

WIGAN AND LEIGH COLLEGE: GOVERNING BOARD

MEETING OF GOVERNING BOARD

TIME/DATE 5.00pm, Tuesday 8<sup>th</sup> December 2020

VENUE VIRTUAL: MICROSOFT TEAMS

ATTENDANCE Independent Governors

Ann Harrison, Chair  
Katherine Causey  
Susan Loudon  
*Susan Spibey*  
*Diane Brennan*  
Andrea Ferguson  
Jenny Bullen  
Michael Ferraby  
Gill Edwards  
Alison Chambers  
David McDonald  
Paul Howard

Staff Governors

*Jennifer Cockram*  
Rebecca Turley

Student Governors

*Kodie Anderson*  
Reni Terezova

Principal

Anna Dawe

Clerk to the Governing Board  
Vice Principal, Curriculum  
Vice Principal, Corporate Services  
Finance Director  
Assistant Principal, IT, MIS and  
Sub-contracting

Robert Smith  
Claire Foreman  
Louise Brown  
Steve Scott  
Dave Harrison

*Italics denotes absence*

## PART 1 MINUTES

| Item |              | The meeting opened at 5.05pm and was quorate with at least 7 members present.  |
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| 1    | GB/20/12/021 | <b>APOLOGIES</b><br><br>Apologies for absence were received from Diane Brennan, Susan Spibey and Jennifer Cockram  |
| 2    | GB/20/12/022 | <b>APPOINTMENT OF STUDENT GOVERNOR</b><br><br>The Chair welcomed Reni Terezova to the meeting and advised members that Reni had been nominated for the role of student governor. It was noted that Reni was a second year Level 3 BTEC Media student. The Chair explained that, whilst the student body had nominated Reni for this role, formal appointment would need to be determined by the Board.<br><br><b>RESOLVED:</b><br>i) That Reni Terezova be appointed Student Governor with immediate effect for a period of four years or until she leaves the college upon the completion of her studies; and |

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|          |                     | ii) That Reni Terezova be appointed a member of the Curriculum & Student Matters Committee with immediate effect.  |
| <b>3</b> | <b>GB/20/12/023</b> | <b>DECLARATION OF INTERESTS</b><br><br>There were no declarations of interest in relation to matters to be discussed under the Part 1 agenda for this meeting.   |
| <b>4</b> | <b>GB/20/12/024</b> | <b>PART 1 MINUTES OF THE GOVERNING BOARD MEETING HELD ON 13<sup>TH</sup> OCTOBER 2020</b><br><br>The minutes were approved as a correct record for signature by the Chair.   |
| <b>5</b> | <b>GB/20/12/025</b> | <b>MATTERS ARISING</b><br><br>The Chair confirmed that actions within the Board's Action Sheet had all been completed with the exception of an action to consider allowing governors to visit the new Digital Academy at Leigh College. It was noted that this would be reviewed again once Covid-19 restrictions had been lifted.   |
| <b>6</b> | <b>GB/20/12/026</b> | <b>STRATEGIC UPDATE</b><br><br>The Principal outlined recent national developments affecting the sector and members noted that the expected White Paper on Further Education had been delayed and was not now due for publication until 2021. However, they were pleased to learn that the Commission on the College for the Future had now published its report and the Principal encouraged members to read the report online prior to further consideration of its findings at the forthcoming Strategic Workshop. The Principal advised that further national guidance had been provided in relation to Covid-19 and arrangements to close down the current term and re-opening in January 2021. She also advised that the national guidance covered the ways in which the college could support track and trace arrangements. Members noted that equivalent guidance had been provided by the Office for Students in relation to higher education. The Principal reported that Ofsted had advised that college inspections would be further delayed until the summer term.<br><br>Members discussed the impacts of the Chancellor's one year spending review on the sector, including the availability of £291M to fund student growth in 2021-22, continuity of teacher pension grant funding, worth around £600K to the college, and £138M to fund the Level 3 entitlement for Adults on eligible courses. The Principal advised that the spending review had also announced continued funding of traineeships and Sector Based Work Academies, as well as £400M of capital funding. She also advised that a number of new programmes would be introduced, including a 'Levelling Up' fund and a 'Shared Prosperity' fund.<br><br>In relation to 'Quality' the Principal outlined current retention data, which had improved on the same point in the previous year. She explained that overall retention now stood at 97.5%, with early leavers having reduced from 211 in 2019/20 to 169 in 2020/21. The Principal also outlined current attendance data, which showed improvements in 16-18, 19+ and higher education. However, the Principal advised that Maths and English attendance remained a challenge with actions in place to address this. Members were pleased to learn that the college had been able to maintain face to face learning for all Level 1 and Level 2 provision, with mixed approaches for Level 3. The Principal commented that online provision for Level 3 had not simply been uploaded reading but had been online teaching sessions mirroring the timetabled hours and other direct online support. It was noted that the 'Catch-Up' fund had been utilised to provide support for Maths and English, and to provide additional support for students affected by the previous lockdown. Members acknowledged that Covid-19 |

restrictions had inevitably impacted on enhancement and enrichment and had made work experience very difficult, with many employers no longer wanting to support placements due to Covid-19 risks.

In relation to 'Place' the Principal outlined college activity in support of its partner schools for Year 11 progression and raising aspirations. This included online assemblies and interviews. The Principal also provided a summary of work carried out with the student body to help them stay Covid-safe, including a differentiated approach to end of term attendance patterns, and work with community partners to ensure students within the town centre were behaving in a safe way. Members were pleased to learn that this had shown a general pattern of very positive behaviour. Members also noted that fund raising for the NHS and other charity work continued. The Principal stressed that the college's key activities were being maintained throughout the pandemic in order to continue focus on strategic targets and to deliver education and training. Members discussed curriculum developments, including work with Edgehill University to develop new progression routes to enable students to study locally while accessing relevant and quality educational opportunities. They were also pleased to learn that the formal application to establish an Institute of Technology, in which the college was the lead FE partner, would be submitted in the current week.

In relation to 'Sustainability', the Principal reported that the budget position remained positive, with a strong operating surplus and a forecast of maintaining 'good' financial health. She explained that planned investments in the college's estate would continue as expected, but with the potential of further in-year investment opportunities. It was noted that this may be possible due to potential increases in funding, including potential in-year funding for some 16-18 recruitment growth, without the need for normal lagged funding arrangements. The Principal commented that this was not yet certain as it was currently under consideration by the ESFA. The Principal reported a significant increase in 16-18 recruitment, which stood at 3,140 against an ESFA target of 2,904. It was noted that this was the result of achieving an increased market share within the borough, potential apprentices moving to alternative study programme options and improved internal progression. Members discussed key risks to the current financial position, which mainly focused on under-utilisation of AEB funding and the unknown outcome of an ESFA funding audit that had recently been carried out but not yet reported. It was also noted that there had been decreases in apprenticeship income, advanced learner loans and higher education recruitment as compared to previous years due to the impact of Covid-19, but that this was within budget expectations as previously reported.

Members were pleased to learn that plans remained on target to commence use of the Rushton Building for exams in January 2021, with full opening in September 2021. They were also pleased to learn that T level Funding had been secured for 1<sup>st</sup> Floor redevelopment. The Principal reported that plans for the building were currently being drawn up, which would also enable decanting from the Parsons Walk Tower Block to commence. She also outlined initial development planning for other areas of the estate.

The Chair of the Audit Committee asked for further information on plans for the resumption of Ofsted inspections. The Principal responded that, whilst Ofsted support visits and visits to providers with "requires improvement" may continue, graded inspections were not expected to continue until the summer term. Governors commented on the college's excellent retention and attendance data and thanked managers and staff for their unstinting efforts at maintaining high standards during such a challenging time. Members also asked whether many colleges had been able to maintain face to face teaching and learning for Level 1 and Level 2 students. The Principal responded that it was mixed picture across the sector but that the College had done well to maintain 100% face to face teaching for levels 1 and 2 in a safe manner. She added that it was important for these students, not only in terms of

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|   |              | <p>education, but also to manage pastoral issues and to maintain the support students get from each other by coming to college in person. Members noted that this also helped to prevent the development of mental health issues through isolation during the Covid period. The Principal also advised that she hoped to further increase the amount of face to face teaching and learning for Level 3 students, should restrictions reduce in the spring term. It was noted that currently A level students and one-year Level 3 students were in receipt of 100% face to face teaching, whilst BTEC two-year Level 3 students were receiving two days' face to face and one day online per week.</p>   |
| 7 | GB/20/12/027 | <p><b>AUDIT COMMITTEE –18<sup>TH</sup> NOVEMBER 2020</b></p> <p>The Chair presented the draft minutes of the meeting of 18<sup>th</sup> November 2020. She drew members' attention to the Internal Audit Annual Report and highlighted the auditor's unqualified opinion of 'reasonable' annual assurance for the Governing Board that the college's governance and risk management, and systems of internal control were operating adequately and effectively. It was noted that 'reasonable' assurance was the highest annual assurance level provided under the internal audit regime. It was also noted that all but one of the individual audit outcomes rated controls as providing 'substantial' assurance, with the remaining audit achieving a 'reasonable' assurance rating. The Chair commented that this was a positive report in terms of audit outcomes and recommended it to the Board for approval. She also commented that the Internal Auditor had voiced a highly positive opinion of the college in terms of the audited controls and had confirmed that no significant control issues had been identified during the whole annual audit cycle. It was also noted that the Follow-Up Audit had found that all but one of the audit recommendations from the previous year had been fully implemented, with the remaining action not yet due for implementation.</p> <p>The Chair also drew members' attention to the External Auditor's report on the college's Annual Report &amp; Financial Statements and Regularity Audit. It was noted that the auditor had indicated that he did not expect to qualify the annual opinion for either audit. The Clerk added that the auditor had indicated that, following this meeting, he would amend his report to confirm that no qualification would be made. It was noted that this late change to the report was partly procedural and also due to the fact that an ESFA funding audit had been ongoing at the time of the Audit Committee meeting. The Finance Director confirmed that no funding implications had been reported by the ESFA at this time. The Chair advised that the auditor had made one recommendation, which was a repeat of one made in the previous year and related to the college having a valuation of land and buildings carried out. It was noted that this valuation was currently in progress and that arrangements had been put in place in advance of the audit taking place. The Chair also advised that an unadjusted error of around £16K was reported, although the auditor had confirmed that he did not feel there was a benefit in adjusting this.</p> <p>The Chair highlighted the final accounting position within the financial statements and advised that the format of the report and accounts was in line with ESFA expectations. She commented on the Annual Report &amp; Financial Statements and the advice provided by the External Auditor. She confirmed that committee members had been comfortable with the report and had acknowledged that the accounts demonstrated very strong financial controls, with a higher than expected operating surplus. She also confirmed that the auditor had reported no concerns in relation to the reliability of the financial statements in terms of reported accounting values. The Chair commented that the Executive Team should be congratulated for what was a truly exceptional financial performance, especially given the background circumstances of the Covid-19 pandemic. It was noted that the committee had also reviewed the Regularity Audit Questionnaire and had received advice from the auditor, which indicated no concerns in relation to regularity matters.</p> |

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|   |              | <p>The content of the Annual Risk Management Report was noted and members recognised that this was a snapshot of the risk position at the end of 2019/20. It was also noted that the current Risk Register had been included within the meeting papers for additional information. Members were pleased to learn that many of the risks that had been heightened in March due to the pandemic had now been mitigated or brought under control, resulting in a lower overall risk position.</p> <p>Members also reviewed the draft Audit Committee Annual Report, which provided detail of the committee's activities and drew a number of conclusions in relation to the effectiveness of governance and systems of control. Again, it was noted that minor amendments would be made once the final version of the External Auditor Report had been received so that the committee's report showed his opinion as being unqualified.</p> <p><b>RESOLVED:</b></p> <ul style="list-style-type: none"><li>i) That the Internal Audit Annual Report for 2019/20 be approved;</li><li>ii) That the Annual Report to Members of the Corporation on the External Audit for year-ending 31<sup>st</sup> July 2020 be approved, subject to minor amendments relating to the auditor's unqualified opinion;</li><li>iii) That the Annual Report &amp; Financial Statements and associated Letters of Representation for 2019/20 be approved for signature by the Chair of the Governing Board and Principal as required;</li><li>iv) That the Regularity Audit Questionnaire for 2019/20 be approved for signature by the Chair of the Governing Board and Principal as required; and</li><li>v) That the Audit Committee Annual Report for 2019/20 be approved, subject to minor amendments relating to the auditor's unqualified opinion.</li></ul>   |
| 8 | GB/20/12/028 | <p><b>CURRICULUM &amp; STUDENT MATTERS COMMITTEE – 24<sup>TH</sup> NOVEMBER 2020</b></p> <p>The Chair presented the draft minutes of the meeting of 24<sup>th</sup> November 2020 and highlighted key topics of discussion. The Chair advised that the committee had received a presentation from the Business and Computing curriculum area and had been pleased to see the way the area had made improvements following a SAR Grade 3 judgment in the previous year. She commented that the area appeared to be reinvigorated following very substantial staff turnover and replacement in the previous year. She also commented that the new Head of Department's enthusiasm was notable and gave the committee considerable assurance that the area was now heading in the right direction. It was also noted that this could be seen in recent data changes, including improvements in retention and attendance.</p> <p>The Chair outlined committee discussions relating to the Quality &amp; Curriculum Update and it was noted that the main focus had been on management of the Covid-19 impact on teaching and learning and the ways in which the college had adapted to ensure that all students carried on learning as expected and remained on target to complete their courses. Members acknowledged that there had been a significant negative impact on apprenticeship provision, with a number of learners having been made redundant and others put on furlough, which had resulted in the application of breaks in learning. The Chair commented that the committee had been satisfied that the college was managing Covid-19 impacts as well as could be expected and acknowledged that managers and staff had gone above and beyond normal expectations to provide support to students and to ensure that they were able to stay on target, with additional support being provided to those needing to self-isolate due to Covid-19.</p> <p>Members also discussed the Self-Assessment Report (SAR) and Quality Improvement Plan (QIP) and it was noted that the SAR was presented as an executive summary, followed by more detailed narrative and supporting data. The Chair explained that an overall judgment of Grade 2 ('Good') was recommended, although she stressed that considerable improvement had been made since the Grade 2 judgment in the</p> |

previous year. Members were pleased to learn that almost all areas had improved performance data. They were also pleased to learn that no areas had deteriorated in terms of their overall grade judgment. However, the Chair highlighted some inconsistency in terms of delivering expected improvements and explained that this was the main reason that an overall 'outstanding' judgment was not being recommended. The Principal highlighted a small number of areas which required further improvement and she explained that, until this improvement could be clearly evidenced, she did not want to recommend an 'outstanding' judgment. This included apprenticeship provision which, despite improving to Grade 2, still needed to deliver further progress. It was noted that the impact of Covid-19 had contributed to the college's inability to reach its targeted improvements relating to headline performance data in apprenticeship provision.

Members asked whether it was likely that Ofsted would judge the college to be 'outstanding' if an inspection took place, even though the college had self-assessed at Grade 2. The Principal explained that it was possible that Ofsted may raise their judgment, despite the college's own grade but commented that, in the college's view, it was not yet at this point. The Chair added that the college's self-assessment was reasonably cautious in its judgments but was appropriate in terms of the ways in which it had linked grades to the available evidence. The Chair of the Board commented on a decision within the committee's minutes to add a pictorial indicator of direction of travel to area judgments in the following year's SAR and suggested that this would be helpful to members of the Board who were not also members of the committee. Other members commented that annual trend data within the report was also helpful.

However, members asked how the Board would be able to see in-year improvements and to see that the QIP was delivering as expected. The Principal responded that further reports would be brought to the Curriculum & Student Matters Committee in March and June, which would provide updates on progress for those areas identified as requiring improvement. She also explained that these reports would provide a general indication of progress across the college. However, members noted that these reports could in most cases only cover key indicators, such as retention and attendance, as final achievements would not be known until year-end. The Principal also agreed that specific updates on Grade 3 areas plus apprenticeship provision would be reported to the Curriculum & Student Matters Committee, with relevant discussions detailed within the committee minutes and reported to the Board by the Committee Chair.

Members commented that it was difficult at times for governors who were not members of the Curriculum & Student Matters Committee to fully understand the degree of progress being made in each specific area of the curriculum. The Principal explained that the full departmental data sets could be circulated to all governors to provide additional information for members who did not attend committee meetings. However, she cautioned that this data would be difficult to fully understand, especially where some parts of an area's activity had improved and some had deteriorated. It was noted that these matters were only clear in the area SARs and QIPs which sat below the main college documents. Members accepted that these data sets and the departmental SARs and QIPs would be too much information for members to be expected to read and would also take the level of scrutiny beyond the strategic oversight expected of the Board. It was agreed that the pictorial indicators of progress suggested by the Curriculum & Student Matters Committee would be the most appropriate approach to provide additional information to all members.

The Chair provided a summary of discussions relating to the HE Annual Monitoring Report and HE SAR. She was pleased to report improvements in retention and achievement and commented that the introduction of the Step Up campaign had helped to deliver these improvements. However, she also highlighted some of the

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|   |              | <p>feedback provided within the NSS Student Survey, which indicated there were still some areas where further improvement was required. It was noted that the Monitoring Report was in two sections (A and B) and both required approval by the Board. The Chair invited the Vice Principal, Curriculum to outline the main content of the report.</p> <p>The Vice Principal explained that Part A was a quality assurance report and outlined its key content. She also advised that UCLan had carried out a periodic quality assurance review to ensure the college's academic standards and approaches were being maintained. Members were pleased to note a positive outcome to this review with several positive observations being made. The Vice Principal explained that Part B represented the main Monitoring Report and included key data, such as student voice, retention, attendance and achievements. It was noted that the Part B also included reports on application of resources, examiner reports and employability reports. Members reviewed the action plan attached to the report and were satisfied that there was clear evidence of further improvements being made.</p> <p>The Chair outlined discussions relating to the Annual Complaints Report and the Annual Safeguarding Report. In relation to the latter, the Chair commented that the activity and outcomes outlined in the report provided clear evidence of wide-ranging and effective safeguarding arrangements. She also commented that the ways in which staff had maintained safeguarding support for students during the pandemic had been particularly impressive.</p> <p>It was noted that the Quality &amp; Curriculum Dashboard had been included within the committee papers to provide additional information for governors.</p> <p><b>RESOLVED:</b></p> <ul style="list-style-type: none"><li>i) That the Self-Assessment Report for 2019/20 and Quality Improvement Plan for 2020/21 be approved;</li><li>ii) That the HE Annual Monitoring Report (Part A and Part B) be approved.</li></ul> |
| 9 | GB/20/12/029 | <p><b>RESOURCES COMMITTEE – 19<sup>TH</sup> NOVEMBER 2020</b></p> <p>The Vice Chair of the Resources Committee presented the draft minutes of the meeting of 19<sup>th</sup> November 2020 and highlighted a number of matters discussed at the meeting. He reported that sickness absence was slightly up on the previous year, but had not caused concern to the committee, given that greater increases may have been expected due to Covid-19. He also highlighted the extensive range of staff wellbeing and engagement activity and advised that the college had successfully achieved the requirements of the Greater Manchester Good Employment Charter.</p> <p>The Vice Chair drew members' attention to discussions within the minutes outlining financial performance and the September management accounts. Members were pleased to note that the bottom line surplus currently exceeded expectations, through additional income, including better than expected apprenticeship income. The Vice Chair also highlighted a number of additional areas of expenditure, including increased costs for personal protective equipment and increased cleaning costs due to Covid-19 management. Members asked for further information on the key risks for the remainder of the year and the Vice Chair responded that the main risks were further lockdowns potentially affecting apprenticeship activity and the likely under-utilisation of the adult education budget.</p> <p>The Vice Chair advised that the HR Dashboard and Finance Dashboard were included in the meeting papers for information, but highlighted the expectation that the</p>  |

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|           |                     | <p>college's financial health rating would remain as 'Good' and that banking covenants compliance was expected to be maintained. He also highlighted the 4-year data trend, which indicated annual income growth of £4M during that period and increased investment expenditure of £1M.</p> <p>The Vice Chair outlined recommended changes to the Financial Regulations to include light touch procurement arrangements for local social contracts. It was noted that this generally applied to contracts for local partner-delivered educational activity, where it would not be appropriate to consider providers outside of the local or regional area. Members also considered proposed changes to the college's Health &amp; Safety Policy which, whilst including so significant changes, introduced appropriate virus transmission and pandemic terminology.</p> <p>It was noted that the committee had considered current capital projects, which would be discussed further under the Part 2 agenda.</p> <p><b>RESOLVED:</b></p> <ul style="list-style-type: none"> <li>i) That the proposed revisions to the Health &amp; Safety Policy be approved; and</li> <li>ii) That the proposed revisions to the Financial Regulations be approved.</li> </ul>  |
| <b>10</b> | <b>GB/20/12/030</b> | <p><b>REMUNERATION COMMITTEE – 24<sup>TH</sup> NOVEMBER 2020 (PART 1)</b></p> <p>The Chair presented the draft minutes of the meeting of 24<sup>th</sup> November 2020 and it was noted that these did not reflect any of the substantive items considered at the meeting, and that these would be covered under the Part 2 agenda.</p>   |
| <b>11</b> | <b>GB/20/12/031</b> | <p><b>LEAD GOVERNOR UPDATE: SAFEGUARDING</b></p> <p>The Lead Governor for Safeguarding provided feedback from her recent online meeting with the Safeguarding Team. She was pleased to report that, despite the significant challenges of Covid-19, the Team remained very well organised and strong and effective safeguarding arrangements remained in place. She highlighted a number of current arrangements, including regular meetings between the Safeguarding Team and Heads of Department to ensure that students who needed additional support received it effectively and remained fully engaged with the college. She also highlighted the key issues being experienced by students, including increased isolation and vulnerability when not physically attending college. It was noted that this did not only impact on the support available from staff, but also on the peer support students often provide to each other.</p> <p>Members discussed the additional actions put in place to counter the impacts of Covid-19, including those delivered by managers and staff, the Chaplaincy and the Counselling Team. The Lead Governor commented that the support in place was impressive and gave her confidence that safeguarding was effectively being maintained despite obvious challenges.</p> |
| <b>12</b> | <b>GB/20/12/032</b> | <p><b>LEAD GOVERNOR UPDATE: CAREERS &amp; DESTINATIONS</b></p> <p>The Lead Governor for Careers &amp; Destinations advised that, since recently taking up this new role, she had twice met online with the senior manager in charge of this activity and had been able to learn more about the college's work in providing careers guidance and helping students to identify appropriate future steps, such as progression courses, work experience and potential job roles. She commented that she hoped to increase her familiarity with this activity in order to be able to keep the Governing Board informed about developments and the effectiveness of support for</p>   |

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|    |              | <p>students. Members noted that the key focus of managers and staff was to provide every student with quality careers guidance through Fab Futures, personalising guidance so it was as relevant as possible to each student and monitoring the effectiveness of these priorities in operational terms.</p> <p>The Lead Governor commented that she was confident that quality advice was being provided to all students, with an increased focus on second year students at a time when they needed to make the next decisions relating to educational opportunities or steps into employment. She also asked fellow governors whether they were able to recommend potential online guest speakers for various classes to talk about potential employment areas and opportunities. Members agreed to email her directly if they were able to identify any potential speakers.</p>   |
| 13 | GB/20/12/033 | <p><b>EQUALITY &amp; DIVERSITY REPORT AND OBJECTIVES</b></p> <p>The Vice Principal, Curriculum drew members' attention to the draft Equality &amp; Diversity Report and highlighted a number of matters within the report. This included new draft equality objectives to replace those agreed previously by the Board. The Vice Principal provided a brief summary of achievements under the previous objectives and drew members' attention to further in-depth commentary within the report. Members discussed a number of specific challenges, including analysing data for higher education access and participation to identify impacts of college policy and practice on those with protected characteristics. It was noted that the college's student body was made up of a large proportion of 'widening participation' students and this presented unique access and participation challenges compared to the wider higher education sector. Members were also pleased to note the broad range of activities and support at the college to help ensure that student diversity was recognised as a significant positive benefit to college life.</p> <p>Members discussed student achievement gaps and were pleased to note that these generally presented no significant concerns. However, they noted that the first Covid-19 lockdown had led to a number of ESOL learners not achieving due to insufficient evidence being in place by the time of the lockdown and subsequent difficulties in retaining engagement after lockdown. This included impacts on the achievement gaps for male students compared to female students and for non-white British students compared to white-British students.</p> <p>The Vice Principal advised that the report needed to be considered for approval at the current meeting, although minor amendments may still be required in advance of the required publication date when equality objectives must be placed on the college website before 31<sup>st</sup> January. The Chair commented that the report was very well put together and that the case studies and videos of a very wide range of students added to the interest of the report.</p> <p><b>RESOLVED:</b></p> <ul style="list-style-type: none"> <li>i) That the draft Equality &amp; Diversity Report be approved, allowing for a number of further minor amendments; and</li> <li>ii) That the draft Equality &amp; Diversity Objectives be approved.</li> </ul> |
| 14 | GB/20/12/034 | <p><b>AGENDA FOR STRATEGIC WORKSHOP (JANUARY 2021)</b></p> <p>The Principal presented the draft agenda for the Strategic Workshop planned for 22<sup>nd</sup> January 2021. She highlighted a number of agenda items, including an opportunity to build upon preparatory work on strategic priorities carried out by the committees. It was noted that Richard Caulfield from the AoC had agreed to attend the meeting to host a session focused on the national agenda in FE, including the forthcoming White Paper and the report of the Commission for the College of the Future. It was also</p>   |

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|           |                     | <p>noted that the workshop would be an opportunity to further review the college's Estates Strategy and the main Strategic Plan.</p> <p>Members discussed the timing of each part of the agenda and agreed that a later finishing time would be appropriate to ensure there was enough time to complete questions and answers, to include appropriate breaks, and to agree core elements of the Strategic Plan. The Principal agreed to amend the timings of the agenda and to re-circulate to all governors. She also agreed to circulate pre-reading material early in the new year.</p> <p style="text-align: right;"><b>Action: Principal</b></p> <p><b>RESOLVED:</b><br/>That, subject to agreed timing changes, the agenda for the Strategic Workshop be approved.</p> |
| <b>15</b> | <b>GB/20/12/035</b> | <b>ANY OTHER BUSINESS</b><br><br>There was no further business.  |
|           |                     | <b>DATE OF NEXT MEETING</b><br>5.00pm Tuesday 23 <sup>rd</sup> March 2021  |
|           |                     | <b>Part 1 of the meeting closed at 7.15pm</b>  |