



**THE CORNWALL COLLEGE GROUP**

**Minutes of the Corporation Board meeting  
held on 12 July 2023 at 3pm at St Austell Campus and on Teams**

<b>Governors Present</b>			
Karen Burrows	KB	Jonathan Mashen	JM
Will Charnley	WC	Patrick Newberry	PN Chair of the Board
Lee Charnock	LC	Jane Warren	JW
John Evans	JE (Principal and CE)	Geoff Warring	GW
Sarah Gruitt	SG	Sarah Watts	SW
Wilf Hudson	WH	Pat Wilde	PW
Kathryn James	KJ	Ellen Winser	EW
<b>In Attendance</b>			
Adrian Ford	AF	Group Deputy Principal Group Operations	
Wendy Randle	WR	Director of Governance	
Kate Wills	KW	Group Deputy Principal Curriculum and Quality	

	<p><b>Pre-Board session – Understanding student mental health and how the College are building resilience.</b></p> <p>The Pre Board session was delivered by the Director of Student Experience, Designated Safeguarding Lead: Group Head of Safeguarding and Prevent and Deputy Designated Safeguarding Lead &amp; Student Welfare Lead. A copy of the presentation has been uploaded to the Teams meeting folder.</p> <p>The Board thanked the team for an excellent presentation and discussion. Following a lengthy discussion and information from the Lead Governor for Safeguarding who has visited many of the campuses safeguarding teams during the summer term, the following actions were agreed:</p> <p><b>Actions</b></p> <p>The following actions were agreed:</p> <ul style="list-style-type: none"> <li>▪ Further breakdown data to enable data analysis and identification of trends and therefore targeted support.</li> <li>▪ The College are encouraged to consider how the internal counselling provision can be further utilised to support staff and students; noting the potential conflicts which can arise from an internal provision.</li> <li>▪ The AoC Mental Health 2023 report will be shared to the Board.</li> <li>▪ The Board will continue to maintain oversight of this area via the Curriculum and Quality Committee.</li> </ul>	
1	<p><b>WELCOME, APOLOGIES AND DECLARATIONS OF INTEREST</b></p> <p>Apologies were received and accepted from Kate Evan-Hughes, Tara Geraghty and Penny Mathers.</p> <p>There were no further declarations of interest to those contained on the register.</p>	

<p>2 2.1</p>	<p><b>MINUTES AND MATTERS ARISING</b></p> <p><b>Minutes</b></p> <p>The below minutes and confidential minutes were agreed to be an accurate reflection of the meetings and were approved by the Board:</p> <ul style="list-style-type: none"> <li>▪ Board 22/03/2023</li> <li>▪ Board 03/05/2023</li> <li>▪ Board Strategy Day 03/05/2023 summary of governance challenge</li> <li>▪ Special Board 26/05/2023</li> <li>▪ Special Board 14/06/23</li> </ul> <p>2.2</p> <p><b>Matters Arising report</b></p> <p>The matters arising report was received. The following points were noted:</p> <ul style="list-style-type: none"> <li>▪ Board requested additional progress be made on the following action: revisit the ‘unsure’ questions; Vice Principal of Quality of Education to share these with the Director of Governance to thread through the governance work schedule for 2023/24.</li> <li>▪ The Board noted the action regarding further exploration of branding and agreed to return to branding once the strategic directions have been agreed.</li> </ul>	
<p>3</p>	<p><b>CCSU update</b></p> <p>The Board received the report and the Director of Student Experience and Student Governor noted the following points:</p> <ul style="list-style-type: none"> <li>▪ Student engagement in the CCSU has declined significantly and the College have received minimal feedback from students on what they would like from the CCSU.</li> <li>▪ The College propose to move to a committee based structure that supports shorter term projects to drive student engagement.</li> <li>▪ The CCSU constitution will be reviewed, to include Board, with changes implemented by the 2024/25 academic year.</li> <li>▪ Students value the opportunities presented by Student Voice.</li> </ul> <p>In response to Governor questions and challenge the following points were understood:</p> <ul style="list-style-type: none"> <li>▪ During the academic year only one HE student expressed an interest in the CCSU, more FE students expressed an interest. If there was sufficient interest the College would support both HE and FE activities.</li> <li>▪ Student camaraderie remains present, there is less engagement with College activities.</li> <li>▪ The potential impact from the lack of student engagement on students’ mental health issues was noted.</li> <li>▪ The Board was pleased with the Student Voice structures in place.</li> <li>▪ Timetabling constraints impact on the opportunities for student enrichment. The engagement initiatives implemented were shared to include the successes and limitations.</li> <li>▪ Falmouth and Rosewarne campuses had the most successful student engagement.</li> </ul>	
<p>4</p>	<p><b>STAFF FORUM UPDATE</b></p> <p>An oral update was provided by the Staff Governors and Principal. It was reported that the staff forum meets twice a term and provides an opportunity for staff to ask questions and for the College to sense check ideas with staff. Prompt action can be taken due to the attendance of the Principal, Director of HR and other ELT members who may attend.</p> <p>In response to Governor questions:</p> <ul style="list-style-type: none"> <li>▪ The area of improvement for the next academic year will be further promotion to engage more staff and consistency across campuses and provisions, noting the lack of voice from the HE campuses; this will commence in early September.</li> </ul> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>▪ Outcomes from the Staff Forum to be reported to Board</li> <li>▪ An update on progress made regarding promotion at the October Board meeting.</li> </ul>	<p>SW/ LC JE</p>

<p>5</p>	<p><b>PRINCIPAL AND CE’S REPORT</b></p> <p>The Principal’s report, including the updated Operating Statement, Balanced Scorecard and Risk Register, was received by the Board. The following focus points were noted:</p> <ul style="list-style-type: none"> <li>▪ The updated management structure was received to include an update on the roles and responsibilities of the new Deputy Principal for Land Based, HE and International position and the Director of Land Based Operations who regularly attends ELT meetings to provide the land-based voice.</li> <li>▪ The Board received the draft Annual Strategic Conversation letter and was content that the points raised are being addressed.</li> <li>▪ the College reflected on the good progress made against the Operating Statement noting the focus areas moving forward including the inconsistent high needs delivery and the staffing of the English and maths strategy.</li> </ul> <p>In response to Governor questions:</p> <ul style="list-style-type: none"> <li>▪ Social media is reflecting the ‘Careersfest’ events to share good news stories and encourage attendance of schools who do not yet attend.</li> <li>▪ The Board noted the red rag rated areas on the Balanced Scorecard noting there were no surprises not considered at Committees.</li> </ul> <p><b>Action:</b> the College will consider next steps to encourage school’s attendance at Careersfest and where Board can support this.</p> <p><b>Meeting employer needs</b></p> <p>The Director of Business Innovation and Partnerships joined the meeting to present an update on partnerships in place or being developed which will enable growth within the Group and support the College in meeting employer needs. Additional detail contained in the confidential minutes.</p> <p>In response to Governor questions the following points were noted:</p> <ul style="list-style-type: none"> <li>▪ The potential skills that TCCG will develop to support some of the initiatives mentioned were shared with the Board; it was understand that some qualifications do not exist yet.</li> <li>▪ Some funding from the AEB can be used to support training in the workplace.</li> <li>▪ Once the working models have been developed with the partners the College will explore supporting internships for learners with high needs.</li> <li>▪ A Governor expressed caution regarding the environmental impact of some of the partners.</li> <li>▪ The College will need to explore identifying need and building relationships within other sectors.</li> <li>▪ Some organisations are beginning to approach the College direct.</li> </ul> <p>The Board thanked them for the presentation.</p>	
<p>6</p>	<p><b>BUDGET 2023/2024, 2024/2025 TO INCLUDE ANY PAY AWARD, CCMS AND CCSU BUDGETS</b></p> <p>The F&amp;R Committee Chair introduced the agenda item, reporting that the F&amp;R Committee had reviewed the budget plans at two meetings, thanking the College for the work undertaken to present the budget and highlighting the complexities in reaching the position proposed; the impact of the base rate, the inability to be able to invest independently, the increased emphasis on growth rather than further staff cuts and the need to pay staff fairly.</p> <p>The Group Deputy Principal Group Operations provided the following highlights:</p> <ul style="list-style-type: none"> <li>▪ The majority of income drop is linked to failure to replace EU grant funding.</li> <li>▪ 40% of the income is known.</li> <li>▪ Increased applications compared to last year have been received for HE suggesting a potential improvement.</li> <li>▪ A targeted 1% pay award and delivery on the minimal living wage are included in the proposals; a 2.5% pay award is planned for 2024/25.</li> <li>▪ The College will retain the ESFA health grade of requires improvement (RI); with a planned increase in EBITDA for 2024/25, the College will remain RI.</li> </ul>	

	<ul style="list-style-type: none"> <li>▪ Action has been taken in year with a £500-600k of staff savings made in professional services.</li> </ul> <p>A summary of the CCES budget was shared and it was highlighted that £10k has been allocated from the College budget for the Student Union budget.</p> <p>The Board noted the details of the operating items contained in the paper and approved the operating costs as detailed in the confidential minutes.</p> <p>The cash flow was reported with the impact of the DfE flat profiling highlighted. The risk associated with supporting project developments funding by grants during low cash flow periods was noted. Cash flow projections for 2024/25 were reported.</p> <p>In response to Governor questions the following points were noted:</p> <ul style="list-style-type: none"> <li>▪ The budget allows for increased interest to be earned on cash in the bank.</li> <li>▪ Scenario stress testing on income and the impact was not completed. The budget has taken worse case scenarios for income lines to enable some leeway.</li> <li>▪ The College have assumed a 2% increase on the funding base rate for the following year and an increase in applications.</li> <li>▪ £600k cost savings have been achieved from reflecting on value added and efficiencies; the College will be undertaking some planned redundancies.</li> <li>▪ The College are part of a consortium to achieve best prices for energy in order to mitigate risk.</li> </ul> <p>Governors noted the need to revisit what a good EBITDA should look like over the next 2/3 years and the need to be able to quickly review the campus and curriculum profitability work to be in a position to take quick action if needed.</p> <p>Action: consider an interim review of the campus and curriculum profitability at one of the autumn term Board meetings to determine if radical action is required.</p> <p>The Board agreed to approve the budget.</p>	
7	<p><b>SUBCONTRACTING POLICY</b></p> <p>The Vice Principal Data, Funding &amp; Compliance was invited to present a paper circulated in advance of the meeting.</p> <p>The Board approved the Contract Management plan 23/24 noting a minor amendment to a previously reviewed plan. The Board approved the Supply Chain Fees &amp; Charges Policy.</p>	
8	<p><b>PENHALIGAN BUILDING</b></p> <p>The Group Deputy Principal Group Operations reported on the paper circulated in advance of the meeting. Detail contained in the confidential minutes.</p>	
9 9.1	<p><b>REPORTS FROM COMMITTEES OR SUBSIDIARIES</b></p> <p><b>Finance and Resources Committee Chair report</b></p> <p>The Board received the Committee Chair report.</p> <p><b>Financial Update May 2023</b></p> <p>The Board received and noted the financial update for May, as considered during the Budget presentation, it was highlighted that the EBITDA is impacted by a million pound lower than budget and is continuing to decline.</p> <p><b>Fees policy</b></p> <p>The Board received the updated version of the HE Fees policy, noting the changes presented when paper had initially been considered by the HE and F&amp;R Committees. In response to a</p>	

<p>9.2</p>	<p>Governor question, it was confirmed that the masters students at Eden can complete their learning without completing the Puerto Rico trip.</p> <p>The Board approved the below policies following the recommendation from the F&amp;R Committee:          Capability Procedure          Disciplinary Procedure          Grievance Procedure          Managing Sickness and Absence procedure</p> <p><b>Audit and Risk Committee Chair report</b>          The Committee Chair presented the report noting that a minimal assurance grading had been provided for the procurement and contract management framework internal audit which received a split judgement. The College is addressing the concerns raised which were shared with the Board. In response to Governor questions:</p> <ul style="list-style-type: none"> <li>▪ The financial amounts for the varying procurement processes are being reviewed.</li> <li>▪ There was an element of surprise at the outcome.</li> <li>▪ The Procurement Manager was appointed prior to the report to address some of the known issues.</li> <li>▪ The committee will review progress against the actions in 6/9 months.</li> </ul> <p><b>Internal Audit Plan 2023/24</b>          It was reported that the plan reflects all of the areas discussed previously within Committee and by Board; the Board approved the internal audit plan for 2023/24.</p> <p>In response to a Governor question, the A&amp;R Committee were satisfied with the internal auditors’ performance and noted the value added from the nugget training provided at meetings.</p> <p><b>External Audit Strategy 2022/23</b>          The Board received the paper and approved the reappointment of the external auditors for a further year as part of their 2+1+1years contract, noting the approval of the final year will be considered at the Board December meeting.</p> <p>It was noted that the College will be asked to present more information on conflicts of interest to include family members; this information is already collated on Board and agreed College staff.</p>	
<p>9.3</p>	<p><b>Curriculum and Quality Committee Chair report</b>          The Board received an oral Committee Chair report. In addition to those points covered during this meeting it was emphasised that English and maths and High Needs provision remain focusses for the next academic year and that the Board need to succession plan for the SEND Lead Governor role over the next 6-9months.</p> <p>The Safeguarding Lead Governor was invited to update on the Beyond the Boardroom visits completed at Camborne, Rosewarne, Falmouth, Eden and Newquay campuses, to explore the type of issues reported, the support staff are provided with and able to offer students and upcoming concerns. It was reported that the safeguarding teams are well supported and that the key issue is around sexual harassment and violence and reporting of cases, noting the College have and will continue to see a growth in reporting of this area in line with sector expectation due to new guidance; the Board and College will need to ensure a good understanding, which will also help in preparation for Ofsted.</p> <p>Governors noted the email recently circulated from the DfE re achievement rates for this academic year.</p>	<p>WR</p>

<p>9.4</p> <p>9.5</p> <p>9.6</p> <p>9.7</p>	<p><b>Safeguarding and Prevent termly update</b> The Board received the termly report considered by the C&amp;Q Committee for information.</p> <p><b>HE Committee Chair report</b> The Board received the Committee Chair report. It was noted that the June HE application numbers remain down with potentially more part time applications received which will impact on income, noting that Finance have taken a conservative view as part of the budget. It was noted that a small number of courses have been cut due to their financial viability, yet some have been maintained to support longer term plans.</p> <p>The Committee were pleased with the implementation of the Student Support policy and the Task and Finish group which is reviewing student support systems report that further HE staff development is needed to support the consistency of student support, that an increase in pre course information is required and further consistency of reporting of issues onto Pro remains an area of development; the Committee propose this be included on the College Risk Register.</p> <p>Actions: Consider the inclusion of consistency of reporting onto Pro on the Risk Register. Schedule Pro training for interested Governors.</p> <p><b>Search and Governance Committee Chair report</b> The Committee Chair reported that active recruitment is underway to fill two vacancies, focussed on skills gaps including land based, finance and commercial and possibly HE. The Board continue to use existing networks but have also engaged with Peridot Partners which is financially supported by the DfE as part of the DfE FE Governor Recruitment offer.</p> <p>The Board reflected on the robust processes in place to support Board recruitment and noted the additional capacity which can be created for the co-opted Committee member role.</p> <p><b>Major Capital Projects (MCP) Committee Chair report</b> The Board received the paper and the Committee Chair reported that the DfE Programme Director for the St Austell new build attended the last MCP Committee meeting and that the project remains subject to planning consent. Subsequent to the MCP Committee meeting it was reported that the DfE have confirmed they will cover the £2m funding gap and the start date has been postponed until January 2025. Governors noted the ongoing cost implications to maintain JKH, now contained in the RR, along with cost implications for the fixtures and fittings.</p> <p>The Board reflected on the Special Board meeting (14/06/2023) regarding the Camborne Redevelopment project and subsequent assurance provided regarding the Tamar building meeting fire regulations.</p> <p><b>CCMS</b> A Governor, also a CCMS Director, provided an update on CCMS, reporting that a new Managing Director has joined the company and that the Company will present their strategy to Corporation in the Autumn term, including the longer term plan for the Company. It was agreed that, at this meeting, the College will decide on the longer term strategy for CCMS.</p>	<p>KW WR</p>
<p>10</p> <p>10.1</p> <p>10.2</p>	<p><b>GOVERNANCE</b></p> <p><b>Governance Action Plan (GAP) 2022/23</b> The Board received the GAP for 2022/23 and noted the progress made during the academic year. It was understood that the Board self assessment would be conducted over the summer with outcomes reviewed by the Search and Governance Committee at the October meeting and proposals for the 2023/24 GAP recommended to Board for approval.</p> <p><b>Environmental Sustainability Governance</b></p>	

10.3	<p>The Group Deputy Principal Group Operations provided an update on the outcomes of the Environmental Sustainability governance task and finish group meetings to include the proposed KPIs for Committees and Board to monitor to embed sustainability across the governance framework.</p> <p>Action: following discussion it was agreed that further review of the KPIs will take place at the autumn term Committee meetings, to include their alignment with the Land Based strategy.</p> <p><b>Net Zero 2035</b> The Group Deputy Principal Group Operations provided an explanation of how the proposed target date for achieving Net Zero of 2023 had been reached, how this will be monitored and that milestones will be agreed to support monitoring. Following discussion and challenge the Board agreed the Net Zero 2035 target.</p> <p><b>Beyond the Boardroom Annual Summary</b> Governors were thanked for their time and commitment to the Beyond the Boardroom initiative.</p>	AF/ KW
11 11.1  11.2 11.3 11.4 11.5 11.6	<p><b>INFORMATION SECTION ONLY</b></p> <p>Minutes of Board Committee meetings The Board received the below Committee minutes for the Spring term, circulated in the information pack.</p> <ul style="list-style-type: none"> <li>▪ Curriculum and Quality (14/06/2023)</li> <li>▪ Finance and Resources (17/05/2023 &amp; 21/06/2023)</li> <li>▪ HE (14/06/2023)</li> <li>▪ Major Capital Projects (13/06/2023)</li> <li>▪ Search and Governance (26/04/2023)</li> <li>▪ CCMS (13/06/2023)</li> </ul> <p>Schedule of meeting dates 2023/24 - received</p> <p>Sealing report – not received, deferred to next Board meeting.</p> <p>Written resolutions - received</p> <p>Safeguarding Termly report – received</p> <p>Policies for information – received and ratified. Behaviour and Misconduct Policy Drug and substance misuse policy</p>	WR
12	<p><b>DATES OF NEXT MEETINGS</b> 16 October 2023, 4-6pm, following a 2-4pm pre Board 4 December 2023, 4-6pm, following a 2-4pm pre Board 31 May 2024, Board Strategy Day, followed by a short Board meeting 20 March 2024, 4-6pm, following a 2-4pm pre Board 1 May 2024, 4-6pm, Board Strategy Day, followed by a short Board meeting</p>	