



**THE CORNWALL COLLEGE GROUP**

**Minutes of the Corporation Board Special Board meeting  
held on 12 November 2020 at 12:30pm  
virtually on MS Teams**

**Governors Present**

Ian Tunbridge	IT	Chair	Michael Hambly	MH
Martin Bailey	MB		Wilf Hudson	WH
Karen Burrows	KB		Patrick Newberry	PN
Peter Child	PC		David Sharples	DS
Jamie Crisp	JC		Geoff Warring	GW
John Evans	JE	Principal	Jane Warren	JW
Tracey Hooper	TH		Pat Wilde	PW

**In Attendance**

Wendy Randle	WR	Clerk to the Corporation
Adrian Ford	AF	Vice Principal Group Operations
Kate Wills	KW	Vice Principal Curriculum and Quality
Mark Wardle	MW	Assistant Principal Quality of Education – Teaching and Learning
Justin Olosunde	JO	Assistant Principal External Engagement and Business Innovation
Sarah Houghton	SH	Assistant Principal Quality of Education – Land Based
Kate Evan-Hughes	KEH	Service Director – Education – Cornwall Council

		Action
<b>1</b>	<b>WELCOME AND DECLARATIONS OF INTEREST</b>	
<b>1.1</b>	Mark Wardle, Sarah Houghton and Justin Olosunde, from the Executive Leadership Team (ELT) and Kate Evan-Hughes, Service Director - Education from Cornwall Council, were welcomed to the meeting.	
<b>1.2</b>	Anne Thomas was not in attendance.	
<b>1.3</b>	There were no further declarations of interest to those on the members’ register of interests; Karen Burrows reminded the board of her interest in the Local Nature Partnership.	
<b>2</b>	<b>STRATEGIC INTENT FOR CORNWALL COLLEGE</b> The chair outlined the format for the meeting, the board would; 1. Reflect on the draft strategic intent circulated prior to the board 2. Consider the achievability of the strategy and strategic developments in land based, the FE campuses and the apprenticeship operation 3. Receive feedback from Kate Evan-Hughes on the strategic intent and the Councils priorities for Cornwall 4. Consider further actions/ studies that may be required	

<p><b>2.1</b></p> <p><b>2.2</b></p> <p><b>2.2.1</b></p>	<p><b>Reflect on the draft strategic intent circulated prior to the board</b></p> <p>The Board reflected on the outcomes from the pre board meeting on 14 October 2020 which had formed the basis for the strategic intent document circulated prior to the meeting. The purpose of the strategic intent document is to outline the Board’s vision for The Cornwall College Group (TCCG), this would then be passed to management for guidance and implementation. Governors discussed the proposed strategic intent, a summary of feedback is outlined below:</p> <ul style="list-style-type: none"> <li>▪ Bring in partnerships to enhance experience, including other educational establishments.</li> <li>▪ Further consideration is required on the balance of messages given to the smaller campuses.</li> <li>▪ Need to address if Camborne and St Austell provide the core FE provision to support the local communities, making the other sites more specialist campuses.</li> <li>▪ A stronger, more prominent environment statement, aligned with Cornwall Council’s Climate Change and Growth agendas.</li> <li>▪ Reduce the number of statements and strengthen the language.</li> </ul> <p><b>Achievability of the strategy</b></p> <p>The Board moved to consider the achievability of the strategy and strategic developments in the land based provision, the FE campuses and the apprenticeship operation.</p> <p><b>Overview of The Cornwall College Group</b></p> <p>The Vice Principal Group Operations presented on overview of TCCG to include the below areas:</p> <ul style="list-style-type: none"> <li>▪ An overview of the provision, location of delivery and duplication were noted along with the potential future demands and the need for discussions to rationalise the provision.</li> <li>▪ Cornwall and IOS LEP and Heart of the South West priorities were considered; TCCG meet most of these with some emerging industries.</li> <li>▪ Subject areas studied by 16-19 year olds and graphs reflecting TCCG industry market shares and areas of growth, i.e. health, nursing and social care are growth areas.</li> <li>▪ Areas for development include preparation for life and work; includes English and Maths.</li> <li>▪ Sectors for growth include Construction, where there is a decline in market share, Hair and Beauty and Sport and Recreation, the latter being a large market in which the College has a low market share.</li> <li>▪ An overview of the 14,000 students by campus and type of provision.</li> <li>▪ The scope for further growth is in Level 1 and 2, yet consideration of the opportunities, learners and the College market share in Level 3 is required.</li> <li>▪ Market intelligence reflected school leaver projections for Cornwall and Devon with incremental increases up to 2028; increasing demographics support the need to size campuses to current students and ensure capacity planning for the future.</li> </ul> <p>Feeder schools into the FE Colleges were considered, along with the College market shares and potential growth opportunities. Limitations of the tier two feeder schools were noted due to school locations with competitors, yet tier three schools represented sizeable cohorts for the College to target. The lower market share of the schools near to the St Austell campus was noted, a transport strategy is being developed to draw more students into the campuses.</p> <p>Campus profitability highlighted Camborne and Duchy as the most profitable with St Austell being fourth partly due to high running costs; further rationalisation at Camborne would bring further savings. There were no long term concerns other than the loss making at St Austell due to central costs and the need to reach a critical mass; a new build could lead to increasing market share, support local communities and an improve reputation and relationships with feeder schools.</p> <p>Improving relationships with other Colleges and capacity in cash flow to invest and grow in the future provide opportunities for the College.</p> <p>Governors thanked the VP Group Operations for the presentation.</p>	
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<p><b>2.2.2 FE Campuses</b></p> <p><b>2.2.3 Feedback from Cornwall Council’s Service Director - Education</b></p>	<p>Governors acknowledged the College were strong in technical and practical arenas, emphasising the need to identify centres of excellences and a communication strategy to enhance the delivery of online learning and to work well with the transport strategy.</p> <p>Governor reflected on the high numbers of 16-19 year olds in education and training compared to the low numbers supported by the College, noting the size and breadth of curriculum offer and that a large proportion of the College learners would be in the land based provision. It was reported later on in the meeting that a significant proportion of this age group would move into A Levels; a provision not offered by the College.</p> <p>The Board invited the Assistant Principal Quality of Education, Teaching and Learning, to present on the FE Campuses strategy circulated prior to the meeting. It was reported that 35% of 16-19 year olds in Cornwall go on to study A Levels, therefore they would not join TCCG; the strategy for the FE needs to include an attractive other option for Level 3 provision for those currently studying A Levels.</p> <p>The plans for St Austell include a 20% growth and an Ofsted good grading within 3 years, with the need to ensure the offer and experience result in improved reputation. Building relationships with schools is key, along with reworking the curriculum to create pathways for learners.</p> <p>Further highlights included;</p> <ul style="list-style-type: none"> <li>▪ The need to focus on learners with EHCPs and learners with high needs.</li> <li>▪ Develop skills to inspire and enable pupils to contribute to their communities.</li> <li>▪ As the College focuses on specialisms this will result in improved employee relations and sustainable pathways.</li> <li>▪ Due to Covid-19, there is likely to be a significant demand for adults to upskill.</li> <li>▪ Need to improve workforce health and wellbeing, including the College’s staff.</li> </ul> <p>Governor commented on the impact of Covid-19 on A Levels and Universities, with a vocation now considered very important; the College is well placed to support this potential opportunity.</p> <p>Governor stated the need to consider how well the College meets the local industrial strategy, asking how well the College are positioned to be part of the Green and Covid recoveries and to deliver on the LEP priorities. It was reported that the College are well placed and have an early insight into what is needed, for example with Falmouth Marine School and the Engineering departments. After discussion governors requested a document outlining TCCG’s response to the LEP priorities and a paper from the ELT on the College’s green agenda, to include sustainable campuses.</p> <p>A slide showing skills shortages going forward was shared, governor reflected on the need to know what skills industry are looking for, ensure the College is aligned with this and consider the College focus areas. Governor stated the College need to consider future proof activities and durability of its markets, for example in construction where there is the potential move to off site manufacturing. It was reported that in two years the College will be able to deliver T Levels, enabling the College to move to employer based designed qualifications.</p> <p>Governors received feedback from Kate Evan-Hughes (KEH) on the strategic intent and the Councils priorities for Cornwall due to KEH needing to leave the meeting. KEH Kate Evan-Hughes stated that discussions aligned with Cornwall Council’s vision for education and provided support for the diversification of the economy. KEH welcomed the 14-16 offer as the narrowing of the curriculum offer has impacted hugely, making specific reference to Redruth School as a potential area for growth which would support the local community.</p>	<p>JE</p> <p>JE</p>
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	<p>Governors thanked KEH for attending the meeting and for her support of the College, KEH thanked the board for the invite to be part of the discussions.</p> <p><b>2.2.4 Land Based provision</b>                  The board returned to consider the achievability of the strategic intent and invited the Vice Principal Quality of Education - Land Based to update on strategic developments in the land based provision, based on the paper circulated prior to the meeting.</p> <p>Governors were informed of the need to develop more technical and academic qualifications, maximise Level 1 and the foundation learning offer, with Level 3 to be driven by T levels once introduced. The College need to continue using existing resources to complete meaningful research, which can then be used in knowledge transfer and to develop partnerships with outreach centres across Cornwall and Devon.</p> <p>Governor reflected on TCCG’s strategic aim to be industry leaders, reflecting that the paper had focussed on animals yet did not include the competitive edge in Cornwall in for example edible Narcissi, where Cornwall has the competitive edge due to being world leaders, asking how the College could develop in this market. This will be achieved by the agricultural skills academy, small scale producers are need to steer this.</p> <p>Governor suggested the food provision be separated from land based due to strength in the Cornish food and drink brand and its links with the sustainable food, land and sea agenda.</p> <p>Governor noted the need to consider the added value to maintain reputation i.e. encouraging Curriculum staff back into industry to ensure credibility in College provision.</p> <p><b>2.2.5 Apprenticeship Operation</b>                  The Assistant Principal External Engagement and Business Innovation was invited to discuss the strategy for the apprenticeship operation circulated prior to the meeting. It was reported that the College remains the Career College of choice for apprenticeships and is the largest provider in Devon and Cornwall.</p> <p>The challenges of supporting the small employers during a pandemic had been significant. It was reported that in the first wave the maximum learners on furlough was 10%, with 5% in the second wave; there were 18 redundancies out of 2000 learners. Internal surveys indicted the College is well respected, yet the achievements rate were lower with only two thirds of learners achieving their programme.</p> <p>Governor noted the need for a high level map to reflect the management of this work; it was reported that this was in place and would be presented to the ELT meeting.</p> <p>WH, JW and MH left the meeting</p> <p><b>2.3 Further actions/ studies</b>                  The board considered further actions and studies that would be required moving forward highlighting the following;</p> <ul style="list-style-type: none"> <li>▪ The board reflected on the need to consider the demand for the St Austell campus, noting the special board meeting scheduled 02/12/2020 to consider this.</li> <li>▪ The Chair summarised that the strategic intent document would be revised to incorporate governor feedback, shared at the Operational Leadership Team (OLT) Away Days and presented at the next Special Board on the 02/12/2020 for final approval.</li> <li>▪ The board noted the need for the strategic plan to be revisited in March to ensure it delivers on the strategic intent.</li> </ul>	
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<p><b>3</b></p>	<p><b>Board Review</b>  A recommendation from the FEC stocktake visit had been for the Board to access governance support in the format of a board review. A reviewer has been selected, they will attend the Board meeting as an observer on the 09/12/2020. Governors were informed that a survey linked to the review will be circulated after this meeting with a deadline for completion being the 20/11/2020.</p> <p><b>External stakeholders</b>  The Chair informed the board that the Clerk to the Corporation would be contacting all governors to collate information on the external links.</p>	
<p><b>4</b></p>	<p><b>DATES OF NEXT MEETINGS</b>  2 December 2020  9 December 2020  24 March 2021  7 July 2021</p>	