the accounts today by the Board, then Haines Watts will submit the final management letter.</li> </ul> <p><b>It was RESOLVED that the Board accept and APPROVE the Management Letter provided by Haines Watts and the Chair and Principal will sign the letter of representation.</b></p> <p><b>Action: Chair and Principal to sign the letter of representation.</b></p>
FC 62/22	<p><b>Approval of audited accounts for period ending 31 July 2022</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 62/22.</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 report to F&amp;R in October 2022.</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 24 November 2022 and recommend that they are all approved and signed by the Corporation at this meeting and submitted as necessary to the ESFA by 31 December 2022.</li> <li>• The only change since the meeting on 24 November is on page 19 which includes narrative around the reclassification of colleges as public sector institutions by ONS. This wording has been approved by HW.</li> </ul> <p><b>The Financial Statements were APPROVED by the Corporation on 15 December 2022 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><i>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 2022; and</i></b></p> <p><b><i>Action: Chief Financial Officer to upload the signed Financial Statements and Modern Slavery Statement to the College website by 31 January 2023.</i></b></p> <p>The Chair conveyed the Board's thanks to GJ &amp; the finance team and asked GJ to please pass it on.</p>
<b>FC 63/22</b>	<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>• Following the appointment of Ms Lesley Davies as Chair of Governors Delegate, PB will finish in July 2023.</li> <li>• This Board is strong, it includes public and private sector members with great commitment and support for various college activities.</li> <li>• The External Board Review will contribute to the Board's response to LSIP and Skills Bill and the Board's further development.</li> <li>• The FE Commissioner's annual report is a good read and as Shelagh Legrave observes, 'this is a difficult time to lead an FE college and requires courage and resilience in equal measure'.</li> </ul>
<b>FC 64/22</b>	<p><b>Chief Executive's Update</b></p> <p>There was no paper for this item as agreed previously with the Board. Mr Jasbir Dhesi (JSD), Principal and CEO gave a verbal report, and the following points were noted. The full minute was recorded as commercially sensitive information. See Part B, FC 64/22. The update covered the following items:</p> <ul style="list-style-type: none"> <li>• ONS announcement and the impact for the FE sector.</li> <li>• Labour party announcement proposing that colleges be under local control, and the impact for the FE sector.</li> <li>• FE Commissioner's annual report and the requirement for an Annual Accountability Agreement Statement.</li> <li>• Confirmation of the College's 16-19 full-time enrolment figure.</li> <li>• 2022-23 Pay Award update.</li> <li>• Subcontractor update.</li> <li>• Cheshire &amp; Warrington FE landscape.</li> <li>• Christmas Hamper Project 2022: <ul style="list-style-type: none"> <li>○ This year, 800 festive hampers have been distributed to learners and their families. They include donations of food, drinks, and toiletries.</li> <li>○ Thanks, and recognition to Mr Mark Parsons who co-ordinated this massive effort.</li> </ul> </li> </ul> <p><b>ID and AN left the meeting to catch College buses.</b></p>
<b>FC 65/22</b>	<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>Management &amp; Performance Committee (13 October and 29 November 2022)</u></b></p> <p>Mr Len Closs asked the meeting to note the following points:</p>

- A list of policies reviewed and APPROVED by the Committee are included in the Committee's annual report on the governance portal.
- **The Committee RECOMMEND the M&P Committee Annual report to Board, and the Board NOTED the report.**
- The Committee APPROVED the first Parental Engagement Strategy which includes proposals and opportunities for governors to improve their communication with parents and carers.
- Mrs Sue Harrison (SHar) was appointed as Committee Vice Chair.
- The College's largest subcontractor provider was discussed at both October and November meetings, and this has already been covered in this meeting.
- In the HE reports it was noted that the HE KPIs for 2021-22 were not met in full. This was in part due to some data complications and the inclusion of extra professional qualifications. This will be addressed in 2022-23 KPIs.
- Learners' achievement was reviewed, and the situation is confusing and complex as governors noted in discussions in both the SAR meeting and M&P committee meetings. Governors raised concern about achievement levels in 2021-22 compared to pre-pandemic levels. Governors want to see an improvement in achievement. The lack of national benchmarks has made comparisons in recent years very difficult. Governors will review the achievements again in March 2023 with due reference to national benchmarks which will be available by then.
- Governors noted the termly complaints and concerns report and asked for improved reporting to give clear information about what constitutes a concern/complaint; how they are progressed and resolved. Governors noted the very low levels of complaints and concerns.
- In November the Committee noted the differentiated HE KPIs.
- The College Improvement Plan was APPROVED in November and governors noted the 10 key focus items which will be monitored by the Committee in March and June. This is in direct reference to the College SAR.
- Governors noted the enrolment and retention report and noted some concerns about attendance. The College has already got an action plan in place.

#### **Audit & Risk Committee (04 October and 24 November 2022)**

Mr Fintan Bradley asked the meeting to note the following points:

- **The Committee reviewed and APPROVED the College self-assessment regularity questionnaire (SARQ) and RECOMMEND it to the Board. The Board noted and APPROVED the SARQ.**
- The Committee received the internal auditor's annual report, and at every meeting notes progress against the internal audit plan.
- The 4Risk software (developed with RSM) will be launched for use in early 2023 and there will be training for governors in March 2023.
- The Committee APPROVED the Risk Appetite Statement and Policy.
- The Annual Health & Safety Report was received by the Committee in October and termly reports are made at each meeting.
- The Committee noted the Annual Data Protection and Freedom of Information Report.
- The Committee noted the College's nil return of whistleblowing instances.
- In November the Committee received the Annual Prevent Duty Risk Assessment/ Action Plan and noted the internal audit of Health & Safety.
- It was RESOLVED to APPROVE the Audit & Risk committee's annual report for 2021-22, subject to it being updated to include appropriate reference to the financial statements' auditors' comments where necessary.
- Governors APPROVED the College's Modern Slavery Statement (during combined A&R and F&R meeting).
- Finance & Resources Committee and members of the Audit & Risk Committee APPROVED the Financial Statement documents subject to minor changes discussed in this meeting.

## **Finance & Resources Committee (20 October and 25 November 2022)**

Mr John Kiely asked the meeting to note the following points:

- Two meetings to date in 2022/2023 year, 20.10.2022 (my first meeting as Chair) and 24.11.2022: At those meetings standing items include Management Accounts, Land and Buildings Report, Capital reports and HR KPIs.
- Management accounts for the two months to September 2022 are marginally better than budget mainly due to staff vacancies. No accrual has been made for the pay award in these accounts, but this approach will be reviewed in the December accounts where it is budgeted. No pay award has been agreed with the unions.
- A review of Land and Buildings noted that work has started on
  - an audit of assets,
  - developing a planned maintenance programme,
  - assessing facilities management software, and
  - developing a long term (3-5 year) estates strategy action plan, to support the approved estates strategy.
- A review of live capital projects report included a new summary which shows cost projections for all projects vs budget.
- Several capital projects are complete including
  - TLW2 and TLW3 closed – now focussed on snagging and finalising accounts with the main contractors
  - Further Education Capital Transformation Fund: Crewe Phase 1 complete (Fire doors, flooring, and radiators)
- Several capital projects are at design or tendering stages including
  - TLW4 at EP (catering hall & beauty) and Chester (art studios, teaching rooms, and workshop accommodation)
  - Crewe Phase 2 Further Education Capital Transformation Fund to improve overall condition, safety and accessibility of the estate
  - Strategic Development Fund 2 (8 bed health care hospital ward at Crewe) is at tender stage
- The Committee reviewed the HR KPI's and targets. It approved a new report for 2022/2023 onwards and considered the ongoing management actions to fill vacant positions. It reviewed and noted the Annual Gender Pay Gap Analysis Report for the year to 31 March 2022 and considered management actions to continue to develop the culture at CCSW and support staff including APPROVAL of the Staff Wellbeing Strategy and APPROVAL of the Equality, Diversity and Inclusion Policy
- Specific to the 20.10.2022 meeting members of the committee reviewed and approved the F&R Committee Annual report and the committee's terms of reference going forward. It reviewed and approved the Marketing strategy; and confirmed that Kenny Murray will continue as Vice Chair.
- Specific to the 24.11.2022 meeting members of the committee reviewed the financial statements and the audit opinion Management letter, paying particular focus to how LGPS is accounted for in the 2021/2022 accounts and the audit report from Haines Watts. It reviewed and approved the Modern Slavery Statement and the Financial Statement documents.

**The Committee RECOMMENDS to the Board the following documents:**

- **Finance & Resources Annual Report 2021-2022**
- **Financial Regulations**
- **Marketing Strategy**
- **Financial Statements**
- **Management Letter**

**The Board NOTED the Committee's Annual Report and APPROVED the Financial Regulations and Marketing Strategy.**

	<p><b>Chairs' Committees (20 October and 15 November 2022)</b></p> <p>Dame Pat Bacon asked the meeting to note the following points:</p> <ul style="list-style-type: none"> <li>• Fintan Bradley was appointed as Committee Vice Chair</li> <li>• Membership work was undertaken including the recommended re-appointment of MB and GT; and the selection work recommending the appointment of LD</li> <li>• The Committee met and worked with IA on the External Board Review</li> <li>• PPVC was discussed</li> <li>• <b>The Committee RECOMMENDS its Annual Report to be noted by the Board. The Board NOTED this report.</b></li> </ul>
<b>FC 66/22</b>	<p><b>Governor KPIs for 2021-22 and 2022-23</b></p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. The Chair made a brief verbal presentation, and the following points were noted:</p> <ul style="list-style-type: none"> <li>• The Board approved the Governance KPIs for 2021-22 in December 2021 and a progress report was made to the Chairs' Committee in April 2022. The Chair and Clerk have updated the progress information for each KPI in November 2022.</li> <li>• A governor commented that whilst we are an outstanding Board in respect of our involvement in SAR, there are areas for us to improve including how we can best help Student Governors to contribute to Board discussions.</li> <li>• This is an area for improvement which has been identified in the External Board Review. Some Board meetings are more conducive to getting input from participants and the December meeting is focussed on getting Board approval for statutory submissions.</li> <li>• Governors considered ways to work with Student Governors to increase their level of participation including one-to-one sessions, going through the papers with them to identifying aspects to which they can contribute, and giving them the opportunity to table questions in advance of the meeting.</li> <li>• It would be appropriate in any review of the governance KPIs to include one about measuring governor engagement with a focus on the Student Governor input both at committee and Board level meetings.</li> </ul> <p><b>The Board agreed to amend the grading of KPI1.2 to Outstanding and to retain the other recommended grades. The Board noted that governance has been rated as GOOD overall for 2021-22 and APPROVED the use of the same governance KPIs for 2022-23.</b></p> <p><b>The Board agreed that following the Governors' Day in January 2023 work will be undertaken to review the Governance KPIs for 2023-24.</b></p> <p><b>Action: Clerk to update the KPIs to reflect the agreed changes and share a link via the Clerk's Email.</b></p> <p><b>Action: Clerk to add a review of the Governance KPIs for 2023-24 to the business schedule for 2022-23.</b></p>
<b>FC 67/22</b>	<p><b>Governors' Day Agenda – January 2023</b></p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. The Clerk gave a verbal report, outlining the proposed elements of the Governors' Day which will focus on preparing for the new LSIP duty, contributing to an action plan to address the recommendations from the External Board Review and identifying areas for further board development opportunities.</p> <p>The day will include workshops as governors have previously expressed their preference to be involved in workshop groups to contribute their ideas and views rather than being 'talked' at for significant parts of the day.</p>



	<p>The day will be held at the Ellesmere Port campus and start from 08:30 with refreshments and will close by 4.30pm.</p> <p><b>The Board APPROVED the proposed agenda for the Governors' Day 2023.</b></p>
<b>FC 68/22</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 several the items covered are of a commercially sensitive nature. The meeting agreed that the Clerk and Principal will identify the items from this meeting to be recorded as commercially sensitive information.</p> <p><b>Action: JSD and Clerk to identify items from this meeting to be recorded as commercially sensitive information.</b></p>
<b>FC 69/22</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>Intent:</b> Governors reviewed the composition and continuity of the governing board and approved the re-appointment of two Associate 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 the College.</p> <p>The Board approved the annual financial statements and received updates from the Executive regarding the College's response to the continuing challenge of the of national and local agendas and how it intends to respond to these.</p> <p><b>Implementation:</b> The Board received feedback on the implementation of strategies and plans, including Internal Auditors Risk Assurance Report, Accounts, Board Effectiveness and Governor KPIs. The reports show 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>Governors also received a detailed update on the progress of the implementation of the external review of governors. This feedback set out the draft findings from the implementation of this extensive report. More detail and next steps will be discussed in January 2023</p> <p><b>Impact:</b> The Board considered the impact of Governors Key Performance Indicators (KPIs) during the meeting. The reports received at the meeting demonstrates that the activities of the Board and its committees continue to have a positive impact on outcomes.</p>
<b>FC 70/22</b>	<p><b>Date of future meetings and any other business</b></p> <ul style="list-style-type: none"> <li>• Friday 27 Jan 2023, <b>08:30hrs</b> Planning Day – Ellesmere Port</li> <li>• Thursday 28 Mar 2023, 14:00hrs, Ellesmere Port (NB Lunch with Learners 13:00-14:00hrs)</li> <li>• Thursday 06 July 2023, 14:00hrs, Crewe (NB Barbecue for Governors 17:00hrs)</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. The Staff Governors left the meeting.</p>

FC 71/22	<p><b>Approval of Part B minutes from 10 November 2022</b></p> <p>The minutes were reviewed for accuracy and approved.</p> <p><b>It was RESOLVED to accept the Part B minutes from 10 November 2022 and the Chair signed the minutes.</b></p> <p>The Chair wished all meeting attendees a healthy Christmas</p>
	<p><b>Meeting closed at 16:44hrs</b></p>

Chair's signature: ..... Minutes produced: 21 December 2022

Chair's approval: 05 January 2023

Report made to Corporation, for approval: 27 January 2023