



THE CORNWALL COLLEGE GROUP
Minutes of the Corporation Board meeting
held on 7 July 2021 at 3pm
virtually on MS Teams

Governors Present					
Ian Tunbridge	IT	Chair	Michael Hambly	MH	
Karen Burrows	KB		Wilf Hudson	WH	
Martin Bailey	MB		Patrick Newberry	PN	
Peter Child	PC		David Sharples	DS	
Jamie Crisp	JC		Anne Thomas	AT	
John Evans	JE	Principal	Geoff Warring	GW	
Tracey Hooper	TH		Debbie Wilshire	DW	

In Attendance		
Wendy Randle	WR	Director of Governance
Adrian Ford	AF	Vice Principal Group Operations
Kate Wills	KW	Vice Principal Curriculum and Quality

		Action
1	<p>WELCOME, APOLOGIES AND DECLARATIONS OF INTEREST</p> <p>Apologies were received and accepted from Jane Warren, Pat Wilde and Ellen Winser. Kian Glandfield and Rhiah Harrison did not attend.</p> <p>There were no further declarations of interest to those contained on the members’ register of interests.</p>	
2	<p>MINUTES OF THE BOARD MEETING HELD ON 9 DECEMBER 2020</p> <p>3.1 The minutes of the following Board meetings were reviewed:</p> <ul style="list-style-type: none"> ▪ Board 24/03/2021 ▪ Special Board meeting 12/05/2021 ▪ Summary of governance challenge notes Board Strategy Day 12/05/2021 <p>The minutes were agreed to be true and accurate records of the meetings.</p> <p>3.2 MATTERS ARISING</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>	
3	<p>STRATEGIC DISCUSSION - Risk management and risk appetite.</p> <p>A discussion took place on risk management and risk appetite; it was noted that all Committees had considered their risks this term.</p>	

	<p>The discussion included reference to cyber security and the real risk of cyber attack across the sector, along with the need to ensure adequate insurance and identify potential support from other organisations where feasible. It was noted that the College have moved from legacy systems and now need to ensure these are closed down with spend authorised to complete this work.</p> <p>Following this, it was reported that a new risk had been added to the risk register linked to closing the attainment gap between high needs and non high needs students. A Governor also noted the need to include making further improvements to English & Maths on the operating statement.</p> <p>Board suggested the College consider the addition of the following risks to the risk register:</p> <ul style="list-style-type: none"> ▪ Health and Safety and Welfare – potentially as part of the people section. ▪ Failure to implement a system to remove sexual harassment – in response to Ofsted’s report on sexual abuse in schools and colleges. <p>Following lengthy discussion, it was concluded that the Board wanted to explore their strategic response to risk management, agreeing to implement a task and finish group to consider the following:</p> <ul style="list-style-type: none"> ▪ The need for a risk appetite statement (Network Rail example was shared). ▪ Risk tolerance parameters for the Group, and the inclusion of risk tolerance on the risk register. ▪ The value in implementing a risk framework. ▪ Public perception of risk and Board confidence in risk. <p>Due to their skills in key sectors it was agreed that TH, AT, PN, PC, MB, MH and KB would form this group which would then feed into the Audit and Risk Committee and Board.</p>	<p>JE</p> <p>JE/ AF</p> <p>WR</p>
<p>4</p> <p>4.1</p> <p>4.2</p>	<p>PRINCIPAL AND CE’S REPORT – CONFIDENTIAL</p> <p>Strategic Plan 2021 – 2024</p> <p>The revised Strategic Plan, to include Board feedback from the Strategy Day, had been circulated prior to the meeting. The Principal reflected on the impact of the Board Strategy Day on the final version in terms of amendments to the order and flow of the document, links to the strategic aims and improved imagery, noting that there were now five strategic aims as Governors had highlighted overlap. A new Operating Statement will be created in line with the Strategic Plan, deep dives for Governors will be scheduled on this for the Autumn term. The Strategic Plan will be reviewed in one year and amended accordingly.</p> <p>The Board thanked the Principal for the revised Strategic Plan, noting the improved clarity; a Governor suggested the header ‘Aims’ be incorporated on page 7. It was agreed additional information be added into the ‘People’ area of the plan.</p> <p>Board approved the Strategic Plan for 2021-2024; with the final version, specifically the section on ‘People’, shared with Tracey Hooper for comment.</p> <p>Operating statement</p> <p>This key document, circulated prior to the meeting, provides the action plan for 2020/21 linked to the current five strategic aims for the College. Areas updated since the last meeting were highlighted in red and amber areas were highlighted in a separate document as requested by Board at the last meeting.</p> <p>It was noted that deep dives on the operating statement had taken place on all five strategic aims; Governors noted the impact of these sessions in terms of their knowledge and understanding of the College and welcomed the ongoing use of this this format. Actions from these sessions will be picked up at October Board. It was noted that sessions on the SAR and new operating statement will be scheduled for the Autumn term.</p> <p>Highlights from the operating statement included;</p> <ul style="list-style-type: none"> ▪ The College were pleased with the retention data for 2020/21 	<p>WR WR</p> <p>JE</p> <p>JE TH</p> <p>WR/ JE</p> <p>WR</p>

<p>4.3</p>	<ul style="list-style-type: none"> ▪ Attendance although good, did not hit the Challenge 90 target. ▪ There had been some difficulties with retention in HE. ▪ RAID had recently taken place to reflect on what had worked well and what needed to improve moving forward. ▪ Not all learners were able to take their end tests due to the impact of Covid on assessment nationally. ▪ Increased performance in English and Maths had been expected, yet the College were pleased with what had been achieved. ▪ The College do not plan to work with the local sixth forms due to the buy in with the schools ▪ The implementation of the parent’s portal was delayed though this is ready to implement. <p>In summary it was reported that there had been progress made in all areas, yet the amber areas reflected where the College did not achieve the targets set. A long term aim will be added to the operating statement; to enhance employers understanding of sexual harassment in the work place. In order to monitor outcomes this has been added to the three monthly review form apprenticeship advisors complete.</p> <p>The College continue to prepare in anticipation of an early inspection.</p> <p>Balanced Scorecard Circulated prior to the meeting, the document portrays progress against the Group’s KPIs and outlines the targets for 2021/22.</p> <p>It was reported that EU projects due to end in 2023/24 will result in a decline in staffing numbers due to the end of fixed term employment contracts; there were no anticipated redundancies. A Governor suggested the separation of these categories so as not to distort the data.</p> <p>A Governor requested that where feasible national data be included in the Balanced Scorecard to enable benchmarking.</p> <p>A Governor reflected on the balance of teaching staff v business support staff. Following discussion the Board requested that this data be revisited in order to present a clearer picture of what proportion of the funds are going to student support.</p> <p>In response to a governor question on how the risk register grading for staff turnover had been reached, it was noted that the risk register reflects the risk of losing key staff members, the difficulty of appointing to key positions and the risk of a single point of failure.</p> <p>It was reported that the College are planning for an additional 800 students who will be taught by 10% less teachers, noting that class sizes can support this shift though the Board need to be mindful of these efficiencies. The impact of DBS will result in a RI ESFA judgement.</p>	<p>AF</p> <p>AF</p> <p>AF</p>
<p>5</p>	<p>BUDGET 2021/22 INCLUDING THREE YEAR PLAN AND CCMS BUSINESS PLAN</p> <p>The draft budget for 2021/22, set as part of a robust curriculum planning process, was presented to the Board having been reviewed at the Finance and Resources Committee. It was noted that the Teachers’ Pension Scheme (TPS) has increased significantly in recent years, but the increased costs are currently being covered via an ESFA grant. Although this grant will be received for 2021/22, following this the College have assumed there will be no further grant and that they will need to cover these additional costs of approximately £900k.</p> <p>The 16 to 19 funding methodology for the budget includes a retention rate factor. Due to Covid, the ESFA based this on an average retention rate pre-Covid rather than actual retention for 2019/20. This has impacted significantly for the College resulting in a loss in funding of £650k. Although the College received a £250k grant to partially cover this reduction, the impact of this loss has resulted in a deficit budget being presented.</p>	

	<p>Although an improving position for Concorde is being predicted for next year, the College cannot be reliant on this for cash flow.</p> <p>In response to a Governor question, the College are assuming base rates from the ESFA will remain static with the student number increase, potentially impacting on the funding rate.</p> <p>Budget opportunities were shared;</p> <ul style="list-style-type: none"> ▪ The budget contains an assumption of a £1m return of the AEB allocation; this presents an opportunity that Executive Leadership Team (ELT) are exploring. ▪ The College are developing other synergies with Concorde, rather than just focussing on their income generation. ▪ ‘Projects’ is being reviewed. <p>The Board were aware of the implications of lagged funding, noting this will be the first year that the College will receive funds lower than the number of student enrolments; delivering an estimated £850k more than paid for if on an accrued basis. The impact of group size on core costs was noted.</p> <p>The cash flow suggests that the College will not need an overdraft, instead the College aim to hold a balance of £3m to support the one week low point in March/ April; at present the College are getting closer to achieving the low point with £1.5m.</p> <p>In terms of capital spend, detail was shared on the proposed projects, noting that a large proportion is going to Duchy to resolve the environmental issues.</p> <p>A governor expressed concern about the level of inflation for costs at 1%. It was noted that the budget presented was prudent. It does not include the cost of living pay rise for example, and the Procurement Manager plans to review non paid costs with early indications suggesting some savings on procurement.</p> <p>In response to a Governor question on whether there would be any reputational risks regarding the ESFA RI judgement it was reported that the ESFA understand the improvements being made and the College have continued to deliver on the improvements predicted, additionally, the three year plan reflects a surplus budget.</p> <p>The Board approved the budget.</p>	
<p>6</p>	<p>BEYOND THE BOARDROOM (BTB) Highlights from discussion included;</p> <ul style="list-style-type: none"> ▪ Governors have completed eight visits during the summer term and that the operating statement deep dives had proved very beneficial. ▪ As part of the one to ones with the Chair BTB activity was considered and a good level of engagement is expected in the coming year. ▪ A summary of all activity will be presented to all Board meetings with actions from feedback forms picked up at Curriculum and Quality Committee. 	<p>WR</p>
<p>7</p>	<p>ESTATES UPDATE It was reported that fortnightly project team meetings with the DfE continue on the St Austell Campus new build. At present a four week delay is expected, though it was anticipated this will be brought back.</p> <p>It was noted that the College still await the outcome of the £13m bid to the Capital Transformation fund for the Camborne Campus redevelopment. The DfE have not publicised a date for when a result can be expected.</p>	

<p>10.4</p> <p>10.5</p>	<ul style="list-style-type: none"> ▪ the Committee received the termly safeguarding update and had recommended the inclusion of sexual harassment on the risk register. ▪ The Committee requested a report on Learning Support Practitioners (LSPs) at Bicton due to recruitment and retention issues. <p>The Committee and Board reflected on the decision taken by the College to stop the delivery of the painting and decorating curriculum area noting the need for the Board to agree delegations for decision making; levels of authority will be considered by the S&G Committee as part of the Governance Action Plan.</p> <p>Following the recommendations from the C&Q Committee the Board approved the following;</p> <ul style="list-style-type: none"> ▪ Careers Education and Information, Advice and Guidance Policy and programme; a Governor noted the programme encompasses the Gatsby benchmarks and highlighted the importance of the College branding themselves as the “Career College”. ▪ The reappointment of Wilf Hudson as Committee Chair. <p>Recommendations from HE Committee</p> <p>The Committee Chair report was circulated prior to the meeting. The Board approved the Committee recommendation to reappoint Pat Wilde as Committee Chair.</p> <p>Recommendations from Search and Governance (S&G)</p> <p>The Committee Chair report was circulated prior to the meeting. The Board agreed the following recommendations from the S&G Committee.</p> <ul style="list-style-type: none"> ▪ the Governance Action Plan & Board KPIs, noting the upcoming process for Governor self-assessment & Committee review meetings. ▪ the Committee membership for 2021/22. ▪ to approve the addition of the HE committee Chair to the Remuneration Committee. <p>The Board agreed the following Governor reappointments and terms of offices based on skills and experience:</p> <ul style="list-style-type: none"> ▪ a third term of office of Karen Burrows as a Governor for two years with a view to identify a suitable replacement during this period with sustainability knowledge, skills and experience. ▪ a second term of office of Geoff Warring as a Governor for four years ▪ a second term of office of Tracey Hooper as a Governor for four years <p>The Committee propose recruiting new Board members with Finance, project management and business development skills and experience and would like to encourage applications to enhance diversity of thinking on the Board.</p>	
<p>11</p> <p>11.1</p> <p>11.2</p>	<p>GOVERNANCE UPDATE</p> <p>A report had been circulated prior to the meeting.</p> <p>Task and Finish groups</p> <p>The Task and Finish group format continues to be used to progress a specific area of governance, whilst encouraging team building opportunities as the Board continue to operate virtually. The following groups are currently active; Beyond the Boardroom, ETF Board Review, Financial delegations and CCMS. All include a Committee Chair so feedback can be provided to the Search and Governance Committee.</p> <p>Training and development</p> <p>Governors were reminded to inform the DoG of any training needs. It was noted that a Training and Development plan is a requirement of future annual reports and that this will be created using the annual skills audit outcomes and the self assessment and committee reviews.</p> <p>Governors yet to complete E,D&I training were reminded to do so.</p>	<p>ALL</p>

<p>11.3</p>	<p>Written resolutions It was noted that the Board had agreed the appointment Bishop Fleming as the External Auditors for a period of two years, plus one year, plus one year, via written resolution, following a recommendation from the A&R Committee.</p>	
<p>11.4</p>	<p>Chairs’ action Details of the Chair’s action had been included in the Governance Update report. Agenda item 12 would allow Governors to review the supporting papers and ratify the decision taken.</p>	
<p>12</p>	<p>SUBCONTRACTING PLAN, FEES AND POLICIES The report circulated prior to the meeting updated the Board on the subcontracting activity for 2020/21. It was noted that Peter Child was the only Governor with an interest to declare with Cornwall Marine Network.</p> <p>A Governor noted that the Curriculum and Quality committee had requested a report on Subcontracting. Following discussion, it was agreed that the VP Group Operations would provide an update to TH and DW.</p> <p>The Board ratified the Chairs’ action and approved the Subcontracting 2021/2022 policies and the provisional 2021/22 budget figures in Table 4 of the document circulated prior to the meeting. and confirmed there were no further related conflicts to declare.</p>	<p>AF</p>
<p>13 13.1</p>	<p>GOVERNOR FEEDBACK Student matters – feedback from CCSU There were no student Governors present to provide this update. The Board noted the need to review the process of receiving feedback from the CCSU.</p>	
<p>13.2</p>	<p>Staff matters – feedback from staff forum The following updates were provided by the Staff Governors;</p> <ul style="list-style-type: none"> ▪ The staff forum structure is being reviewed and a new chair appointed. ▪ Learners have been supported by the HE hardship bursary and Free School Meals (FSM) were provided from January to March; FSMs will continue to be provided over the summer holidays. ▪ Sessions for learners disadvantaged by lockdown are scheduled. ▪ Back to Industry day provided a good opportunity for all staff to go back into industry to reflect in current practice. ▪ RAID had recently taken place and involved all staff and was considered a positive experience. ▪ Shining stars awards was a fantastic evening and had been livestreamed, with positive comments received from employers who had watched. ▪ Land based provision had been approached to start conversations with Robbie Moore on the challenges facing land based moving forward. The need for regional land based centres of excellence had been raised. 	
<p>14</p>	<p>INFORMATION SECTION</p>	
<p>14.1</p>	<p>Minutes of Board/ Committee Meetings The below Board and Committee meeting minutes had been circulated prior to the meeting; remaining minutes will be circulated once finalised.</p> <ul style="list-style-type: none"> ▪ Audit and Risk (23/06/2021) ▪ Finance and Resources (20/05/2021) ▪ Search and Governance (31/03/2021 & 18/05/2021) 	
<p>14.2</p>	<p>Sealing Report: the report had been circulated for information.</p>	
<p>15</p>	<p>DATES OF NEXT MEETINGS</p> <ul style="list-style-type: none"> ▪ 20 October 2021; Pre Board meeting for strategic discussion 2-4pm, Board meeting 4-6pm. <p>The Principal and CE was thanked for pulling together a fantastic team.</p>	