Cheshire College
South & West

MINUTES OF FULL CORPORATION MEETING
HELD ON TUESDAY 16 DECEMBER 2025 – 14:00HRS
CREWE CAMPUS

Governors in attendance in person or via Teams as stated:

Mrs Maggie Ayliffe	(MA)		Crewe
Mrs Bev Barlow	(BB)		Crewe
Mrs Margaret Cheshire	(MC)		Teams
Mrs Claire Clayton	(CC)		Crewe
Mr Paul Colman	(PCol)		Crewe
Mr Peter Crowcroft	(PCro)		Crewe
Ms Lesley Davies	(LD)	Chair of Governors	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)		Crewe
Mr John Kiely	(JK)		Crewe
Mr Davinder Lotay	(DSL)		Crewe
Ms Michelle Petruzzelli	(MP)		Crewe
Mr Len Tildsley	(LT)		Crewe
Mr Andrew Tyley	(AT)		Crewe
Mr Kai Greaves	(KG)		Crewe
Mr Oskar Fay	(OF)		Crewe
Mr Alistair Stockton	(AS)		Crewe

In attendance:

Mrs Michelle Huntley	(MEH)	Director of Governance	Crewe
Mr Philip Burrow	(PB)	Chief Financial Officer	Crewe
Mrs Helen Nellist	(HN)	Deputy Principal/Deputy CEO	Crewe
Mrs Ruth Szolkowska	(RS)	Vice Principal Innovation, Curriculum & Quality	Crewe
Mrs Mel Thomas	(MT)	Executive Director OD &HR – Item 04 only	Crewe
Mrs Nic Tomlinson	(NT)	Project Manager – Rockborn – Item 02 only	Crewe

PART A MINUTES

Reference	
FC 58/25	**Apologies for absence and declarations of interest** Attendance was as recorded above. Apologies had been received and were accepted from Mrs Sarah Bailey, Mrs Gemma Davies, Mr Kenny Murray, Mr Clive Roberts, and Mr Mike Braun. There were no declarations of interest made.
FC 59/25	**Merger Update** The meeting noted the paper which had been sent to all members in advance of the meeting. Mrs Nic Tomlinson, Project Manager, Rockborn, gave a presentation, and full minute was recorded as commercially sensitive information under **Part B minute FC 59/25.**

FC 60/25	**Chief Executive's Update** There was no paper for this item as agreed previously with the Corporation. Mr Jasbir Dhesi (JSD), Principal and CEO gave a verbal report, and full minute was recorded as commercially sensitive information under **Part B minute FC 60/25.** **The Chair thanked Mrs Nic Tomlinson, and she left the meeting.**
FC 61/25	**Remuneration Committee – Annual Report & Recommendations** The meeting noted the paper which had been sent to all members in advance of the meeting. Mrs Mel, Executive Director OD & HR joined the meeting. Mr Len Tildsley, Remuneration Committee Chair presented. This full minute was recorded as confidential business see **Part B minute FC 61/25.** **Mr Shane Guildford, Mr Sean Herbert, Mr Kai Greaves, Mr Oskar Fay and Mr Alistair Stockton joined the meeting. Mrs Mel Thomas left the meeting.**
FC 62/25	**Governors' Day Agenda** The meeting noted the paper which had been sent to all members in advance of the meeting. The Principal made a brief verbal presentation, and the following points were noted: • A key focus of the day will be an opportunity for the Board to receive an update on the progress of the merger activities with Macclesfield College to confirm that the Board wishes to continue with the proposed merger. • As the due diligence work will be completed by January, the morning will be spent receiving reports from the three due diligence providers – BDO, Eversheds and RSM – on the financial, legal and funding due diligence work. Governors will have an opportunity to read the reports in advance of the meeting and will be able to consider and discuss the findings. • The afternoon will be used for governor development activities. Members of the Executive Leadership Team will provide context for some recent, significant, sector changes which will impact the strategic direction of the College. **The Board noted the proposed agenda for the Governors' Day 2026.**
FC 63/25	**Assurance 2023-24:** 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 Internal Audit Service Annual Report; a full copy of the Audit & Risk Committee's Annual Report to Corporation & the Chief Accounting Officer; a full copy of the Regularity Self-Assessment Questionnaire (RSAQ); and a copy of the External Audit Management Letter from Cooper Parry. Each document had been scrutinised by the Audit & Risk Committee in October and November, respectively. Mr Jerry Green, gave a brief verbal report to the meeting and the following points were noted: **Audit & Risk Committee Annual Report** • The Audit & Risk Committee's Annual Report includes reference to the internal auditors' annual report by RSM and the assurances from Cooper Parry, external auditors. • Internal Audit Service Annual Report (RSM): A copy of this annual report was presented to, and scrutinised by, the Audit & Risk Committee on 07 October 2025. A summary of the key points from the internal auditor's annual report are included in the Audit & Risk Committee's annual report. • The Corporation has adopted the new AoC Colleges' Code of Good Governance, and the committee received a review of the Corporation's compliance against the requirements thereof, on 25 November 2025. • 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 College uses 4Risk for Risk Management. The evidence upon which the Committee has relied in reaching its opinion is set out, or referred to, in the auditors' reports. **It was RESOLVED that the Corporation Board accept and APPROVE the Regulatory Self-Assessed Regulatory Questionnaire (RSAQ).** **It was RESOLVED that the Corporation APPROVE the Audit & Risk Committee**

	Annual Report and Mr Jerry Green will sign the report for the College records. This report will be shared with the DfE along with the required financial documentation by 31 December 2025. **External Audit Management Letter** • Mr Philip Burrow, Chief Financial Officer advised the meeting that the external auditors, Cooper Parry, have reviewed the College's accounts and financial statements to assure the Audit & Risk Committee (A&R) and Finance & Resources Committee (F&R) that the accounts are accurate and future assumptions prudent. There were no adjustments required and no control issues. • The External Audit Management Letter from Cooper Parry highlights that the audit opinions, for both financial statements and regularity, are unqualified. Cooper Parry presented this as a draft report to members of the Audit & Risk and Finance & Resources Committees on 25 November. The draft letters of representation for external audit and regularity that the Corporation are required to sign alongside the financial statements were also shared with governors. **It was RESOLVED that the Corporation accept and APPROVE the Management Letter provided by Cooper Parry.** ***Action: Chair and Principal to sign the letters of representation.*** Mr Jerry Green, Chair of Audit and Risk Committee asked the Board to note that there is considerable work completed across the College to maintain internal controls. RSM, internal auditors, are a reputable company and their internal audit reports note the good internal controls enforced by management at CCSW.
FC 64/25	**Approval of audited accounts for period ending 31 July 2025** The meeting noted the papers which had been sent to all members in advance of the meeting. Mr Philip Burrow, Chief Financial Officer gave a brief verbal report to the meeting. • The Corporation noted that the external audit went very well. • The Audit & Risk and Finance & Resources Committees reviewed and endorsed the draft Financial Statements, and the letters of representation at the meeting on 25 November 2025 and recommend that they are all approved and signed by the Corporation at this meeting and submitted as necessary to the DfE by 31 December 2025. **The Financial Statements were APPROVED by the Corporation on 16 December 2025 and will be signed by the Chair and Principal.** **The Letters of Representation were APPROVED by the Corporation and will be signed by the Chair and Principal.** ***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 DfE by 31 December 2025; and*** ***Action: Chief Financial Officer to upload the signed Financial Statements and Modern Slavery Statement to the College website by 31 January 2025.***
FC 65/25	**Minutes of meeting 16 September 2025 and matters arising from previous minutes** The minutes were reviewed for accuracy, and it was **RESOLVED to accept the Part A and Part B minutes from 16 September 2025 and the Chair signed the minutes.** **It was noted that ALL actions from the action log are completed and CLOSED.**
FC 66/25	**Approval of LGPS Policy Statement** The meeting noted the paper which had been sent to all members in advance of the meeting. JSD, spoke to the paper and the following points were noted:

	• This policy is reviewed annually by the Corporation and covers the College's approach to controlling discretionary pension payments. • The Cheshire Pension Fund administer the College's Local Government Pension Scheme. • The only change is the date. • This document belongs to the Cheshire Pension Fund but describes the way the College implements the fund. **It was RESOLVED to APPROVE the LGPS Policy Statement.** ***Action: MEH to arrange for updated LGPS policy to be uploaded to the College website.***
FC 67/25	**Corporation Membership** Mrs Michelle Petruzzelli and Mr Jerry Green left the meeting for the discussion about their respective re-appointments. The meeting noted the paper which had been sent to all members in advance of the meeting. The Chair advised the meeting that the Chairs' Committee recommend the re-appointment of Mrs Michelle Petruzzelli and Mr Jerry Green as External Governors 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 noted in the meeting. **The Corporation APPROVED the re-appointment of Mrs Michelle Petruzzelli as an External Governor for 4yrs from 01/01/26 to 31/12/29.** **The Corporation APPROVED the re-appointment of Mr Jerry Green as an External Governor for 4yrs from 28/02/26 to 27/02/30.** Mrs Michelle Petruzzelli and Mr Jerry Green re-joined the meeting, and the Chair confirmed the Corporation's decision to re-appoint each of them. **The meeting also noted the following:** • Mr Mike Braun will finish his term of office on 31 December 2025. As Mike was unable to attend the meeting today, MEH will contact him to arrange a date for him to attend and receive a leaving gift. • Mike has been an Associate Governor for 9years and has added much value as a member of the Audit & Risk Committee. • Mrs Sue Harrison will finish her term of office on 31 March 2026. As Sue is unable to attend the Board meeting on 31 March, MEH will arrange a date for her to attend and receive a leaving gift. • Sue has been a valued External Governor for 9years and has contributed considerable support and challenge in curriculum and quality areas. • The Board noted that both Mike and Sue will be missed. ***Action: MEH to arrange an Alumni Dinner for SHar, MB and other members of the CCSW Board who have left within the last 3years.*** • The Chairs' Committee is seeking to recruit a new governor with experience of the education sector and ideally with knowledge and experience of supporting vulnerable learners and learners with special educational needs and disabilities. • The Chairs' Committee is also seeking to recruit more external governors ideally with legal knowledge, and knowledge of the green skills agenda. Subject to the Board approval of the two re-appointments, on 01 January 2026 the Board will have the following complement: **1 Principal; 2 Staff Members, 3 Student Members, 13 External Members and 5 Associate Members. We will have the following vacancies: 3 x External Members and 1 Associate Member.**

FC 68/25	**Board Self-Assessment 2024-25 Report** The meeting noted the papers which had been sent to all members in advance of the meeting. Mrs Michelle Huntley, Director of Governance asked the meeting to note the following: All Governors are asked to complete a Board Effectiveness Questionnaire on an annual basis. A copy of the results of the Board Self-Assessment is shared with the Chairs' Committee to identify an action plan to address any areas for improvement. The Audit & Risk Committee reviewed the summary of the data collected as an integral part of their evidence checking to satisfy themselves that the College Board is complying with all statutory requirements and best practice in the sector. The Board noted the following from the survey: • The Board is effective, and Committees work effectively. • Governors enjoy strong relationships with the executive leadership team. The leadership team are open and accept both support and challenge from governors constructively. • There has been effective succession planning with governors to replace committee chairs with relevant experience and knowledge. • Governors particularly value the CEO updates which cover both internal and external subjects and priorities. • The annual strategy/governors' day is valued by all attendees as an opportunity for skill development, to better understand the College's priorities and challenges and as an opportunity to discuss and work with leadership to shape the College's strategic plan. **Areas for Improvement:** • Alongside the strong business focus of the Board, some governors would like to see more information about educational performance and to see integration of student outcomes into strategic discussions. • The Board could consider making greater use of AI and technology in governance. • Consider how to improve the clarity and conciseness of some Board papers. • Continue to recruit governors with appropriate knowledge and skills, particularly SEND knowledge. **Conclusion: The Board and Committees are viewed as effective across all dimensions, with good demonstration of inclusivity, and strategic focus.** • The College is due to complete an External Board Review in 2025-26. A triennial external board review is a funding requirement. ***Q: As we will be undertaking an external board review post-merger, can we make this year's board review focussed on one or two specific areas?*** ***A:*** *Yes. It will be conducted in spring and summer term this year and will be focussed on one or two specific areas.*
FC 69/25	**Verbal Reports from Committee Chairs:** The meeting noted the papers which had been sent to all members in advance of the meeting. The papers included links to relevant detailed Committee papers where appropriate. Each Committee Chair gave a brief account of the key points from their Committee meetings held during the autumn term and asked the Board to note and approve the respective recommendations which have not been covered elsewhere in this meeting. **<u>Curriculum & Quality – 17 November 2025:</u>** Report by Mr Len Tildsley, Committee Chair • The three Student Governors gave a presentation to the meeting about learners' first impressions and overall students report positive experiences of induction, awareness of services and they feel settled and supported. Suggestions for improvement will be considered by the leadership team. • Received reports on Higher Education, Apprenticeships, Learner Services, Curriculum and Quality. NOTED areas of improvement, particularly attendance across the College. Use of Payback hours has been rolled out across the College, and it has been well received as it gives learners more control over their attendance.

	- Governors appreciated the case studies which showed how the College is using data to target helping learners achieve better outcomes. - APPROVED Academic Regulations, Access & Participation Statement (both annual HE regulatory documents for governor approval. - APPROVED Freedom of Expression Policy and Learner Attendance Management Policy. - AGREED the final version of the College Self-Assessment Review (SAR) for 2024-25 and approved it being uploaded to the Ofsted portal. - NOTED the use of Personal Development Week for learners who did not have to re-sit GCSE exams. Activities/skills development opportunities were informed by learner feedback and by feedback from employer advisory boards. - NOTED results from Employers' Survey. - APPROVED Curriculum & Quality KPIs for 2025-26. - The Board noted the Curriculum & Quality Committee Annual Report. **<u>Finance & Resources – 30 September 2025</u>**: Report by Mr John Kiely, Committee Chair - The College leadership team are commended for their excellent management of multiple capital projects, which are now completed. Ongoing capital projects will be managed within the land and buildings report. - The Committee APPROVED the delegation of energy contract procurement to the CFO and CEO. - NOTED the Skills & Employer Strategy 2023-26 annual report. - AGREED to adopt a unified People Strategy which should include clearly defined sub-sections or action plans for Recruitment, Health & Wellbeing, Learning & Development, and other key areas - The College's year end accounts show a favourable position against the CFFR. Following discussions with auditors, appropriate provision should be made for due diligence and project management costs associated with the potential merger within the year end accounts. - Received annual reports on Marketing and Digital Strategies and noted that progress against the marketing and digital strategies action plans will be reported again in March 2026. - The Board noted the Finance & Resources Committee Annual Report 2024-25. **The Board APPROVED the recommended Licence to Occupy with NIBE Energy Systems Limited (NIBE) at the Ellesmere Port Campus until 31 July 2026.** **<u>Finance & Resources – 02 December 2025.</u>** Report by Mr John Kiely, Committee Chair - Received an annual report against the Estates Strategy Action Plan. - NOTED that the College is still on existing energy contracts; exit being negotiated from security contract with previous provider and merger due diligence provider contracts all signed. - Received October Management Accounts report and NOTED enclosure of Best/ Medium/Worst case scenario table which helps governors understand the implications of budget/forecast variance. - Received a report on learner numbers for 2025-26. - NOTED progress with HR KPIs and targets. - NOTED Annual Gender Pay Gap Report. - Received results of Staff Survey and noted three areas for improvement are unchanged from last year's survey, although progress has been made. **The Board APPROVED the recommended Licence to Occupy with Inovize at the Chester Campus until 31 July 2026.** LD thanked Mr John Kiely for his commitment as Chair of Finance & Resources Committee. JK will stand down as Chair and Mr Andrew Tyley will take on the position as Committee Chair from 01 January 2026. JK will continue as an External Governor. **<u>Audit & Risk – 07 October 2025</u>**. Report by Mr Jerry Green, Committee Chair - NOTED that Cooper Parry will audit Financial Statements 2025-26 and the College will go out

to tender in December 2026 for new external auditors for the merged college financial statement accounts 2026-27.

- The Committee were assured that the College's procedures and processes are compliant with the harassment and sexual misconduct requirements of Condition E6 from the Office for Students.
- The Committee has made a proposal for risk awareness training for new governors. There will be a session included in the governor development programme.
- The Committee APPROVED the Publication Scheme document and subject to the points discussed in the meeting APPROVED the Risk Appetite Statement and the Risk Management Policy.
- The Committee has agreed to undertake a deep dive at each of the next three A&R Committee meetings

The Board APPROVED the Risk Appetite Statement.

<u>Audit & Risk – 25 November 2025;</u> Report by Mr Jerry Green, Committee Chair

- Fraud Triangle training received – will be rolled out for all governors in 2026.
- Received annual update on the College's Prevent Action Plan – all actions from previous action plan are completed. College has acted to further strengthen college security. APPROVED the updated Prevent Strategy 2024-27 in line with Freedom of Speech and lawful speech legislative changes.
- Noted Health & Safety Report.
- Noted progress made with internal audit recommendation implementation.
- Noted Risk Management Update and Board Assurance Framework and received a verbal report on Strategic Risk 10 and horizon scanning.
- APPROVED IT Security Policy.
- APPROVED Audit & Risk Committee Annual Report subject to updates from the meeting; APPROVED the report of the College's compliance with the AoC's Code of Good Governance; APPROVED the Audit & Risk Committee's self-assessment; NOTED the summary of the Annual Board Effectiveness Survey
- NOTED the performance monitoring of the External and Internal Auditors against their KPIs.
- RECEIVED and NOTED the Financial Statements 2024-25 and the Audit Opinion Management Letter.
- The Board noted the Audit & Risk Committee's 2024-25 self-assessment document

The Board APPROVED the recommended updated Prevent Strategy 2024-27.

<u>Chairs' – 15 October 2025.</u> Report by Ms Lesley Davies, Committee Chair

- Received a verbal briefing about the College's preparation for enhanced safeguarding and security across all three campuses. Will brief governors on the College Lockdown Procedure on Governors' Day 2026.
- Staff will receive a total of 7 efficiency days during the Christmas closedown.
- NOTED IT/Cyber Security Report and the ongoing record of cyber security incidents and how they are handled. It is recognised that the likeliness of a serious cyber-attack is a matter of time.
- NOTED updated Governor Role Description and Person Specification and Governor Training & Development Policy.
- NOTED that the governor development programme includes an excellent range of topics to be covered by internal and external speakers.
- Noted Board Effectiveness/Self-Assessment Survey results.
- Discussed potential topics for inclusion on Governors' Day 2026 alongside a strong focus on merger due diligence reporting and discussions.
- AGREED to add a responsibility for risk management to each standing committee's terms of reference and to add risk review as a standing agenda item at each committee meeting.

- The Board noted the Chairs' Committee annual report for 2024-25.

Action: MEH to advise J Horton of Board approval of recommended policies and strategies as necessary.

FC 70/25	**Governor KPIs for 2024-25 and 2025-26** The meeting noted the paper which had been sent to all members in advance of the meeting. Mrs Michelle Huntley, Director of Governance, made a brief verbal presentation, and the following points were noted: • The Corporation approved the Governance KPIs for 2024-25 in December 2024 and a progress report was made to the Chairs' Committee in April 2025. The Chair and Director of Governance updated the progress information for each KPI in November 2025 and each KPI has been met. • It is proposed to use the same KPIs for 2025-26, with appropriate measurable targets being added. **The Corporation APPROVED the rating and closure of Governance KPIs for 2024-25; and APPROVED the use of the same KPIs, with appropriate measurable targets for 2025-26.** ***Action: Chairs' Committee to review the KPIs to be used for the merged Board in 2026-27 and these will be brought to Board for approval.***
FC 71/25	**Risk Awareness Update** The meeting noted the paper which had been sent to all members in advance of the meeting. Mrs Michelle Huntley, Director of Governance, made a brief verbal presentation, and the following points were noted: • Following recent discussions at Audit & Risk Committee meetings it was agreed that the College would ensure that governors are made aware/reminded of their collective responsibility for effective governance, leadership and oversight. • The College has a Strategic Risk Register which has10 Strategic Risks and each of these are owned by a member of the Executive Leadership Team and are monitored by the standing governance committees. • The College uses a tool called 4Risk to produce the Strategic Risk Register. A full list of all Strategic risks causes and effects, controls and actions and risk ratings has been created from the 4Risk system which provides a Board Assurance Framework. • The Audit & Risk Committee receives a copy of the Board Assurance Framework at each meeting giving assurance that the Executive Leadership Team has reviewed and updated the strategic risk register in respect of causes, risks and controls. • In addition to the Strategic Risk Register, the College uses operational risk registers for individual projects including all capital projects. There is a risk register for the proposed merger which is monitored by the TSG. • The College has a clear, robust governance structure and employs a Director of Governance who is accountable to the Board, through the Chair, on all matters relating to their duties as an officer of the College. • The College has an Instrument and Articles of Government, a clear Board and Committee Structure, Committee terms of Reference and a Scheme of Delegation. • The College has a clear, robust leadership structure together with appropriate policies and procedures to manage the College at both a strategic and operational level. The leadership team identified the strategic risks and monitors and manages the organisation effectively daily. **The College has effective governance, leadership and oversight.** During 2026 governors will be encouraged to attend briefing/training sessions to better understand the governance and leadership structures used by the College to ensure that the College monitors and manages risk at both a strategic and operational level.
FC 72/25	**Link Governor – Verbal Feedback** Mrs Margaret Cheshire gave a brief verbal report of her recent experience as a link governor with Human Resourcing & Organisational Development and the following points were noted: • MC has met with the new Executive Director HR&OD twice this term to discuss proposals and

	to offer support. • MC attended a performance of the Peter Pan pantomime at Ellesmere Port Campus on 10/12/25. She had the opportunity to meet with staff and learners afterwards and noted the pride that staff have in learners' achievement. • MC was able to triangulate information provided at management meetings during her link visits to the college. Mr Peter Crowcroft who joined the board in September as a governor, gave a brief verbal report of his recent experience as a curriculum link governor with Mr Craig Halliwell at Crewe, and the following points were noted: • PC was welcomed at Reception and noted the positive reception given to all visitors who arrived whilst he waited for his contact to meet him. • The Assistant Director who showed PC around and conducted a Learning Walk with him explained how learners can use payback hours to positively influence their attendance if they must miss teaching sessions for personal reasons. He also explained how ESOL learners are given support for exams. • PC watched a drill exercise completed by uniformed services learners. • PC shared two areas for improvement with the AD on his visit: Uniformed Service learners should look more uniform when they wear their uniforms (especially boots); and how photographs of ex-students could be enhanced with their achievement stories to inspire the current cohort of learners. • PC found the link visit interesting and informative.
FC 73/25	**Confidential business to be noted** The meeting agreed that JSD and MEH will identify the confidentially sensitive items from this meeting to be recorded as commercially sensitive information. It was agreed to record minutes FC 59/25; FC 60/25 and FC 61/25 as Part B minutes. ***Action: JSD and MEH to identify items from this meeting to be recorded as commercially sensitive information.***
FC 74/25	**Key things to note from this meeting** Mr Len Tildsley asked the meeting to note the following key points from the meeting: • The Board received a comprehensive update from the merger project manager about the proposed merger with Macclesfield College. The Board approved the updated Memorandum of Understanding. • The Board noted the guidance from the Principal about continuing to build cash reserves for future use. • Decisions have been made about the Corporation membership and recommendations from the Remuneration Committee about Senior Post Holder positions. • The Board approved 2 Licences to Occupy; and the statutory financial documentation and reports for submission to the DfE by 31 December 2025. • Committee Chairs provided reports of business undertaken by their Committees this term and the Board approved committee recommendations as listed in the minutes.
FC 75/25	**Date of future meetings and Additional Other Business** Governors noted the dates of the Corporation meetings in 2025-26: • Friday 16 January 2026, 08:30hrs Governors' Day – Ellesmere Port • Friday 20 Mar 2026, 09:00-09:30hrs, Teams • Tuesday 31 Mar 2026, 14:00hrs, Ellesmere Port (NB Lunch with Learners 13:00-14:00hrs) • Tuesday 12 May 2026, 09:00-09:30hrs, Teams • Wednesday 08 July 2026, 10:00hrs, Crewe • (NB Barbecue for Governors 13:00-14:00hrs) It is intended to host all meetings in person at the given campuses and governors are asked to make every effort to attend in person. Where this is not possible, governors may join the meeting via

	Teams per prior agreement with the Director of Governance. **Additional Other Business:** Staff Development Day: Governors were asked to note that Maggie Alphonsi will be the public speaker at the Staff Development Day on Monday 05 January 2026. Maggie will be speaking at Ellesmere Port campus 10:30-11:30hrs and at Crewe campus 13:30-14:30hrs. Governors are welcome to attend either of these sessions. ***Action: MEH to include information about Maggie Alphonsi sessions in her weekly e-mail to governors. Governors to notify MEH by Friday 19 December 2025 if they wish to attend either of the sessions.*** The Chair thanked all governors for their contributions during the term to challenge and support the College to deliver excellent teaching and learning and to achieve good outcomes full stops. The Chair wished all meeting attendees a Merry Christmas and a restful festive break.
	Meeting closed at 16:21hrs

Chair's signature : ______________________________

Minutes produced	:	8 January 2026	Chair's approval	:	9 January 2026
Board approval	:	31 March 2026	Report made to Corporation	:	31 March 2026