



THE CORNWALL COLLEGE GROUP

**Minutes of the Corporation Board meeting
held on 23 March 2022 at 4 pm by MS Teams and in St Austell Boardroom
2pm-3pm Pre-Board OFSTED Update**

Governors Present			
Ellie Burridge	EB	Penny Mathers	PM
Karen Burrows	KB	Patrick Newberry	PN Chair of the Board
Lee Charnock	LC	Anne Thomas	AT
John Evans	JE	Jane Warren	JW
Kelsi Giddy	KG	Geoff Warring	GW
Nick Harris	NH	Pat Wilde	PW
Jonathan Mashen	JM	Ellen Winser	EW
Principal and CE			
In Attendance			
Wendy Randle	WR	Director of Governance	
Adrian Ford	AF	Group Deputy Principal Group Operations	
Kate Wills	KW	Group Deputy Principal Curriculum and Quality	

	<p>Pre-Board Session on OFSTED</p> <p>The Ofsted Inspection report had been circulated prior to the meeting. It was noted that the media coverage will commence on 30th March in line with when the report will be uploaded to the Ofsted website. Further details contained in the confidential minutes.</p> <p>The Board thanked the Principal and Senior Postholders and the College team for the outcome and welcomed the proposals to move forward with the aim of achieving outstanding.</p>	
1	<p>WELCOME, APOLOGIES AND DECLARATIONS OF INTEREST</p> <p>Apologies were received and accepted from Kathryn James, Ian Tunbridge, Tracey Hooper and Mike Hambly. It was noted that Ellen Winser and Kelsi Giddy would arrive during the meeting due to prior commitments. The meeting was quorate.</p> <p>There were no further declarations of interest to those on the register of interests.</p> <p>Kelsi Giddy was appointed as the new Student Governor until the end of July 2022.</p>	
2	<p>MINUTES AND MATTERS ARISING</p> <p>2.1 The minutes of the meetings held on 9 December 21 and 26 January 22 were agreed to be a true and accurate record of the meeting.</p> <p>2.2 MATTERS ARISING</p> <p>The matters arising report had been circulated prior to the meeting. Ongoing actions were reviewed and the Board were satisfied with progress being made.</p>	
3	<p>CORNWALL COLLEGE STUDENT UNION (CCSU) UPDATE</p>	

	<p>A report had been circulated prior to the meeting and was received by the Board. A student Governor provided an overview of the CCSU structure and the disparity between SUs across the campuses, details of fundraising activity and safeguarding messages shared with students. It was noted that the LSEC and CSEC form part of the Student Voice; spring term Student Voice sessions were attended by some Governors as part of Beyond the Boardroom activity.</p> <p>The Board reflected on the role of a SU in a University, noting this was different to the role held within the College. It was noted that the College are introducing HE spaces on some campuses and continue to explore HE accommodation options. In response to Governor questions, the College plans to review the way in which it surveys HE students and the format of the HE course reviews, noting the differences between the HE and FE provisions.</p> <p>The Board considered the impact of building student communities on and around campuses, the varying requirements of the student groups, courses and campuses, and the long term impact of Covid on student interaction.</p> <p>The Board thanked the two Student Governors for their contribution and welcome further comment at the next Board meeting.</p>	
<p>4 4.1 4.2 4.3 4.4 4.5</p>	<p>PRINCIPAL AND CE’S REPORT to include</p> <p>Progress against the Strategic Plan/Operating Statement A summary version of the operating statement, highlighting the amber and red areas, had been circulated prior to the meeting; the full document had been also shared for information. The following highlights were noted;</p> <ul style="list-style-type: none"> ▪ The Board noted the challenges within English and Maths, which had been considered during the pre-Board. ▪ Student applications continue to track similar to last year with an expectation that Camborne numbers will improve as a result of the Careers Fest. ▪ Work experience is at 64% and although good in comparison to other Colleges, the College continue to aim to achieve 100%. The impact of a lack of larger employers in the region was noted. <p>Balanced Scorecard (BSC) A paper was shared prior to the meeting, it was reported that the BSC had not changed since the last meeting and that the BSC will be circulated monthly with the management accounts.</p> <p>Risk Register A paper was shared prior to the meeting. Committees continue to develop the monitoring of their relevant risks.</p> <p>FEC Stocktake visit report A paper was shared prior to the meeting. An update on the main recommendation, the Land Based Strategy, would be provided under agenda item 5.</p> <p>OFSTED Inspection Report The final report was received by Board and considered at the pre Board session.</p>	
<p>5 5.1</p>	<p>STRATEGIC DISCUSSION</p> <p>Land Based Strategy Update The Vice Principal Quality of Education, Land Based, joined the meeting to present an update on the development of the Land Based strategy. The following highlights were noted;</p> <ul style="list-style-type: none"> ▪ The College are receiving support from the FEC team with the development of the strategy. ▪ Two strategy days had been held with Heads of Campus in attendance and some Governors; Governors were thanked for their attendance and contributions. ▪ Strategic themes identified include an agile curriculum for the future workforce, leading edge technology, ‘One Health’ agenda (healthy people, healthy animals and healthy environment), 	

<p>5.2</p>	<p>research and collaborative research, partnerships and the development of the investment plan required to deliver the strategy.</p> <ul style="list-style-type: none"> ▪ Details of the next steps were shared. <p>Governors reflected on the information shared and their attendance at the strategy days, noting the following;</p> <ul style="list-style-type: none"> ▪ The Group need to consider if employers and markets targeted have been engaged with sufficiently, with Board requesting assurance that the strategy will meet employer needs; noting the change of pace for employers in these sectors. Governors also stressed the importance of the final proposals being based on robust market data. ▪ The need to inform the land based sector that TCCG plan to be outstanding in three years; consider how this strategy is marketed to the land based sectors. ▪ Unity and consistency within the Group, noting the size and scale of the proposals and the support required from the Board. ▪ Increased reference and content on sustainability and climate change, with links to College values to include EDI. It was noted that sustainability will be integral to the land based strategy, yet it was identified that a Group strategy is required. The overarching document will include links to the values. ▪ Consider a staffing plan to support the delivery of the strategy. ▪ The potential for land based, at 42% of the Group activity, to be a USP for the Group. The Group currently has the monopoly of the FE market in Cornwall, approximately half the FE market share in Devon; with potential for growth in land based FE and HE provisions. ▪ Centres of excellence with Eden, Newquay and Rosewarne. ▪ In comparison to other Colleges the Group holds the least developed land with beautiful campuses. ▪ Development of progression pathways through to HE. ▪ Limitations for existing students in attending conferences linked to their research, noting the impact of this on marketing of the Group, and the need to encourage students to ask for this support when needed. <p>It was noted that the draft strategy will be reviewed by ELT w/c 28/03 with the final draft presented to Board at the May meeting.</p> <p>CCMS update</p> <p>The Chair of the Finance and Resources Committee provided an update on CCMS. Further details contained in the confidential minutes.</p>	
<p>6</p>	<p>ANNUAL REPORTS</p> <p>Gender Pay Gap Report</p> <p>The paper was shared prior to the meeting. It was noted that there was a higher percentage of women in lower pay bands and that the College understand the reasons for the gap. The Board were assured that there was equal pay for the same roles and equality of opportunity.</p>	
<p>7</p> <p>7.1</p> <p>7.1.1</p> <p>7.1.2</p> <p>7.1.3</p> <p>7.1.4</p>	<p>COMMITTEE REPORTS FOR BOARD INFORMATION, DISCUSSION AND DECISION</p> <p>Recommendations from Finance and Resources Committee</p> <p>Committee Chair Report</p> <p>Financial Update January and February 2022</p> <p>Mileage and Expenses Procedure</p> <p>Fees Policy</p> <p>The Board received the Committee Chair report and the financial updates for January and February. The Board supported the Committee recommendations and approved the amendment to the Mileage and Expenses procedure, previously agreed in December, delegating its future approval to ELT, and approved the Fees Policy. The Board considered the impact of operating in</p>	

<p>7.2</p> <p>7.2.1</p> <p>7.2.2</p> <p>7.2.3</p> <p>7.2.4</p> <p>7.2.5</p> <p>7.3</p> <p>7.3.1</p> <p>7.3.2</p> <p>7.3.3</p> <p>7.3.4</p> <p>7.4</p> <p>7.4.1</p> <p>7.4.2</p> <p>7.4.3</p>	<p>an inflationary market and the increase of energy costs on future fees, noting potential future risks.</p> <p>It was reported that the new build at St Austell will be carbon net zero and government grants to support energy costs were expected, for which the College is preparing projects.</p> <p>Recommendations from Audit and Risk Committee</p> <p>Committee Chair Report</p> <p>Business Continuity Plan</p> <p>Board Assurance Framework</p> <p>Health and Safety Policy</p> <p>Sustainability Policy</p> <p>The Board received the Committee Chair report and supported the Committee recommendations approving items 7.2.2 to 7.2.5. The following highlights were noted;</p> <ul style="list-style-type: none"> ▪ the Business Continuity Plan was much improved; it required a practical walk through which would highlight any areas of concern and provide further assurance. ▪ A presentation from the Head of IT on Cyber Security had provided assurance on the Group’s response. ▪ That the Committee and Board had some good quality documents to guide governance, yet Committee papers could be further streamlined. <p>Recommendations from Curriculum and Quality Committee</p> <p>Committee Chair Report</p> <p>Safeguarding and Prevent Termly Update</p> <p>Subcontracting Update</p> <p>Child Death Review</p> <p>The Board received the papers from Curriculum and Quality Committee. The focus for the summer term will be on applications and achievement rates; it was noted that current attendance issues were comparable to other Colleges. In response to a Governor question it was noted that the College will use the Tuition Fund to support students whose attendance has been impacted by Covid; it was noted that the impact of the pandemic could be long lasting due to changes in behaviour.</p> <p>The Committee noted the assurance provided in the Subcontracting update.</p> <p>Recommendations from Higher Education Committee</p> <p>Committee Chair Report</p> <p>The Board received the Committee Chair report, noting that the main steer from the Committee was for the College to be more innovative.</p> <p>HE Self Evaluation Document (SED)</p> <p>It was reported that the HE SED, circulated prior to the meeting, was a retrospective look at the previous year, evaluating the College’s performance, and that an action plan has been generated in order for the College to monitor progress. It was noted that there remains an ongoing discussion around staff metrics and the Committee plan to develop more risks linked to HE, to include accommodation.</p> <p>HE Fees 2022/23 and 2023/24</p> <p>The Board agreed the amendment to the 2022/23 fees, linked to UK and International students on a specific programme.</p> <p>Following a lengthy discussion on the price variance of programmes, the market research conducted to set prices, the Government price cap on fees, the number of self funding students by</p>	<p>KW</p>
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<p>7.4.4</p> <p>7.4.5</p> <p>7.5</p> <p>7.5.1</p> <p>7.5.2</p> <p>7.6</p> <p>7.6.1</p>	<p>campus or course, and the impact of inflation; it was agreed that further detail would be presented to Board at the May meeting in order to make a decision on the 2023/24 fees.</p> <p>Access and Participation Plan (APP) The APP had been circulated prior to the meeting. The APP this had been submitted to the OfS who have a period of 12 weeks to liaise with the College regarding any feedback.</p> <p>HE Strategy Update The development of the strategy is underway. A session on the strategy is planned at the Board Strategy Day, followed by the presentation of the final draft for Board approval at the July Board meeting. A summary of the areas of focus were shared with the Board.</p> <p>Recommendations from Search and Governance Committee</p> <p>Committee Chair Report</p> <p>Progress against the Governance Action Plan</p> <p>The Board received the above two reports from the Search and Governance Committee.</p> <p>Recommendations from the Major Capital Projects Committee</p> <p>Committee Chair Report The Board received the report, noting the delay with the St Austell new builds; completion planned for 2025, and that the College had not received a final decision on the Transformation Fund bid for the Camborne redevelopment but indications are promising.</p>	
<p>8</p>	<p>Beyond the Boardroom Update and plan for Summer Term</p> <p>The Chair and Director of Governance plan to review the Beyond the Boardroom opportunities for the summer term; a plan will be circulated in the summer term.</p> <p>Governors were encouraged to complete Beyond the Boardroom reports on visits completed during the spring term, these will be circulated to Board and the senior postholders.</p>	<p>PN, WR</p> <p>ALL</p>
<p>9</p>	<p>INFORMATION SECTION Minutes of Committee Meetings Curriculum and Quality (01/03/2022) HE (15/02/2022) Audit and Risk (09/03/2022) Finance and Resources (27/01/2022 and 09/03/2022) Major Capital Projects (01/02/2022) Search and Governance (12/0/2022) CCMS (30/11/21)</p> <p>The above minutes were circulated prior to the meeting for information.</p>	
<p>10</p>	<p>DATES OF NEXT MEETINGS 04 May 22, Board Strategy Day, 9:30-4pm followed by Board meeting 4:14 – 5:15pm 5 July 22, Pre-Board and Board meeting 2-6pm</p>	