



**THE CORNWALL COLLEGE GROUP**  
**Minutes of the Corporation Board meeting**  
**held on 24 March 2021 at 3pm**  
**virtually on MS Teams**

<b>Governors Present</b>					
Ian Tunbridge	IT	Chair	Wilf Hudson	WH	
Karen Burrows	KB		Patrick Newberry	PN	
Martin Bailey	MB		David Sharples	DS	
Peter Child	PC		Anne Thomas	AT	
Jamie Crisp	JC		Jane Warren	JW	
John Evans	JE	Principal	Geoff Warring	GW	
Rhiah Harrison	RH		Pat Wilde	PW	
Tracey Hooper	TH		Debbie Wilshire	DW	
Michael Hambly	MH				

<b>In Attendance</b>		
Wendy Randle	WR	Clerk to the Corporation
Adrian Ford	AF	Vice Principal Group Operations
Kate Wills	KW	Vice Principal Curriculum and Quality

**This meeting was preceded by a presentation on the Quality of Education delivered by  
 Kate Wills, Vice Principal Curriculum and Quality**

		Action
<b>1</b>	<p><b>WELCOME, APOLOGIES AND DECLARATIONS OF INTEREST</b></p> <p>Apologies were received and accepted from Ellen Winsor. Kian Glandfield did not attend. Michael Hambly, Rhiah Harrison and Debbie Wilshire would join the meeting late due to prior commitments and Jane Warren would leave the meeting at 3:45pm due to prior commitments.</p> <p>Martin Bailey and John Evans had updated their declaration of interests, a copy of the updated register of interests can be found in Key Documents on the Teams site and is publicly available. There were no further Governor declarations of interest to those on the register of interests.</p>	
<b>2</b>	<p><b>ST AUSTELL CAMPUS</b></p> <p>Richard Meylon (RM), Project Director with the DfE, was welcomed to the meeting to present on the proposed St Austell project and to answer governor questions. Details contained in the confidential minutes.</p>	
<b>3</b>	<p><b>MINUTES OF THE BOARD MEETING HELD ON 9 DECEMBER 2020</b></p> <p>The minutes of the following Board meetings were reviewed:</p> <ul style="list-style-type: none"> <li>▪ Confidential Special Board meeting 2 December 2020</li> <li>▪ Board meeting 9 December 2020</li> <li>▪ Special Board meeting 03/02/2021</li> <li>▪ Special Board meeting 10/03/2021</li> </ul>	

<p><b>3.2</b></p>	<p>The minutes were agreed to be true and accurate records of the meetings, the Clerk to the Corporation would arrange for these to be signed by the Chair.</p> <p><b>MATTERS ARISING</b></p> <p>A matters arising report had been circulated prior to the meeting; there were no outstanding actions that would not be covered under agenda items.</p> <p>The Chair requested an update from the Task and Finish group that considered a recent Coroner’s report of a student’s death in 2018.</p> <p>The task and finish group have concluded their review. It was reported that the Emergency Management and Business Continuity plan was last updated in May 2020 and requires a reasonable amount of work to ensure this is an effective and up to date policy. Business Continuity was considered at the recent Audit and Risk (A&amp;R) Committee where it was understood that work is underway, this will be reviewed at the next A&amp;R meeting, coming to Board in the summer term.</p> <p>It was reported that the task and finish group and College have separately reviewed the College’s previous inquiry into the student’s death, concluding this had been fit for purpose, yet would have been better if completed independently. A connection was made to a suicide in September 2020, this will be investigated alongside the 2018 case; a report will go to the Curriculum and Quality committee. There are learnings that can be taken from these sad incidents, to include important questions about information flow from School to College, work on this is underway by the Executive leadership Team (ELT) and will come back to Board at the July meeting.</p> <p>There are no serious matters that the Board needs to be immediately concerned with. The task and finish group will now stand down.</p>	<p>AF/ WR</p> <p>KW</p> <p>JE/ KW</p>
<p><b>4</b></p>	<p><b>COVID UPDATE</b></p> <p>A report had been circulated prior to the meeting. It was reported that one positive Covid test result had been received during the testing on campuses, with testing moving to home testing. Higher Education students will complete on site tests in line with government guidance. A staff governor commented on the efficient testing at campuses; staff involved in site testing were thanked.</p> <p>A Governor reflected on a recent visit to the Camborne campus, noting the Covid safety measures and signage in place and the use of masks by staff and students; they had felt safe on campus.</p>	
<p><b>5</b></p>	<p><b>STRATEGIC DISCUSSION</b></p> <p><b>Education and Training Foundation (ETF) Review Report and action plan</b></p> <p>The Search and Governance Committee had considered the review report at a recent meeting, it was concluded that the report was positive with some actions to progress as to be expected. The Vice Chair presented on the report, the following highlights were noted;</p> <ul style="list-style-type: none"> <li>▪ a focus on team building skills is required</li> <li>▪ allocate time to consider the top three relevant strategic issues in meetings; Board agendas to enable 50% of Board time on the top three strategic issues</li> <li>▪ delegate more decision making to committees – use Board meetings more strategically</li> <li>▪ use lead Governors roles to provide assurance</li> <li>▪ earlier engagement between board and ELT on strategic issues to enable improved decision making</li> <li>▪ more deep dives on key strategic areas</li> <li>▪ clearer KPIs and SMART objectives on the operating statement</li> </ul> <p>A task and finish group has been set up to consider the report and progress the action plan.</p>	

	<p>The Board reflected on the impact of Covid restrictions on face to face relationships and new governors’ introduction to the Board noting the positive impact of the task and finish groups on developing Board relationships. The Board were reminded of the statement within the report that ‘Governors don’t arrive fully formed’. The introduction of a buddy system and a team building session at the next pre Board session were agreed.</p> <p>A Governor highlighted the challenge of effective delegation to Committee and the trust required by Board, of Committees, that effective debate has taken place to enable good decision making and bring to the Board the key strategic issues.</p> <p>The Board considered introducing a tool to evaluate meetings, it was agreed that the Clerk to the Corporation will introduce a post meeting survey to collate feedback.</p>	<p>WR</p> <p>WR</p>
<p><b>6</b></p>	<p><b>BEYOND THE BOARDROOM (BTB) – learner voice</b></p> <p>The Board received an update on the implementation of Beyond the Boardroom. The intended outcomes for the initiative include increased Governor engagement with staff and students, increased profile of the Board across the College and opportunities for triangulating information received at Board. The following highlights were noted:</p> <ul style="list-style-type: none"> <li>▪ A short term task and finish group will meet in May to review the trial implementation of BTB.</li> <li>▪ Governor reflected on the Course Review programmes, including the HE and Apprenticeship reviews, noting the impact of attending these sessions on individual Governor and Board knowledge, enabling more informed decision making.</li> <li>▪ Deep dive sessions will be delivered on the Operating Statement.</li> <li>▪ Governor fed back that a Head of Campus had reported that staff were pleased to see engagement from the Board on campus.</li> <li>▪ The Board were encouraged by the momentum of BTB.</li> </ul> <p>The external Board reviewer has requested to share the BTB initiative with other Colleges.</p>	<p>DW</p>
<p><b>7</b></p>	<p><b>BALANCED SCORECARD</b></p> <p>The new format, which was introduced this academic year, portrays progress against the main KPIs of the organisation; the document now includes an explanation on the red rag rated areas as previously requested by Governors.</p> <ul style="list-style-type: none"> <li>▪ A Governor reflected on the work experience KPI and the significant impact of Covid in this area. In response to a governor question it was noted that the ESFA will not accept work placements within the College, that this is an area of improvement and there will be no financial clawback.</li> <li>▪ The staff utilisation KPI was introduced this year and has proved a useful exercise, improvement has been noted, the target is 95%.</li> <li>▪ The variances caused by the third lockdown were noted, along with healthy year end cash balances and the increase in 16-19 year old student numbers.</li> <li>▪ An update on the partnership section, specifically the large growth in the 14-16 year old provision was provided; Cornwall Council have agreed to pay 50% of a staff member and provide the necessary funds to create brick work space. Pupils will attend the College with a teacher and support worker from their school.</li> <li>▪ The staff survey will be launched on the 26/03/21, the College will aim for a high completion rate. The questions will be the same as previous surveys to enable benchmarking, with the results shared at the next Board meeting.</li> <li>▪ The Adult Education budget has been impacted by Covid.</li> <li>▪ In response to a Governor question, a staff productivity measure for lecturing staff would be implemented in due course.</li> </ul>	<p>JE/ WR</p> <p>AF</p>
<p><b>8</b> <b>8.1</b></p>	<p><b>PRINCIPAL AND CE’S REPORT</b></p> <p>The report had been circulated prior to the meeting. The following highlights were noted;</p>	

<p><b>8.2</b></p>	<ul style="list-style-type: none"> <li>▪ Employer advisory groups have begun and are proving effective; George Eustace has requested involvement.</li> <li>▪ Details on the Assistant Principal vacancies were shared.</li> <li>▪ Student applications are up by 600 compared to previous years; the College are confident yet not complacent.</li> <li>▪ The Board has received the Ofsted monitoring visit report.</li> <li>▪ Regarding Cornish Lithium, a bid to Innovate UK for £750k is being considered, with an industrial partner agreeing to join the College on this bid.</li> </ul> <p>The Principal updated that the ELT have reviewed the strategic aims and propose a sixth aim around finance and infrastructure, these six aims would then be reflected in the operating statement and risk register. The Governors will have the opportunity to review the strategic aims at the strategy day in May; staff consultation will take place prior to this. A fifth value is also being proposed, 'think sustainability'. Governor stated the need to ensure the strategic aims link to the strategic intent.</p> <p>Governor suggested measuring the current sustainability impact, reviewing this in three years in order to demonstrate our impact. This will be measured in the sustainability action plan.</p> <p><b>Operating Statement</b></p> <p>The Operating Statement had been circulated prior to the meeting. This key document provides the action plan that sits under the current five strategic aims for the College; areas updated since the last meeting were highlighted in red.</p> <p>In response to a Governor question it was understood that the decline in HE retention at Eden was due to students leaving within the first year, with living arrangements a key factor. The College have strengthened the recruitment processes for Newquay, Eden and Golf to ensure the students are clear about their moves. In response to governor reflection on the student support in place, it was noted that there are higher levels of support at Newquay; the College plan to review student support at Eden.</p> <p>Governor welcomed the planned deep dive sessions on the operating statement, proposing the amber and red rated areas be considered first. The Clerk to the Corporation will arrange these.</p> <p>Governor requested a summary front cover for the operating statement to reflect current updates and the rag rating.</p>	<p><b>WR</b></p> <p><b>JE</b></p>
<p><b>9</b></p>	<p><b>Health &amp; Safety (H&amp;S) update</b></p> <p>An update was provided via a presentation delivered by the Vice Principal Group Operations; a copy was uploaded to Teams. It was reported that standardised KPIs for H&amp;S are being developed and a staff H&amp;S questionnaire is planned, as shared with the Audit and Risk Committee.</p> <p>Governor reflected on previous financial pressures which may have impacted on previous progress in H&amp;S, noting the need for the College to overcome any potential culture of cutting corners. After discussion it was agreed that the VP Group Operations undertake a piece of work to ensure a good baseline position is identified in order to track impact. Governor recommended the use of the Bird's Triangle.</p> <p>Governors reflected on the planned increase in review of the risk register at Committees and noted the work being completed on a H&amp;S Lead Governor role description and succession planning for this role via the Audit and Risk Committee.</p>	<p><b>AF</b></p>
<p><b>10</b> <b>10.1</b></p>	<p><b>REPORTS FOR BOARD INFORMATION, DISCUSSION AND DECISION</b></p> <p><b>Recommendations from Finance and Resources (F&amp;R)</b></p>	

	<p>A report had been circulated prior to the meeting. The Committee reviewed the January monthly management accounts; the February management accounts have since been circulated to Board. The Committee had been broadly satisfied when reviewing the January accounts.</p> <p>The Committee Chair reflected on the impact of the recently announced tolerance for the Adult Education Budget (AEB), 90%, and the likely clawback of £1m due to the College achieving 78%. It was understood that the sector remained disappointed with the decision and expected further announcements.</p> <p>The Board considered the following items and supporting papers circulated prior to the meeting. The Board approved the following as recommended by the F&amp;R Committee;</p> <ul style="list-style-type: none"> <li>▪ The extension to the current overdraft facility of £500k with Barclays Bank; a contingency, current projections do not forecast this will be used</li> <li>▪ The FE Fees Policy</li> <li>▪ The minor changes to authorisation levels in the Financial Regulations</li> <li>▪ Committee Terms of Reference</li> <li>▪ Orders over £100k;             <ul style="list-style-type: none"> <li>▪ First South West Ltd, student transport Duchy, Jan – March 2021</li> <li>▪ Cormac Solutions, new car park at Camborne Campus</li> </ul> </li> </ul> <p><b>10.2 Recommendations from Audit and Risk (A&amp;R)</b> The report was circulated prior to the meeting, the following recommendations were put forward:</p> <p>Tendering of External Auditors 2020/2021: The committee proposed retendering the external audit services to ensure an appointment is made prior to 2020/2021 year end. The Board agreed the recommendation; a Special Board meeting would need to be scheduled to provide approval.</p> <p>Reappointment of Internal Auditors 2021/2022: The Board agreed the Committee recommendation to extend the internal auditors (RSM) contract for a further year for continuity.</p> <p><b>10.3 Recommendations from Curriculum and Quality (C&amp;Q)</b> The report was circulated prior to the meeting. It was noted that the Committee had received an update on the E,D&amp;I strategy and that the new College E,D&amp;I Committee had met in March.</p> <p>Following the recommendation from the Committee, the Board approved the C&amp;Q Committee Terms of Reference (TOR) which included changes to job titles and enabled a student governor to join the Committee.</p> <p><b>10.4 Recommendations from HE Committee</b> The report was circulated prior to the meeting. The Committee recommended the HE Fees 2022/23 for Board approval, it was noted that these had also been considered by the F&amp;R Committee. The Board approved the HE Fees 2022/23.</p> <p><b>10.5 Recommendations from Search and Governance (S&amp;G)</b> The report was circulated prior to the meeting, the Board approved the following recommendations:</p> <ul style="list-style-type: none"> <li>▪ to amend the S&amp;G Committee Terms of Reference to include the HE Committee Chair.</li> <li>▪ To appoint Debbie Wilshire as the Deputy Safeguarding Governor.</li> </ul> <p>The Board approved the Clerk to Corporation to make ongoing amendments to the TOR in terms of job titles, to ensure they remain reflective of the organisational structure.</p>	<p><b>WR</b></p> <p><b>AF</b></p>
<p><b>11</b></p>	<p><b>Cornwall College Student Union (CCSU) Constitution</b> The revised constitution had been circulated prior to the meeting. The Director of Student Experiences and CCSU President and Student Governor were invited to present the changes. After</p>	

	<p>discussion, the Board approved the revised constitution and noted the impact of the revised timescales in enabling improved student governor engagement due to earlier appointment.</p> <p>The Board were asked to nominate a Board representative as a Trustee of the CCSU; the role is currently held by Ian Tunbridge. Governors were invited to express an interest in the role by 19/04/2021, should no expressions of interest be received IT will continue in the role.</p> <p>Governors were invited to join future CSEC meetings by the Director of Student Experiences.</p>	<b>ALL</b>
<b>12</b>	<p><b>GOVERNANCE UPDATE</b> A report had been circulated prior to the meeting.</p> <p><b>12.1 E-governance</b> Governors were encouraged to use their College email addresses, these provide access to the College intranet, training opportunities and links contained in the Insight emails.</p> <p>The cloud based filing system is in place in Teams. All Governors and Co-opted Committee members have access to the relevant information.</p> <p><b>12.2 Task and Finish groups</b> Details of the task and finish groups were shared with the Board. This format was proving effective at engaging Governors and improving team dynamics.</p> <p><b>12.3 Lead governor roles</b> Role descriptions for lead governor roles are being created to ensure clarity on role expectations and to support succession planning for these roles.</p> <p><b>12.4 Training</b> The Board were reminded to complete the GDPR and E,D&amp;I training by the end of April.</p>	<b>ALL</b>
<b>13</b>	<p><b>GOVERNOR FEEDBACK</b></p> <p><b>13.1 Student matters – feedback from CCSU</b> A student governor reported that the second CCSU meeting had recently been held informing the Board that the CCSU were undertaking many fund raising activities and that there was lots of positive feedback from all campuses.</p> <p><b>13.2 Staff matters – feedback from staff forum</b> A staff governor reported that the staff forum is being reviewed to ensure it is more functional with new roles being identified and a new chair appointed.</p> <p>Learners have been supported by the HE hardship bursary and Free School Meals (FSM) were provided from January to March; this provision will continue to April.</p>	
<b>14</b>	<p><b>INFORMATION SECTION</b></p>	
<b>14.1</b>	<p><b>Minutes of Board Committee Meetings</b> The below minutes had been circulated prior to the meeting; there were no questions: Minutes of Board Committee meetings</p> <ul style="list-style-type: none"> <li>▪ Curriculum and Quality (17/11/2020 &amp; 09/02/2021)</li> <li>▪ HE (17/11/2020 &amp; 09/02/2021)</li> <li>▪ Audit and Risk (30/11/2020 &amp; 10/03/2021)</li> <li>▪ Finance and Resources (25/11/2020 &amp; 27/01/2021 &amp; 10/03/2021)</li> <li>▪ Search and Governance (03/02/2021)</li> <li>▪ Notes from the Board Strategy Day 03/02/2021</li> </ul>	
<b>14.2</b>	<p><b>Governance Action Plan:</b> circulated for information; progress is monitored by Search and Governance.</p>	

<b>14.3</b>	<b>ETF Board Review report:</b> the full report had been circulated for information.	
<b>14.4</b>	<b>Sealing Report:</b> the report had been circulated for information.	
<b>15</b>	<b>DATES OF NEXT MEETINGS</b> <ul style="list-style-type: none"><li>▪ 12 May 2021, Board Strategy Day, 10am – 4pm.</li><li>▪ 7 July 2021, Pre Board meeting for strategic discussion 2-4pm, Board meeting 4-6pm.</li></ul> <p>The Board agreed to adopt a hybrid approach to meetings with Committees deciding if they wish to meeting face to face or virtually, in line with Covid restrictions.</p>	