

## THE CORNWALL COLLEGE GROUP

### Minutes of the Board Meeting held on 8 July 2020 at 4.00 pm By Video Conference

<b>Present</b>	Ian Tunbridge	IT	Chair
	Martin Bailey	MB	
	Karen Burrows	KB	
	Peter Child	PC	
	Jamie Crisp	JC	
	John Evans	JE	
	Tiff Griffin	TG	
	Tracey Hooper	TH	
	Wilf Hudson	WH	
	Patrick Newberry	PN	
	David Sharples	DS	
	Geoff Warring	GW	
	Jane Warren	JW	
	Pat Wilde	PW	
<b>Apologies</b>	Anne Thomas	AT	
<b>Observing</b>	Wendy Randle	WR	
<b>In Attendance</b>	Alison Phillips	AMP	Corporation Secretary
	Adrian Ford	AF	Vice Principal Group Operations
	Kate Wills	KW	Vice Principal Curriculum and Quality

*This meeting was preceded by a Governor Development Session with Heather Cross, National Leader of Governance, on Board Effectiveness*

#### I. **WELCOME AND DECLARATIONS OF INTEREST**

The Chair welcomed colleagues to the final scheduled Board meeting of the year. Whilst there had been a number of informal virtual sessions, this was the first time the Board had met formally virtually since the Covid-19 lockdown had begun and, as a consequence, there was a lot to get through at this meeting.

The Chair welcomed, Wendy Randle, the new Clerk to the Corporation, who was observing this meeting. Wendy would be starting on 1 September 2020. The Chair also welcomed Tiff Griffin, FE student governor, who was attending her last meeting as she would complete her term of office on 31 July 2020.

Apologies were noted.

Declarations of interest: The Chair reminded colleagues that, Anne Thomas, who had apologised for this meeting, and Peter Child had an interest in agenda item 6.6 Sub contracting as they were connected with contracting partners; Cornwall Care and Cornwall Marine Network, respectively. Peter also had an interest in the ratification of his appointment as Vice Chair (agenda item 3.2) and the Chair disclosed an interest in Chair succession (agenda item 6.1). It was agreed that those with a potential conflict of interest would not participate in the relevant discussions or vote but would not be required to withdraw.

There was no specific declaration of interest in any item on the agenda for this meeting in addition to those previously disclosed on members' declarations of interest.

## 2. MINUTES

### 2.1 Minutes of the Board meeting held on 11 December 2019

The minutes of the meeting held on 11 December 2019 were received and agreed as a correct record.

### 2.2 Confidential Minutes of the Board meeting held on 11 December 2019

The confidential minutes of the meeting held on 11 December 2019 were received and agreed as a correct record,

### 2.3 Reserved Minutes of the Board meeting held on 11 December 2019

These minutes had been circulated separately to those governors who would have been eligible to attend this part of the meeting. These minutes were received and agreed as a correct record.

### 2.4 Minutes of the Special Board meeting held on 5 February 2020

The minutes of the Special Board meeting held on 5 February 2020 were received and agreed as a correct record.

### 2.5 Confidential Minutes of the Special Board meeting held on 5 February 2020

The confidential minutes of the Special Board meeting held on 5 February 2020 were received and agreed as a correct record,

### 2.6 Notes of Chairs' meeting held on 25 March 2020

The notes of the Chairs' meeting which had been held in place of the full Board meeting by telephone following the Government's lockdown on 23 March 2020, were received and noted.

### 2.7 Minutes of the Special Board meeting held on 27 May 2020

The minutes of the Special Board meeting held on 27 May 2020 were received and agreed as a correct record.

### 2.8 Minutes of the Special Board meeting held on 10 June 2020

The minutes of the Special Board meeting held on 10 June 2020 were received and agreed as a correct record.

## 3. MATTERS ARISING

### 3.1 Matters arising update

The report detailing the progress of actions from the various meetings held since 11 December 2019 was received. The report was reviewed briefly and noted.

### 3.2 Ratification of decision

The report was received and the Board ratified the following decisions taken by the Chair and Committee Chairs on 25 March 2020:

- **Recommendations from Finance and Resources Committee:**  
Progress proposed disposal of Saltash Campus subject to thorough due diligence with a view to recommending sale to the Board.
- **Recommendations from Audit and Risk Committee:**  
Reappoint PwC, as external auditors, for the year ended 31 July 2020 subject to discussions regarding scope of the service and fees.
- Reappoint RSM, as internal auditors, for the year ended 31 July 2021, subject to a reduced scope to core controls and a simple assurance framework, and reduced hours.

- **Recommendations from Higher Education Committee:**  
HE fees for 2021/22, as detailed in the papers and in line with the Access and Participation Plan.
- **Governance Report:**  
Appointment of Peter Child as the Vice Chair with effect from 25 March 2020 to 6 May 2022.

Establishment of a Selection Panel, comprising the Principal, Chair of Board, Chair of the Curriculum and Quality Committee and Chair of Finance and Resources with the Vice Chair and Chair of Audit and Risk Committee as substitutes, to progress the appointment of the VP Curriculum and Quality and Clerk.

*Peter Child, Vice Chair, did not participate or vote on this decision.*

#### **4. STRATEGIC MATTERS/MONITORING**

At the invitation of the Chair, the Principal and CE explained that the College's key priorities were to make the College financially sustainable and to improve the Ofsted May 2019 grade of Requires Improvement. The following presentations were intended to update governors on the progress being made. Full discussion had taken place at the Finance and Resources Committee meeting and Curriculum and Quality Committee meeting and detailed supporting papers were included with the respective committee recommendations, agenda item 6.2 and 6.4.

##### **4.1 Progress against TU Milestones, Financial Recovery and Budget 2020/21 and Plan 2021/22 - Confidential**

This was dealt with as a confidential matter, in accordance with the Corporation's policy on confidentiality, and recorded in the confidential minutes.

##### **4.2 Post Inspection Action Plan (PIAP)**

Introducing this update the Principal reported that all inspection activity had ceased in March 2020 as a result of Covid-19 but would resume in September 2020 with health check visits for Grade 3 and 4 colleges to ensure that reasonable adjustments had been established in light of Covid-19 return and future spikes. Monitoring visits would resume in January 2021 and the Principal hoped the College would be revisited as soon as possible in the new calendar year so that the improvements made could be considered and a decision regarding a full inspection be taken. The PIAP was being used to drive improvements and would potentially be used by the inspection team to identify progress.

Kate Wills, VP Curriculum and Quality, presented an update on the key areas from the PIAP which had been reviewed at the Curriculum and Quality Committee. For governors' assurance she confirmed that there had been a huge focus on improving Teaching, Learning and Assessment and a monitoring and support structure was now in place to both scrutinise performance and support staff.

English and maths – a new methodology and consistent approach had been developed for implementation in September 2020 based on the scheme of learning and lesson plans, which would be delivered and monitored to secure improvements.

Development of Staff – all previously unqualified teaching staff had either completed or were on a teacher training programme. The Curriculum Area Manager development programme was in progress with more planned, including a programme for Study Programme Managers, for September 2020 to support improvements in practice and empower leaders to take responsibility and be accountable.

Course Reviews – the process had been continued into lockdown and would continue in the next academic year with the Assistant Principals leading on tackling issues at the earliest

opportunity to secure the best outcomes for learners. Support would also be provided to ensure that learners were well informed about their decisions and on the right course.

Curriculum Strategy – the documentation was now more meaningful and being used effectively to support learners to achieve the best outcomes/destinations.

Accountability – significant progress had been achieved. Study Programme Managers were articulating accurate data and in many cases achieving the Challenge 90 parameter. Areas falling behind Challenge 90 would be monitored.

High Needs – this was a clear area of focus. A new curriculum to ensure that all foundation learners were able to progress in all areas and reach their potential had been developed for September 2020. Weekly contact with High Needs students had been maintained through the lockdown and monitoring of every student was in progress. There was however further work to be done and the area would continue to be a high priority.

Governors reflected on how they monitored the quality of teaching, learning and assessment and challenged leaders and how the PIAP was mapped to the new Operating Statement and Balanced Scorecard included in the papers for this meeting. The Principal explained that a lot of development work had been done with governors during the year to improve their understanding of the quality of education. The Curriculum and Quality Committee, which included education specialists, reviewed the PIAP, supporting documents and other reports presented in detail. The PIAP would be a key document pending the outcome of the next Ofsted Inspection and mapping it to the Operating Statement and Balanced Scorecard would be considered further. Governors having access to high level quality data remotely and independently was an aspiration which was being worked towards.

The VP C and Q also shared 16-18 Whole College Performance Trend 2015/16 to 2019/20. She explained that this demonstrated a real increase over the five years and over the last academic year but urged caution as the final pass rate for 2019/20 would not be confirmed until September 2020. Governors commended the progress made and requested national benchmarks be included in the information presented.

KW

The Principal summarised the work done during the year as getting learners to stay and achieve. The next step would be to get learners to achieve well.

Closing the session the Chair thanked the VPs for their presentations which provided a clear overview of the progress made and commended the remarkable achievements.

## 5. **PRINCIPAL AND CHIEF EXECUTIVE'S REPORT**

The confidential report which included the Strategic Plan, Operating Statement, Key Performance Indicators and Balanced Scorecard, and Risk Register was received. The Principal explained that the Board had agreed the Strategic Plan 2020-23 in December 2019 with five strategic aims. A framework of supporting documents aligned with the five key aims to monitor progress and assure governors and other stakeholders was being developed.

- **Operating Statement 2020/21** This was a comprehensive corporate plan aligned with the strategic plan and informed by the annual self-assessment of the previous year's performance, detailing key actions to be delivered in the year with a progress RAG rating and cross referenced to the Risk Register. It would be presented at each Board meeting and in due course would replace the PIAP. The Principal outlined the process and timeline for producing the Annual Self-Assessment Review which would include governor engagement prior to formal approval in December 2020. Each area would have its own SAR and Operating Plan which would inform the corporate SAR and Operating Statement presented to the Board. The approach had been shared with staff who were supportive.

Governors commended the approach specifically the alignment with the strategic plan and single monitoring document. Responding to a governor's request to assess staff views on an ongoing basis rather than an annual review questionnaire, the Principal confirmed that there was a Staff Forum, which both staff governors attended and fed back to the Board, and confirmed that external governors would be welcome to observe any staff meetings.

- **Balanced Scorecard Targets 2020/21.** The VP Group Operations explained that the scorecard was aligned with the strategic aims, incorporated all key performance indicators and would be monitored monthly and revised on an ongoing basis, and presented at each Board meeting. He highlighted that the forecast for 2019/20 data might still be impacted by Covid-19 and confirmed that cashflow would be added to the Position and Financial Viability aim.

AF

Governors reviewed and discussed the key aims. Recognising that governors were not all education specialists, and following discussion of the Quality of Education targets, it was agreed that benchmarks should be included where possible. More generally governors suggested that there should be a performance indicator associated with the land based provision, given its importance to the College and considered whether there should also be an environmental/green target. Following discussion of the various initiatives coming forward and in development, including Green Gown Awards and Climate Action Roadmaps, it was concluded that the College was appropriately well engaged.

AF

The Principal undertook to circulate an example of a Balanced Scorecard from an outstanding/good college for governors' information.

JE

- **Risk Register.** The Principal reported that the Risk Register had also been redesigned and a new framework aligned with the strategic aims, presenting risks pictorially and detailing the direction of travel developed. A Board Assurance Framework lined with the register was also being developed.

The Board commended the development of key documents, aligned with the agreed strategic aims and detailing responsible managers. The Board approved the documents in principle subject to further development and completion for Board approval in October 2020.

JE

At the invitation of the Chair the Principal updated the Board on recent developments:

- The College had been awarded £1.26 million from the National Lottery Climate Action Fund as lead partner to work with its network of farmers to deliver training on reducing carbon emissions and help farmers better understand how to manage soils sustainably and profitably.
- The Government had announced the early release of £200m of the promised £1.5 billion to refurbish colleges, to enable colleges to undertake immediate remedial work to update the condition of buildings. Funding would be based on a formula allocation and details were awaited.
- Dbs. The Principal updated the Board on ongoing discussions with other colleges regarding transferring this provision.
- Economic Recovery Proposals. The St Austell College proposal had been fully supported by stakeholders and was progressing to the next stage. The Principal suggested that a steering group, comprising governors and managers, be established to drive this work and undertook to liaise with the Chair.

JE

## 6. **REPORTS FOR BOARD INFORMATION, DISCUSSION AND DECISION**

*Mindful of the time the Chair requested that presenters assume that reports had been read and highlight key points for discussion or decision.*

### 6.1 Recommendations from Search and Governance Committee

The report was received and taken as read. On the recommendation of the committee the Board agreed:

- To appoint Michael Hambly as a governor and member of the Curriculum and Quality Committee with effect from 1 September 2020 for a four year term of office, subject to due process. AMP
- That nominations for the role of Chair of the Board be invited with a view to an appointment being made at the October 2020 Board meeting. *The Chair did not vote on this decision and explained that he had withdrawn from the committee meeting when Chair succession had been discussed.* AMP

### 6.2 Recommendations from Finance and Resources Committee - Confidential

This was dealt with as a confidential matter, in accordance with the Corporation's policy on confidentiality, and recorded in the confidential minutes.

### 6.3 Recommendations from Audit and Risk Committee

The report was received and taken as read. Patrick Newberry, Chair of Audit and Risk Committee, presented an overview of the meeting which had reviewed the internal and external audit plans for the coming year in detail and had considered and endorsed the revised risk register. The risk register focussed on risk categorisation aligned to the strategic aims and tracking risk movement and would be presented, with the Board assurance framework, at the next Board meeting. AF

On the recommendation of the committee the Board approved:

- The revised Internal Audit Plan and programme for 2019/20.
- The External Audit Plan for the year ended 31 July 2020.
- The Internal Audit Plan for 2020/21. AF

The Board also noted that the Committee had agreed to co-opt Leon Sargent, manager with Handelsbanken, as a co-opted member of the Audit and Risk Committee.

### 6.4 Recommendations from Curriculum and Quality Committee

The report was received and taken as read. Wilf Hudson, Chair of the Curriculum and Quality Committee, confirmed that the committee had spent considerable time reviewing the PIAP which had also been comprehensively reviewed at this meeting, and the High Needs PIAP and Curriculum Plan; good progress was being made but there was further work to be done. Retention had also been discussed and the termly safeguarding and prevent report had been presented.

The Board noted the progress being made and endorsed the PIAP.

### 6.5 Recommendations from HE Committee

The report was received and taken as read. The Chair, who also chaired this committee, updated the Board on the committee's discussion including progress with the Access and Participation Plan and the compliance update. He also reported that the College had not received any communication from the Office for Students following its management and governance review visit in January 2020; the committee had agreed that this should be followed up. JE

### 6.6 Sub Contract Activity

The report detailing a summary of 2019/20 sub contract activity and proposals for 2020/21 was received and taken as read. The Board noted the improved controls introduced in 2019/20 and the potential impact of Covid-19 on contract completion and budget.

Following a brief discussion regarding continuing sub contract work with Cornwall Neighbourhoods for Change, the Board agreed the provisional subcontract budget for 2020/21 and the proposed Subcontracting Fees and Charges Policy for 2020/21. AF

*Peter Child's interest, disclosed at the beginning of the meeting, was noted and he did not participate in this discussion or vote on the decision.*

## 6.7 Governance Update

The report was received and taken as read. The Chair invited governors to consider the proposals presented and the Board agreed:

- The proposals for the self-assessment of governance and review of committees' terms of reference subject to all of the key organisational risks being reported through Board committees and specifically Health and Safety being monitored more robustly and included as a Key Performance Indicator. AF/AMP
- Committee membership for 2020/21.
- The following revised policies included in the Governance Procedures:
  - Governors' and committee members' Code of Conduct.
  - Whistleblowing Policy
  - Conflicts of Interests Policy. AMP

The Board also noted plans for Board and committee papers to be shared electronically only in future, the schedule of Board and committee meeting dates for 2020/21 and the update on the St Austell Educational Foundation.

## 7. GOVERNOR FEEDBACK

### 7.1 CCSU Progress Update/Student Governor Feedback

Tiff Griffin, CCSU President, and student at Cornwall College, Saltash, reported that she had some concerns regarding transport arrangements for September 2020 and was assured that this was being addressed.

### 7.2 Staff Matters – Feedback from Staff Forum

David Sharples, staff governor, reported that staff were returning to the College following the Covid-19 lockdown on a phased basis and engaging with learners in preparation for September 2020.

## 8. INFORMATION SECTION – ELECTRONICALLY

These reports were received.

### 8.1 Minutes of Board Committee Meetings

Search and Governance Committee 11 December 2019

Search and Governance Committee 5 February 2020

Finance and Resources Committee 27 November 2019

Confidential Minutes Finance and Resources Committee 27 November 2019

Finance and Resources Committee 11 March 2020

Confidential Minutes Finance and Resources Committee 11 March 2020

Audit and Risk Committee 27 November 2019

Confidential Minutes Audit and Risk Committee 27 November 2019

Audit and Risk Committee 11 March 2020

Curriculum and Quality Committee 27 November 2019

Curriculum and Quality Committee 11 March 2020

HE Committee 12 March 2020

### 8.3 Sealing Report

**9. DATES OF NEXT MEETINGS**

14 October 2020  
9 December 2020  
24 March 2021  
7 July 2021

Board meetings would usually start at 4.00 pm and be preceded by a strategic discussion at 2.00 pm.

Board development sessions had also been scheduled for:

3 February 2021  
12 May 2021  
Timings to be confirmed

OLT Away day 26/27 November 2020

Finally the Chair paid tribute to the Corporation Secretary who would be retiring at the end of September 2020. He thanked her personally for her professional support and on behalf of the Board for her service and commitment to Cornwall College. The Corporation Secretary thanked the Board for their good wishes and for the gift which had arrived during the meeting.

Closing the meeting the Chair thanked colleagues for their attendance and wished them all a relaxed summer break. He assured them that a Principal's Q and A session would be arranged if there were any significant developments to share and thanked the Principal and team for the tremendous work done during the year.