



THE CORNWALL COLLEGE GROUP

**Minutes of the Corporation Board meeting
held on 5 July 2022 at 3:15pm at St Austell Campus with some joining by Teams**

Governors Present			
Karen Burrows	KB	Jonathan Mashen	JM
Lee Charnock	LC	Penny Mathers	PM
John Evans	JE (Principal and CE)	Patrick Newberry	PN Chair of the Board
Nick Harris	NH	Ian Tunbridge	IT
Michael Hamby	MH	Jane Warren	JW
Wilf Hudson	WH	Geoff Warring	GW
Kathryn James	KJ	Pat Wilde	PW
In Attendance			
Adrian Ford	AF	Group Deputy Principal Group Operations	
Wendy Randle	WR	Director of Governance	
Kate Wills	KW	Group Deputy Principal Curriculum and Quality	

	<p>Pre-Board session covering EDI. Riadh Ghemmour and Fatima Mohamud of Exeter University had been commissioned to deliver an EDI training session for the Board; as provided for College staff.</p> <p>Governors held a lengthy discussion following the session, demonstrating good board dynamics and an open and challenging culture. The Board recognise the progress required and concluded the need to further review the vision and the strategy following the development of the action plan; Governors were encouraged to provide their expectations for the action plan via email.</p> <p>The Board agreed to review the strategy for approval in the Autumn term and encouraged the use of language suitable for all stakeholders.</p>	KW
1	<p>WELCOME, APOLOGIES AND DECLARATIONS OF INTEREST Apologies were received and accepted from Ann Thomas, Ellen Winsor Ellie Burrige and Kelsi Giddy. There were no further declarations of interest to those contained on the members’ register.</p> <p>Item 10, Subcontracting would be taken earlier than planned on the agenda.</p>	
2	<p>MINUTES AND MATTERS ARISING</p> <p>2.1 Minutes</p> <p>2.1.1 The minutes of the meeting held on 04/05/2022 were agreed to be an accurate reflection of the meetings and were approved by the Board.</p> <p>2.1.2 The summary of governance challenge notes from the Board Strategy Day on 04/05/2022 were received.</p> <p>2.2 Matters Arising report The matters arising report was received.</p>	

<p>3 3.1</p>	<p>CORNWALL COLLEGE STUDENT UNION (CCSU)</p> <p>Update</p> <p>The report from the Student Governors was received. It was reported that there has not been a strong HE involvement with the CCSU over the academic year and that a Student Experience Manager has been put in place at the Eden campus to improve the HE student union experience.</p> <p>In response to a Governor question, uptake of student union activity has been low, yet has improved over the recent academic year and varies by campus. The College have identified areas of development to include welcome days prior to courses starting, which will promote the CCSU and identify student needs earlier. It was noted that the CSEC had been strong this year.</p> <p>3.2 Constitution</p> <p>A report had been circulated prior to the meeting and was received by the Board. The basis for the changes to the CCSU had been considered at the Board Strategy Day; the Board reviewed and approved the revised Constitution.</p> <p>It was noted that the word ‘inclusion’ is included in role titles and that the EDI officer roles tend to be filled first. The planned EDI week will include increased awareness of SEND.</p>	
<p>10</p>	<p>SUBCONTRACTING</p> <p>The Vice Principal Data, Funding & Compliance was invited to present on the paper circulated in advance of the meeting. The areas of concern and their minimal impact were shared. It was noted that the financial performance remains good, with reduced reliance on subcontractors. A Governor queried the quality of provision of one of the subcontractors, it was noted this was being addressed by the College.</p> <p>The Board were informed of the due diligence process followed to identify a small apprentice subcontractor for Falmouth Marine School. The Board confirmed there were no conflicts of interest linked with this subcontractor and approved the proposal to subcontract to Seafood Cornwall Training, as detailed in the paper, for 2022/23.</p> <p>The Board noted that the other subcontracting arrangements had been agreed at the previous meeting.</p>	
<p>4 4.1</p>	<p>QUALITY OF EDUCATION - STRATEGIC MATTERS</p> <p>Land Based Strategy</p> <p>A summary four page document was presented, as requested by Board at the May Board Strategy Day. Governors expressed thanks for the time spent by staff and Governors on the development of the land based strategy and made the following suggestions:</p> <ul style="list-style-type: none"> ▪ Include in the opening paragraph the current TCCG land based offer. ▪ Under campuses include campus examples. ▪ Ensure there is a reference to teaching of business skills as core education across all campuses, not just Bicton. ▪ It was noted that the strategy currently limits the group’s land based provision to five campuses. <p>In response to a Governor’s question on whether there will be a brand to encompass the land based provision and the positioning of the Rural Business School (RBS), it was noted that a review of RBS and its potential for excellence within the provision will be shared at the October Board meeting.</p> <p>In response to a Governor’s suggestion an action plan, similar to that in the HE strategy, will be developed and included at the end of the strategy.</p> <p>A discussion took place on previous conversations regarding another land based provider in the region. It was agreed that the Group should focus on delivering the strategy and maintaining close partnerships for future work; further detail in the confidential minutes.</p>	<p>KW</p> <p>SH</p> <p>SH</p>

<p>4.2</p>	<p>The Board agreed to approve the Land Based strategy, subject to the inclusion of the comments from the Board, noting that the College will consider the presentation of the strategy to different audiences.</p> <p>HE Strategy</p> <p>The strategy and supporting paper were circulated in advance of the meeting. Details of the consultation process undertaken were shared and staff and Governors were thanked for their time spent developing the strategy. Governors noted the following:</p> <ul style="list-style-type: none"> ▪ the uncertainty of the HE landscape and how the strategy prepares the College to be flexible in meeting student needs. ▪ the need to keep language simple and apolitical, highlighting as an example the use of ‘neo liberalism’ in the strategy. ▪ A discussion took place on the College’s position regarding green jobs and the scope for partnership working with Colleges and Universities in the region. It was noted that the College are engaged though have yet to receive any requests from employers for courses, or note any criticism that the College are not meeting local/ industry needs. The challenges of staffing new programmes, for example the Electrical Vehicles courses, were noted. ▪ It was noted that a training agency was set up for Hinkley point and it was likely a similar provision would be put in place for wind power. ▪ Following reflection on the need to gather intelligence to understand the HE markets better in order to guide direction for the short, medium and long term, it was agreed that a proposal would be reviewed by the HE Committee at their next meeting. ▪ A Governor reflected on the marketing of the HE provision and how this should be marketed differently to FE, both externally and internally, with consistent messages from staff across all programmes; the higher apprenticeship route and the adult market would be good markets to target. <p>The Board approved the HE strategy, noting that the HE Committee will explore how best to monitor progress against the action plan.</p>	<p>RT/ KW</p> <p>KW/ PW</p>
<p>4.3</p>	<p>EDI Strategy update</p> <p>Covered as part of the EDI pre Board session.</p>	
<p>5</p>	<p>PRINCIPAL’S REPORT</p> <p>The report was circulated prior to the meeting. The following highlights were noted:</p> <ul style="list-style-type: none"> ▪ The main present strategic challenge for the College is salaries. ▪ An update on a recent conversation between the Principal, the local MP and the Skills and Apprenticeships Minister was provided; it was understood that they are aware of the challenges in FE. ▪ The College is linked in with local developments strategically and are now invited to be part of conversations. ▪ The development of LSIPs were noted, it was anticipated that the employer body for Cornwall will likely be the Cornwall Chamber of Commerce who will be tasked to develop the LSIP. It was noted that this might cause some division with small businesses. ▪ Contact with the local MP for the Bicton area will be made. ▪ The ONS reclassification was noted; further information will be shared with Board. In summary ONS are reviewing whether Colleges should be classified as part of the public sector which could imply a return to public sector control which would have profound implications for the future of the Group. ▪ The College has received the Transformation Fund grant for the Camborne redevelopment project. ▪ The European Social Fund is due to end with the Shared Prosperity Fund being implemented; £134m is expected to be invested in Cornwall over the next 3 years. The College have submitted three bids. 	

	<ul style="list-style-type: none"> ▪ The College plan to develop an investment strategy to demonstrate where funds are required and how this will be achieved. The current capital investment of £1.5m the College’s long term aim is for this to be closer to £4m. ▪ The College won the trade stand at both the Royal Cornwall and Devon County Shows. ▪ Careers Fest was a success with over 2.5k people visiting Camborne alone. ▪ The English and maths review has been completed and the College are confident in quality and group sizes. ▪ Governors requested that staff pay be added to the risk register. <p>The Board reflected on staff pay with further detail contained in the confidential minutes.</p> <p>The Operating Statement, Balanced Scorecard and Risk Register were received by Board having been considered at Committees.</p>	<p>AF</p> <p>JE/AF</p>
<p>6</p>	<p>BUDGET 2022/23 INCLUDING THREE YEAR PLAN AND CCMS BUSINESS PLAN</p> <p>A paper had been circulated in advance of the meeting. The Deputy Principal Group Operations noted the following points:</p> <ul style="list-style-type: none"> ▪ EBITDA is reported at £1.6m, reflecting that the College is generating cash and achieving a ‘Good’ financial health grade. ▪ Efficiencies had been achieved yet there was a £1m increase in costs due to increases in minimum living wage, National Insurance contributions and energy costs. ▪ No pay award is planned; any savings made will go towards a pay award. ▪ There will be opportunities for revenue growth within HE, apprenticeships and the Adult Education Budget (AEB). ▪ Inflation has been budgeted at 7%. ▪ The impact of lagged funding was noted. ▪ Operating profit for CCMS is predicted at £150k. ▪ Project income will likely drop due to EU funds ceasing, yet there will be opportunities to access the Shared Prosperity Fund. ▪ Cash flow incorporates clawback. The low point in March/ April will result in £1.5m in the bank, the College hope to raise this to £3m over time. ▪ The College would like to commence capital investment in the early part of the academic year so that students receive the benefit, yet note the need to support the low point in the cash flow. A Governor noted the increase in cash flow in 23/24. ▪ Capital allocation plans include an upgrade of the IT equipment, essential estates costs, investment in the rural campuses and GFE campuses and the ELT contingency fund. <p>The Board understood the robust budget placed the Group in a solid, yet tight position, with some vulnerabilities. The Board noted the ongoing discussions regarding pay awards and agreed to approve the budget, noting it provided a good platform on which to have further discussions in the next academic year.</p> <p>A Governor noted the stability of the EBITDA is based on a stable economic environment, noting the future challenges presented for all Colleges and the possibility of a future recession, therefore challenging the constraints the EBITDA.</p>	
<p>7</p> <p>7.1</p> <p>7.1.1</p> <p>7.1.2</p>	<p>REPORTS FOR BOARD INFORMATION, DISCUSSION AND DECISION</p> <p>Finance and Resources Committee Chair’s report</p> <p>The Board received the Committee Chair’s report and following a review of the Group Structure approved the recommendation to close Western Edge.</p> <p>7.1.1 Finance Update May</p> <p>The Board received the May Finance update. The Board receive monthly finance updates.</p> <p>7.1.2 NAS</p> <p>This agenda item was deferred to the next meeting.</p>	<p>AF</p>

<p>7.1.3</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>7.2.6</p> <p>7.3</p> <p>7.3.1</p> <p>7.3.2</p> <p>7.4</p> <p>7.4.1</p> <p>7.5</p> <p>7.6</p>	<p>Committee Chair appointment The Board agreed to appoint Geoff Warring as the Committee Chair for a term of one year.</p> <p>Audit and Risk Committee Chair’s report The Board received the Committee Chair’s report, noting the involvement of Committees in future internal audit plans and that there was one remaining audit in the proposed plan should Committees determine a need in the Autumn term. A Governor noted that they were pleased to see the inclusion of the Golf finance internal audit.</p> <p>The Board noted the Audit and Risk Committee recommendations and received and approved the below items, 7.2.1 – 7.2.5.</p> <p>External audit strategy for year ending 31/07/2022</p> <p>Internal audit strategy for 2022/23</p> <p>Risk Management policy</p> <p>Whistleblowing policy</p> <p>Health and Safety update</p> <p>Committee Chair appointment The Board agreed to appoint Ian Tunbridge to the role of Committee Chair until the end of his term of office (Dec 2022); succession planning is underway.</p> <p>Curriculum and Quality Committee Chair’s report The Board received the Committee Chair’s report.</p> <p>Safeguarding and prevent termly update The Board received the termly report.</p> <p>Committee Chair appointment The Board agreed to appoint Wilf Hudson as the Committee Chair for a term of one year.</p> <p>Higher Education Committee Chair report The Board received the Committee Chair’s report.</p> <p>Committee Chair appointment The Board agreed to appoint Pat Wilde as the Committee Chair for a further term of one year.</p> <p>Search and Governance Committee Chair report The Board received the Committee Chair’s report</p> <p>Major Capital Projects Committee Chair report This report will be forwarded by email to the Board with the minutes.</p>	<p>WR</p>
<p>8</p>	<p>GOVERNANCE UPDATE A paper was shared prior to the meeting which covered the following items:</p> <p>Board and Committee membership Shared for information. It was noted that Governor recruitment will commence shortly.</p> <p>Governor self-assessment & Committee review meetings The individual Governor self assessment will be circulated during the summer and Committee review meetings will be scheduled for early September. Outcomes will be collated and reviewed at Search and Governance in October and shared at the October Board meeting.</p> <p>Governance Action Plan & Board KPIs</p>	

	The Governance Action Plan for 2022/23 will be created next academic year following outcomes from the Board self assessment and presented to Board for approval alongside Board KPIs.	
9	<p>BEYOND THE BOARDROOM Update on 2021/22 and schedule for 2022/23</p> <p>A paper was shared prior to the meeting outlining visits completed during the summer term and planned visits for 2022/23. In response to a Governor question it was noted that Beyond the Boardroom reports are shared with senior postholders who will share the reports and outcomes with ELT where needed.</p> <p>It was reported that all Committees will meet once at an alternative campus to St Austell during the next academic year.</p>	
11	<p>INFORMATION SECTION ONLY Minutes of Board Committee meetings</p> <p>The following minutes were received.</p> <ul style="list-style-type: none"> ▪ Curriculum and Quality (20/06/2022) ▪ HE (16/06/2021) ▪ Audit and Risk (29/06/2022) ▪ Finance and Resources (19/05/2022 & 21/06/2022) ▪ Search and Governance (06/04/2022) ▪ MCP (25/05/22) <p>Sealing Report Board received the sealing report.</p>	
12	<p>DATES OF NEXT MEETINGS</p> <p>17 October 2022, Pre-Board 2-4pm, Board meeting 4-6pm. 13 December 2022, Pre-Board 2-4pm, Board meeting 4-6pm. Christmas lunch or dinner TBC. 01 February 2023, Board Strategy Day, 9:30 -4pm, followed by a Board meeting 4-5pm 22 March 2023, Pre-Board 2-4pm, Board meeting 4-6pm 03 May 2022, Board Strategy Day, 9:30 -4pm, followed by a Board meeting 4-5pm 12 July 2023, Pre-Board 2-4pm, Board meeting 4-6pm</p>	