



Cheshire College
South & West

MINUTES OF FULL CORPORATION MEETING
HELD ON THURSDAY 06 JULY 2023 – 14:00HRS
VIA TEAMS & CREWE CAMPUS

Governors in attendance in person or via Teams as stated:

Dame Pat Bacon	(DB)	Chair of Governors	Crewe
Mr Fintan Bradley	(FB)	Chair of Audit & Risk Committee	Crewe
Mrs Debbie Bryce	(DB)		Teams
Ms Wiktoria Byrdak	(WB)	From Item 02	Crewe
Mr Len Closs	(LC)	Chair of the Curriculum & Quality Committee	Crewe
Mr Paul Colman	(PC)		Crewe
Mr Jasbir Dhesi	(JSD)	Principal/CEO	Crewe
Mr Jerry Green	(JG)		Crewe
Mr Shane Guildford	(SG)		Crewe
Mrs Sue Harrison	(SHar)		Crewe
Mr Sean Herbert	(SHer)		Teams
Mr George Jenkinson	(GJ)	From Item 02	Crewe
Mr Davinder Lotay	(DSL)		Crewe
Mr Kenny Murray	(KM)		Crewe
Mr Clive Roberts	(CR)		Crewe
Mrs Gillian Taylor	(GT)		Crewe
Mrs Sharon Wallace	(SW)		Teams
Mr Ben Whitaker	(BW)	From Item 02	Teams

In attendance:

Mrs Michelle Huntley	(Clerk)	Clerk to the Board	Crewe
Mr Michael Norton	(MN)	Interim Chief Financial Officer	Crewe
Mrs Helen Nellist	(HN)	Deputy Principal/Deputy CEO	Crewe
Mrs Ruth Szolkowska	(RS)	Vice Principal Curriculum, Quality & Innovation	Crewe

PART A MINUTES

Minute Reference	
FC 27/23	<p>3-year financial forecast (CFFR)</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. The Chair introduced Mr Michael Norton (MN), Interim Chief Financial Officer, who spoke to the paper and the full minute was recorded as Part B, FC 27/23. The following points were noted:</p> <ul style="list-style-type: none"> The College Financial Forecast Return (CFFR) includes 1yr actual (current year) and two forecast years – next year in detail and the following year in broad terms. The meeting noted that the Finance & Resources Committee (F&R) scrutinised the assumptions underpinning the 3-year forecast and asked many questions at the committee meeting on 22 June 2023. These are all recorded in the meeting minutes which are available on the governance portal, and which governors were encouraged to read prior to this meeting. MN reminded governors about the college environment and the current sector challenges and concluded that CCSW is a strong college in a difficult sector.

	<ul style="list-style-type: none"> Governors noted that there is assurance built into the assumptions that underpin the 3year budget. The F&R committee are recommending the 3-year forecast for approval by the Full Corporation. <p>The Board APPROVED the out-turn for 2022/23 and APPROVED the proposed budget and sensitivities for 2023/24.</p> <p>The Board delegated authority to the Principal to approve any late adjustments that do not have a material impact on the operating surplus.</p> <p>The Board authorised the Interim Chief Financial Officer to submit the budget and financial strategy in the required format, to ESFA by 31 July 2023.</p>
FC 28/23	<p>Apologies for Absence & Declarations of Interest</p> <p>The Chair welcomed everyone, with a special welcome to Wiktorja Byrdak, George Jenkinson and Ben Whitaker our new FE and HE Student Governors. Wiktorja and George attended a Curriculum & Quality Committee meeting in June. Ben will join the meeting shortly.</p> <p>Attendance was as recorded above.</p> <p>Apologies for absence have been received from Isla Douglas, Mike Braun and Carleen Osborne.</p> <p>Mrs D Bryce has declared an interest in the Recommendation from F&R Committee to APPROVE the proposed Licence to Occupy (LTO) contract renewal with West Cheshire & North Wales Chamber of Commerce and will not vote on this item.</p>
FC 29/23	<p>Minutes of Meeting (28 March 2023), Matters Arising from previous minutes including Action Log</p> <p>The minutes were reviewed for accuracy and approved. It was noted that all governors were present for the full meeting, but some commercially sensitive aspects of the meeting were recorded as Part B (confidential).</p> <p>It was RESOLVED to accept the Part A and the Part B minutes from 28 March 2023 and the Chair signed the minutes.</p> <p>The action log from the 28 March 2023 was reviewed and the following updates were noted:</p> <ul style="list-style-type: none"> 118, 15, 16 and 23 – on target for timely completion. 21 – The Clerk has started compiling the spreadsheet for individual completion, but on reflection it will be easier for the current system to continue until the end of this academic year and then it is proposed that the new training recording system will start from September 2023. CLOSED. <p>ALL other actions have been completed and are CLOSED.</p> <p>JK updated the Board that F&R had satisfied itself that there is a good understanding of the covenant calculations. This closed the minute FC 20/23 (Part B) about the letter of waiver and variation.</p> <p>Action: JK/Clerk/MN to advise the Bank that the governors consider this point adequately dealt with and therefore no contingencies remain regarding their resolution to approve the signing of the Letter of Waiver and Variation.</p> <p>Action: Chair and Principal are authorised to write to Barclays to state that the limitation of acceptance of the letter of waiver set out in the resolution of the meeting of 28 March 2023 is now removed.</p> <p>Action: Clerk and Chair are authorised to certify the extract from the minutes of this meeting in such letter to Barclays.</p>

FC 30/23	<p>Confirmation of submission of Accountability Statement</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. Mr Jasbir Dhesi, Principal & CEO, made a brief verbal presentation, and the following points were noted:</p> <ul style="list-style-type: none"> • The Chairs' Committee approved the Accountability Statement prior to its submission by 31 May 2023. • The Cheshire & Warrington Local Skills Improvement Plan (LSIP) was submitted to DfE by 30 June and a copy of the document was shared with governors via the weekly Clerk's Email on 04 July 2023. • CCSW will apply for funding to support the various initiatives linked with the Accountability Statement and will report progress to F&R. • Local providers will be asked to come up with solutions to address the issues identified in the LSIP, including the skills shortages. CCSW is seen as the lead provider in Cheshire & Warrington by several organisations. The government will provide some funding, initially £100k, which will be used to address the 5 key areas, which are also included in the CCSW employer strategy. • PC confirmed that CCSW is in tune with local employers so there is no disparity between the LSIP and the College's employer strategy. <p>Ben Whitaker joined the meeting.</p> <p>Q: This is a good document, and it reads well. In future editions will it be more of an update? How will we monitor performance against the action plan?</p> <p>A: The elements of the action plan cross reference with existing College action plans, so governors will receive progress reports via committee reports. There will be an annual update/re-issue and any changes will depend on LSIP changes.</p> <p>A: This is not a stand-alone document. It links to the College's curriculum planning strategy. It won't look very different year on year, but it will have an annual update.</p> <p>The meeting NOTED that the College's Accountability Statement was submitted by 31 May 2023.</p>
FC 31/23	<p>Approval of Skills & Employer Stakeholder Strategy 2023-2026</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. Mrs Helen Nellist, Deputy Principal/Deputy CEO, spoke to the paper and the following points were noted:</p> <ul style="list-style-type: none"> • A draft of this document was presented to governors in March 2023 and this final version reflects and incorporates the feedback from several governors including reflecting governor skills and strength of business representation, the College's continued enhancement of already good practice and the College's responses to both skills and top employment sectors in the region. • The College will be refining its careers strategy over the summer, and this will come to governors in October 2023. • The Skills and Employer Stakeholder Strategy forms an integral part of the College's annual Accountability Statement. • The Strategy reflects the Local Enterprise Partnership (LEP) Skills Report 2022 and the emerging themes coming out of the new employer-led Local Skills Improvement Plan (LSIP). It includes reference to 5 key areas identified in the LSIP including technical skills and recognises high skills areas. • Our challenge will be in ensuring that we have professionals to deliver the skills needed in the local area. <p>PB thanked HN for her leadership on this piece of work and noted that it is pleasing to see the importance of cultural/creative industries and the large numbers of self-employed recognised in the report.</p> <p>Q: It is a good document. Where do we pick up on employer feedback?</p> <p>A: We have lots of employer feedback including in the Advisory Boards meetings and employer voice shapes our curriculum.</p>

	<p>Action: HN to include reference to how the College picks up employer feedback within the strategy document.</p> <p>Governors APPROVED the Skills and Employer Stakeholder Strategy 2023-2026 subject to the above-mentioned minor change.</p>
FC 32/23	<p>Malpractice & Maladministration Policy</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. Mrs Ruth Szolkowska, Vice Principal Curriculum, Quality & Innovation, spoke to the paper and the following points were noted:</p> <ul style="list-style-type: none"> The College's Malpractice and Maladministration Policy has been reviewed in line with JCQ Suspected Malpractice: Policies & Procedures 2022-23. <p>Q: How will you socialise/communicate this policy? A: We have embedded it in exam training and invigilation activities and have included reference to it in curriculum planning and delivery plans. There is a broader focus on the increasingly broader requirements for each exam programme.</p> <p>Q: Is there mandatory training on this? A: Yes, for all staff. As a College we must be able to digest how it has been applied.</p> <p>Q: What is the College doing about AI (Artificial Intelligence)? Plagiarism? How are we dealing with it? A: We are waiting and watching for national guidance. A: We are trying to keep close to guidance from awarding bodies.</p> <p>Q: Is it possible to signpost this intention somewhere in the policy? A: This is an annual policy, and we will keep abreast of guidance on AI.</p> <p>Action: RS to review JCQ guidance – Joint Council of Qualifications for any further advice about AI and to ensure the exams team keep abreast of any such developments.</p> <p>Governors APPROVED the Malpractice & Maladministration Policy. This policy will go to Curriculum & Quality Committee (C&Q) in June 2024.</p>
FC 33/23	<p>External Board Review Action Plan Update</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. The Clerk spoke to the paper and the following points were noted:</p> <ul style="list-style-type: none"> An External Board Review was conducted during term 1 of this academic year and the Action Plan to address the recommendations from the External Board Review (EBR) was shared with governors at the Governors' Day in January 2023. Of the total 39 recommendations made, 25 are now closed. 14 actions are on target for timely completion. The Chairs' Committee reviewed and updated the action plan on 20 June 2023. <p>Action: LD, JSD and Clerk to meet and plan timelines for the remaining actions in 23/24.</p> <p>Governors NOTED the progress made with the Action Plan to address the recommendations from the External Board Review.</p>
FC 34/23	<p>Chief Executive's Report</p> <p>Governors noted the verbal report from the Chief Executive and the full details were recorded as FC 34/23, Part B. The report included reference to the following topics:</p> <ul style="list-style-type: none"> Financial Pressures Investments Funding streams

	<ul style="list-style-type: none"> • Post Covid Era <p>JSD concluded that the College is entering an even more challenging time, and challenges will come on many fronts.</p>
FC 35/23	<p>Chair's Report</p> <p>Dame Pat Bacon (PB), Chair of Governors, gave a verbal report and the following points were noted:</p> <ul style="list-style-type: none"> • PB and FB will meet next week to conduct JSD's PDR. • PB has completed the Clerk's PDR. • Carleen Osborne – Joined CCSW as an HE Associate Member and will be leaving the Board at the end of July. Carleen has contributed significantly over the years of her tenure. She has attended Academic Board meetings, contributed to C&Q and to Full Corporation. Office for Student (HE) requirements are different, and Carleen has been a strong supporter of the College. The Board wish to thank Carleen for her excellent service, and we have arranged for some flowers and a thank you card to be sent to Carleen. • Gillian Taylor – The College's longest serving governor will be leaving the Board at the end of July. GT has served as Vice-Chair of Governors, Chair of Finance & Resources Committee, and Chair of Audit & Risk Committee. Gillian has extensive financial and organisational development expertise. She has offered advice and guidance unerringly. The Board wish to thank Gillian for her excellent service and Gillian was presented with an original piece of artwork, produced by a learner, and a bouquet of flowers. <p>Gillian responded to the Chair's words and said how much she had enjoyed being a member of the Board and College and thanked the College for the kind gifts.</p>
FC 36/23	<p>Corporation Membership</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting.</p> <p>Membership</p> <p>Mr Paul Colman left the meeting. The Chair made a brief verbal presentation, and the following points were noted:</p> <ul style="list-style-type: none"> • The Chairs' committee reviewed the expiring term of office and recommend the re-appointment of Mr Paul Colman for 1yr as Associate Member from 01 August 2023. Extending Mr Colman's term of office, albeit as an Associate Member, maintains links with South Cheshire Chamber which is reciprocally beneficial. <p>The Board voted unanimously to appoint Mr Paul Colman as an Associate Governor for one year from 01 August 2023.</p> <p>Mr Colman re-joined the meeting and was congratulated on his re-appointment. The Chair thanked Mr Colman for continuing as a strategic partner with the College.</p> <p>On 31 July 2023 the Board will have the following complement: 1 Principal; 2 Staff Members, 3 Student Members, 11 External Members and 5 Associate Members. We will have the following vacancies: 2 x External Members. The Board increased the number of External members and Associate Members in September 2022.</p> <p>Committee Chairs</p> <p>Members considered and approved the re-appointment of Committee Chairs per the recommendation of the Chairs' Committee.</p> <ul style="list-style-type: none"> • Audit & Risk Committee Chair: Fintan Bradley • Chairs' Committee Chair: Lesley Davies • Curriculum & Quality Committee Chair: Len Closs • Remuneration Committee Chair: Fintan Bradley • Finance & Resources Committee Chair: John Kiely

	<p>The Board APPROVED the re-appointment of Committee Chairs for the next academic year as above. Vice-Chairs of committees will be elected in the committee meetings.</p> <p><u>Succession Planning</u></p> <p>Governors NOTED the progress made with succession planning. Members of the Chairs' Committee are due to meet and interview two prospective governors on 07 August at Chester. Both potential governors have extensive expertise in Curriculum and Quality matters – one in FE and in HE. The Chairs' Committee will make a recommendation to the Board in September 2023.</p> <p>The Chairs' Committee will continue to search for a new Chair of Curriculum & Quality Committee.</p>
FC 37/23	<p>Committee Chairs' Reports</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. The Chair Approved minutes from each committee meeting are shared with all governors via the governance portal. Each Committee Chair spoke about the points governors should note and the following points were noted in the meeting:</p> <p><u>Chairs' Committee (20 Jun)</u></p> <ul style="list-style-type: none"> • Received a report on cyber-security. • All other items covered at the committee meeting are included on today's agenda. <p><u>Curriculum & Quality Committee (15 Jun)</u></p> <ul style="list-style-type: none"> • Welcomed Paul Browne, Assistant Principal, and Lynne Rowland, Director of Higher Education; noted appointment of John Simpson as the new Director of the Institute of Technology and noted the new A Level Assistant Director appointment. • The College has several new people in key curriculum positions and the Board recognise the changes in staff. • Welcomed George and Wiktoria to C&Q as two new Student Governors and both contributed to the meeting. • Received the latest Curriculum Area Support Activity (CASA) report for Petty Pool Vocational College (PPVC) and noted that all areas are making reasonable progress and one area has made significant progress. The CASA was validated by an external consultant. Very positive progress has been made in the last 18months. 30% (9) of PPVC leavers have gone into paid employment within the retail and hospitality sectors. • Received a report about learner services, giving an update about the departmental restructure and investment. There has been both improvement and development. There is still further room for improvement. Staffing has been an issue. • Attendance is a key priority. • Work Based Learning (WBL) appears to be doing well. There is an Accountability Framework for Apprenticeships and the Committee noted that the College is exceeding all the measures of this framework. • Governors need benchmarking data (such as MiDES) to make meaningful comparisons for all teaching and learning outcomes. <p><u>Audit & Risk Committee (13 Jun)</u></p> <ul style="list-style-type: none"> • Received reports from RSM, Haines Watts and the Health & Safety team. • The proposed Internal Audit Strategy for 23/24 will cover: the implementation of the College's Marketing strategy; the implementation of the College's Equality, Diversity & Inclusion (EDI) Strategy; the implementation of the College's Curriculum Planning Strategy; assessment of the significant investment made in learner wellbeing & pastoral support; and the internal reporting processes of safety & security. • Haines Watts proposed the External Audit Plan for the financial statements for 2022/23 which must be submitted to the ESFA by 31 December 2023.

	<p><u>Finance & Resources Committee (22 Jun)</u></p> <ul style="list-style-type: none"> • The Committee scrutinised the management accounts, financial out-turn and budget. • The Committee approved the addition of Mr Michael Norton as an Authorised Signatory and the removal of Mr Gareth Jones as an Authorised Signatory on the College's banking mandate. • Procurement of the remaining bus routes was reviewed and approved. • The licences to occupy were reviewed and approved. • A full annual review of the College's Subcontracting has been undertaken in line with the Education Skills Funding Agency (ESFA) reform. Governors were assured that the College can confirm that there is a clear and defensible educational rationale for the proposed Subcontracting for 2023/24, in all instances the Subcontracting enhances the learner experience and adds value to their programme. • HR KPIs were analysed, and the following policies were approved: Capability Policy; Staff Attendance at Work Policy; Disciplinary Procedure for SPHs; Grievance Procedure for Employees and Grievance Procedure for SPHs. • The following policies were also approved: Subcontracting Fees & Charges Policy; Tuition Fees Proposal for 2024/25; Learners' Support Fund Policy; • All capital projects were reviewed, and the meeting noted two project updates one for the Sustainable House and one for the Public Sector Decarbonisation Scheme 3a (PSDS3a) project at Crewe. The Sustainable House will provide first-class 'green opportunities' for learners. The decarbonisation at Crewe project costs overran, and the College had to meet these costs (£155K) from budget contingencies. • The College is due to shortly start T Level Wave 4 works at EP and Chester. The College is contributing to the funding of these works. • The land and property report gave detail of planned summer works. <p><i>Action: HN/Clerk to arrange a visit to the Sustainable House when governors next meet at EP campus.</i></p>
<p>FC 38/23</p>	<p>Committee Recommendations</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. The Chair Approved minutes from each committee meeting are shared with all governors via the governance portal. The Clerk had summarised the recommendations to the Board made at each committee meeting and presented these in the paper. Each Committee Chair spoke to the paper and the following points were noted:</p> <ul style="list-style-type: none"> • The College operates a governance structure with committees, rather than a Carver model. Each committee has approved terms of reference and the Committee Chairs report to the Board each term. • Copies of agendas, papers and minutes from all meetings are maintained on the governance portal, and all governors are encouraged to read the minutes from meetings. • Each committee has spent time scrutinising and discussing the papers presented in the meetings and this is reflected in the minutes of each meeting. Hyperlinks were included to relevant papers in the Board pack so that governors could easily access and read more detail on recommendations as necessary. • The Board AGREED to adopt the new AoC's Code of Governance as approved by National Chairs' Council and due for publication by the AoC in July 2023. The Board will report against the revised Code in November 2024 for the academic year 2023-24. • The Board AGREED to adopt the recommended Internal Audit Strategy for 2023/24. • The Board AGREED to adopt the Financial Statements Audit Strategy for year ending 31 July 2023.

	<ul style="list-style-type: none"> The Board noted that Written Resolution 05 was unanimously APPROVED. The Board unanimously APPROVED the addition of Mr Michael Norton as an Authorised Signatory and the removal of Mr Gareth Jones as an Authorised Signatory using the Global Banking Authority form with Barclays. <p>Action: MN/GG to submit the completed Global Banking Authority form to Barclays together with the appropriate Board resolution.</p> <ul style="list-style-type: none"> The Board APPROVED to continue with the Licence to Occupy contracts for 1st Enable Ltd, Total Support Training and Changing Education, West Cheshire and North Wales Chamber, Umbrella Marketing and Cat radio for a further year until 1 July 2024. The Board APPROVED to continue subcontracting with the College's named Subcontractors in paper 08, 230706FR. The Board APPROVED the Subcontracting Fees and Charges Policy 2023/24. The Board APPROVED the Financial Regulations of the College for 2023/24. The Board APPROVED the appointment of Cunard Construction as the principal contractor for the T Levels Capital Fund Wave 4 Project.
FC 39/23	<p>Clerk's Report</p> <p>The meeting noted the paper which had been sent to all members in advance of the meeting. The Clerk spoke to the paper and the following points were noted:</p> <p>Revised Meeting Schedule 2023-24</p> <ul style="list-style-type: none"> Governors noted that all Curriculum & Quality meetings and Chairs' meetings have moved to Mondays. Governors also noted that the Full Corporation meeting in March has moved from Thursday 28/3 to Tuesday 26/3. As the last day of term is 28/3 Full Corporation will be held on Tuesday 26 March. <p><u>Board Development Annual Report</u></p> <ul style="list-style-type: none"> During 2022/23 all governors have been asked to complete two mandatory training activities: reading Keeping Children Safe in Education (KCSiE) document in Sept 2022 and completing an online module for Safeguarding & Prevent. Governors have had access to several AoC training webinars and been encouraged to read a wide variety of reports and articles from the Association of Colleges (AoC), Ofsted and the FE Commissioners Office. New governors have been given the opportunity to attend AoC Governor Induction training. Training has been provided for the Audit & Risk Committee by our Internal Audit provider (RSM). In 2023/24 it is proposed to adopt the same approach to Board development i.e., to provide opportunities 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 FE Commissioner reports on colleges; sharing of FE Commissioner's termly letters. The Clerk will continue to support governors to attend meetings/events in person, and to attend online events remotely. The Clerk will also identify specific training opportunities for the development of individual governors as necessary. Governors were asked to note the recent link sent to them to complete the DfE online module on Prevent Duty and to send the Clerk their certificates.

	<p>Action: ALL governors to complete the DfE online module on Prevent Duty and to send the Clerk their certificates.</p> <p><u>Annual administration completion</u></p> <ul style="list-style-type: none"> Board Members noted that several standard forms are completed/updated by governors once a year. These include the following: <ul style="list-style-type: none"> Consent to Act & Declaration of Eligibility includes reference to being a 'fit and proper' person per the requirement from the Office for Students (OfS). Register of Interest declarations Governors' Data Protection Compliance Statement Governors' Liability Renewal Declaration Links to copies of the above forms have been sent to Governors to access and download from the governance portal. Once completed electronic copies should be sent to the Clerk by 31 July 2023. A copy of a Governor Self-Assessment of the Board Questionnaire is available in electronic form. The form is also available as a printed form for all governors. Once completed the form should be sent to the Clerk by 31 July 2023. The Skills Matrix Questionnaire is available as an electronic form. It is also available as a printed form for all governors. Once completed the form should be sent to the Clerk by 31 July 2023. <p>Action: All governors to complete annual forms and questionnaires and return to the Clerk by 31 July 2023.</p>
FC 40/23	<p>Meeting Review & Feedback</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>Intent: Governors received a detailed presentation on the 3-year financial forecast. The challenges and risks within the forecast were discussed in detail and it was agreed that the forecast be submitted to the ESFA. Governors approved the definitive version of the Skills and Employers Stakeholder Strategy and the Malpractice and Maladministration Policy. Several governor issues were discussed, and appointments agreed.</p> <p>Implementation: Governors received updates from the executive about staffing, financial and curriculum issues, and the proposals to address the issues discussed. Governors were asked to complete the annual administration associated with their roles.</p> <p>Impact: Each of the Committee Chairs updated the Board on the activities of the committees since the last full board meeting. Several governors' terms of office have ended at the time of this meeting. The significant and positive impact on the College of these governors, both individually and collectively was celebrated. The feedback received continues to demonstrate that the activities of governors continue to have a positive impact on College outcomes.</p>
FC 41/23	<p>Confidential/Commercially sensitive business</p> <p>It was agreed that several discussions during the meeting will need to be noted as confidential information due to commercial sensitivities. Full minutes for item FC 27/23 can be found in Part B minutes for this meeting.</p> <p>Action: Clerk and JSD to review meeting minutes for commercially sensitive items and record separately as necessary.</p>

FC 42/23	<p>Date of future meetings and any other business</p> <p>The meeting noted the dates for Full Corporation meetings from September. It is planned to hold all meetings in person. The Clerk will send out meeting invites via Outlook and will include Teams invites for all meetings although it is preferable that governors join meetings in person wherever possible.</p> <ul style="list-style-type: none"> • Thursday 14 Sept 2023, 14:00hrs, Crewe • Thursday 09 Nov 2023, 14:00hrs, Ellesmere Port (NB Lunch with Learners 13:00-14:00) • Thursday 14 Dec 2023, 14:00hrs, Crewe (NB Christmas Lunch for Governors 12:00-14:00) • Friday 26 Jan 2024, 09:00hrs Governors' Day – Ellesmere Port • Tuesday 26 Mar 2024, 14:00hrs, Ellesmere Port (NB Lunch with Learners 13:00-14:00h) • Thursday 09 July 2024, 14:00hrs, Crewe (NB Barbecue for Governors 17:00) <p>Post meeting update: The next Full Corporation meeting will be held during w/c 18 September rather than on 14 September 2023.</p>
	<p>The formal meeting closed at 16:40hrs.</p>
FC 43/23	<p>Thank you to Dame Pat Bacon as she leaves the Board</p> <p>The Principal gave a speech to the meeting about the many achievements the College has made during Dame Pat Bacon time as Chair of the Corporation. These include 4 successful Ofsted inspections, which endorsed the excellent contributions of the Board and achievements of the College. Dame Pat oversaw the merger of South Cheshire and West Cheshire Colleges and has supported the Principal with advice and guidance throughout her tenure as a governor and as Chair of the Board.</p> <p>Dame Pat has always maintained a highly visible presence at the College having attended many visual arts performances, awards evenings, and even trained as a tester and participated in the mass testing of learners as they returned to campuses post-Covid.</p> <p>Dame Pat will be very much missed at the College and everyone at the College thanks her sincerely for her service. The College presented Dame Pat with an original piece of artwork, produced by a learner, and a bouquet of flowers.</p> <p>Dame Pat thanked Dhesi for his kind words and asked the Board to note the sterling work done by the leadership team.</p>
	<p>The meeting closed at 16:40 hrs</p>

Chair's signature: Minutes produced: 07 July 2023

Chair's approval: 01 August 2023 Report made to Corporation, for approval: 19 September 2023