

Approved

## EXETER COLLEGE FURTHER EDUCATION CORPORATION

### CORPORATION BOARD

#### Minutes of the meeting held on Wednesday 5<sup>th</sup> July 2017 in the Boardroom, Hele Road, Exeter College

<b>Present</b>	Philip Bostock Emma Webber John Laramy	Chair Vice Chair
<i>To item13 (part)</i>	David Allen David Batho Sarah Brampton Dalya Erdogan	
<i>From Item 5.1 (part)</i>	Mark Goodwin Chris Hoar Craig Marshall Aimee Mitchell Martin Owen	
<i>From Item 5.1 (part)</i>	Michelle Pugh Matt Roach Dave Underwood	
<i>From Item 5.1 (part)</i>	Glenn Woodcock	
<b>Observing</b>	Alison Layton-Hill Kira Lewis	Clerk, Ted Wragg Trust 16-18 Student Governor designate (invited to observe)
<b>Apologies</b>	Bindu Arjoon Silas Welsh John Coombs Jo Matthews	(Co-optee invited to observe) (Co-optee invited to observe)
<b>In Attendance</b>	Rob Bosworth Steve Champion Julie Skinner	Vice Principal Schools, Partnerships & Curriculum Vice Principal Finance and Business Operations Vice Principal Standards and Student Experience
<i>Item 13 only</i>	Kerry Burnham	Headteacher, Exeter Mathematics School
<i>Item 13 only</i>	Jim French	Chair of the Board, Exeter Mathematics School
Secretary	Barbara Sweeney	Clerk to the Corporation

1. **Welcome, Apologies and Declarations of Interest** **Action**

The Chair welcomed members to the last meeting of the academic year, and his last as Chair after two, two year terms. He particularly welcomed Dalya Erdogan, 19+ Student Governor, who was attending her last meeting, and thanked her and, in his absence, Silas Welsh, the retiring 16-18 Student Governor, for their contributions and wished them well for the future. He also welcomed Kira Lewis, 16-18 Student Governor elect, who was observing prior to taking up her role on 1st August 2017 and Alison Layton-Hill, Clerk to the Ted Wragg Trust who was observing the meeting as part of her induction. Finally the Chair welcomed Aimee Mitchell, who had been recommended for appointment to the Board by the Search and Governance Committee as the external Governor representing the City Secondary Schools, subject to ratification at item 4.

The Vice Chair thanked the Chair for his tireless commitment during his term of office. She listed the College's major achievements during his tenure and his qualities of leadership. The Board thanked him and presented a small gift in recognition of his four years as Chair at a time of unprecedented success for the College.

Apologies were received.

The Staff Governors declared an interest in item 10.2, Standing Orders, given that the future role was subject to a change to the terms of office.

2. **Minutes for approval**

2.1 The minutes of the meeting held on 5th May 2017, as circulated, were agreed and signed by the Chair.

2.2 The confidential minutes of the meeting held on 5<sup>th</sup> May 2017, as circulated, were agreed and signed by the Chair.

3. **Matters arising**

3.1 Social Media Code of Practice

The Code of Practice on the use of Social Media was received. The Quality and Standards Committee had approved the Code at its meeting on 27<sup>th</sup> March 2017, subject to an amendment to include Governors within its scope. Governors were invited to complete a declaration to abide by the Code.

There were no other matters arising which were not covered elsewhere on the agenda.

**Part 1 ITEMS FOR DISCUSSION AND DECISION**

4. **Appointments**

- Secondary School Governor

The report, including a pen portrait and CV of Aimee Mitchell were received and considered. The Chair confirmed the recommendation

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from the Search and Governance Committee that Aimee Mitchell be appointed as an external Governor representing the Exeter Secondary Schools.

The Board agreed to

**Appoint Aimee Mitchell as External Governor, representing the Exeter Secondary Schools, for a two year term with immediate effect up to 5<sup>th</sup> July 2019.**

*Vote: Unanimous*

- Student Governors 2016-17 (to note)  
The report, including the manifesto and poster of the 16-18 Student Governor designate were received.

Kira Lewis had been elected as the 2017-2018 16-18 Student Governor with 51% of the vote. As she had been elected by her peers, the student body, the Board was required to note the appointment only.

No candidates had come forward for nomination to the role of 19+ Student Governor. However, further attempts would be made to secure nominations in the autumn term of the next academic year.

The Board agreed:

**To note the election of Kira Lewis as Student Governor representing 16-18 year old students and for her to join the Board from 1st August 2017 for one year to 31 July 2017**

## 5. **Strategic Matters**

### 5.1 Principal's Strategic Report

This item was dealt with as a confidential item in accordance with the College's confidentiality policy and recorded in the confidential minutes.

### 5.2 Area Review Final Report

The report, including the final outcome from the Somerset, Devon, Cornwall and the Isles of Scilly Area Review was received and noted.

The Board agreed

**To note the final report of the Somerset, Devon, Cornwall and the Isles of Scilly Area Review**

## 6. **Learner Voice update**

### 6.1 College news

The report was received and taken as read and the Principal

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highlighted some key successes including the remarkable achievement in fundraising circa £19k for the charity of the year, Devon Air Ambulance.

**The Board noted the report.**

6.2 Student Governor's Report

The report was received and Dalya highlighted the key issues, at what was her last Board meeting. She updated the Board on the outcome of the elections for the 2017-18 Student Representative Committee (SRC) officers. She also highlighted some key initiatives using SRC reserves, in response to requests from the Learner Voice.

Dalya confirmed the final fundraising result for the College Charity, Devon Air Ambulance, which was an impressive £18,800, a record amount and significantly over the original target.

The 2017-18 Charity of the Year was MIND, chosen by a ballot of staff and the whole student body. The Board asked whether the funds raised would be used locally, and it was confirmed that as the charity was a national organisation funds would not be ring-fenced for local use.

The Chair thanked Dalya for her contribution over the year and presented her with a small gift of a book token as a mark of the Board's gratitude. A gift would be forwarded to Silas, the 16-18 Student Governor from whom apologies had been received. The Chair wished them both well for the future. Both had served as outstanding ambassadors, and Silas was currently in Nepal handing over a donation to a school to fund 12 local students.

**The Board noted the report**

**Part 2 ITEMS RECOMMENDED FOR APPROVAL**

7. **Recommendations and key issues from Business Services Committee**

- 7.1 Executive Summary from Committee Meeting on 26<sup>th</sup> June 2017  
The report summarising the key issues considered by the Business Services Committee meeting held on 26<sup>th</sup> June 2017 **was received and noted.** The Committee Chair highlighted the key issues, particularly the update on progress with First Great Western railways and the proposal for a 3g rugby pitch.

The Partnership with First Great Western provided exciting opportunities and the Business Services Committee had been assured that risk was being managed, and managers were mindful to protect existing business with local SMEs. The Board challenged capacity and was assured that this had been interrogated at Committee and that additional resources had been budgeted to support the project.

An opportunity had arisen to invest in a 3G rugby pitch, the first in the City, and which would support community engagement.

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- 7.2 Provisional Budget for 2017-2018  
This item was dealt with as a confidential item in accordance with the College's confidentiality policy and recorded in the confidential minutes
- 7.3 Financial Plan  
This item was dealt with as a confidential item in accordance with the College's confidentiality policy and recorded in the confidential minutes
- 7.4 Property Recommendations  
This item was dealt with as a confidential item in accordance with the College's confidentiality policy and recorded in the confidential minutes

## 8. **Recommendations from Quality and Standards Committee**

- 8.1 Executive Summary from Committee Meeting on 5<sup>th</sup> June 2017  
The report summarising the key issues considered by the Quality and Standards Committee meeting held on 5<sup>th</sup> June 2017 was **received and noted**. The Committee Chair highlighted the key issues.

The Higher Education Funding Council for England (HEFCE) had changed its quality assurance process and now required, as part of the annual return, confirmation that the Board received regular assurance on HE provision. Following submission of evidence, the Annual Provider Review had confirmed that no further action was required in order to satisfy the quality and standards matters. This was their highest accolade.

Governors received a copy of the Extend Programme and it was confirmed that although the offer was currently a unique selling point for the College, others in the sector would soon follow suit.

Having delegated power to the Quality and Standards Committee to approve HR Policies on behalf of the Board, this update was received for information only. Three policies had been scrutinised; Recruitment and Selection Procedure, Right to Request Flexible Working Procedure and Leave for Parents Procedure. Following requests for small changes to each, the Committee had unanimously approved the Policies.

The on course Teaching and Learning survey was in a new format, which allowed for individual staff and Heads and Deputy Heads to access and drill down. The survey was only one part in a suite of feedback. Triangulation was important and individual subjective comments should be considered in the context of overall trends.

Three specific areas were noted.

In relation to teaching cover, and the response to the question of whether the temporary lecturer was supportive and helped the student to learn, students' perceptions were subjective and there were a number of variables. The question was general and ambiguous, covering both long and short term cover. However when triangulated with other outcomes, the issue was not significant.

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On the question of whether learners were encouraged to improve their English and maths, the overarching nature of the questions also masked several variables. If the subject was English or maths then by definition there was support for that subject. Since lessons were taught in English, there was always a measure of support. However, in maths and science lessons there was less focus on English. The Committee had recommended that the question be reworded to "whether learners were encouraged to improve their English and maths, *where appropriate.*"

The perceived ability to deal with emergencies was considered and the Committee had questioned the assumption that the decline was due to an increase in learners with mental health issues. Another interpretation might be that society in general was more anxious because of increased security issues. Other feedback mechanisms such as the Learner Voice could be used to drill down and better understand the reason for the decline.

During the update on the Learner Voice, the Committee had seen film clips of students taken on day two of freshers' week to illustrate the success of induction in helping learners to settle into College. Enthusiasm and positivity were evident.

The College had received an unexpected Safeguarding Ofsted inspection in February 2017. The visit had been triggered by an historical incident resulting in a complaint to an MP, despite the complainant being satisfied by the College's investigation and response at the time. Two experienced inspectors had visited the College to examine records, interview students, conduct an unaccompanied walk about and undertake lesson observations. The confidential report was positive with a single recommendation for the College to continue to do what it is currently doing.

The Safeguarding Governor had emphasised the importance of Governor training on Child Protection, Prevent and Equality Diversity and British Values, as it was from the Board that culture, leadership and management emanated, and Governors were requested to complete training by 31 July 2017 if not in date. Whilst case studies were useful for training there was an issue of confidentiality. The Prevent and Safeguarding Governor assured the Board that case studies were covered in depth at the operational meetings which she attended.

There was a comprehensive three year Progress Strategy and the Committee had been assured that progress was clear and focussed and the CLT member responsible for Special Project Student Progress was working closely with the Director of Teaching Learning and Performance.

The Committee had evaluated its own performance over the last year, noting progress against last year's areas for improvement. The process

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for the College SAR, which the Committee had endorsed, would be revised; less discursive, and structured to be more evidence based.

- 8.2 Safeguarding Policies  
Safeguarding Policies for biennial review were received. Following scrutiny by the Quality and Standards Committee, the Policies were recommended for Board approval.

The Board agreed to approve the

**a) Tutorial Policy**

**b) Learner Medical Disclosure Administration and Medication Policy**

*Vote: Unanimous*

9. **Recommendations from Audit Committee**

- 9.1 Executive Summary from Committee Meeting on 14<sup>th</sup> June 2017

The report summarising the key issues considered by the Audit Committee meeting held on 14<sup>th</sup> June 2017 was **received and noted**. The Committee Chair highlighted the key issues.

The Committee had considered three Internal Audit Reports: admissions and enrolment, student transport bursary and Foundation Studies. In all cases processes were well designed. Requests for bursaries were increasing, as a sign of the impact of the economy. Because of its profile, Foundation Studies handled cash more frequently than other areas in the College and a measure of pragmatism was required. Actions were identified which would address the audit recommendations.

The annual report on value for money, benchmarked against others in the sector, and supported by data from the Area Review, showed that the College continued to provide value for money.

Although the scheduled report on IT security was deferred, there had been an update on the recent Ransomware cyber-attack, and the Committee had been assured that processes were in place and that protective measure had been effective. In the event of IT failure back up was in place.

The Board scrutinised R9, failure to recruit high quality staff and managers - due to high employment in the area - with both frequency and impact having a rating of five. The Board considered whether, as the risk had crystallised, it should be removed from the register, but recommended that mitigations should be considered to reduce the residual risk. The risk had been widely identified during the recent Quality and Resource Review Days, hence the current rating, and

Approved

illustrated a strong culture of risk management within the College.

Finally the Committee Chair confirmed that the focus of the Committee was now risk assurance in addition to scrutiny of financial controls and that the Search and Governance Committee had recommended that the name of the Committee be changed to Audit and Risk Assurance, covered under item 10.4, Committee Terms of Reference.

## 9.2 Risk Management update

- Risk Register
- Sector Heat Map

The report and updated Risk Register and Risk Heat Map were received. There was an update on the College' position regarding cladding in the wake of the Grenfell Tower disaster. There was no cladding on the Tower, and with two stair wells, risk assessment was that controls were adequate and escape from the whole building during scheduled fire drills was completed in circa 6 minutes. There was no overnight residency in the building. Fire assessments were in date and several inspections and audits following the disaster were positive, with minor recommendations. Cladding on the Maths and Science Centre was not the same as used in Grenfell Tower. However safety assurance was awaited from the building's designers.

The risk of fire was covered under Business Continuity. However the Board recommended that it be given its own risk rating. The Safety, Health and Environment Governor confirmed that, following the disaster, there had been significant discussion at the operational meeting which he attended. Insulation in the cladding on the Maths and Science Centre was thought to be of the highest specification, but it was still likely that additional regulation would be introduced.

SLT

Given that from September 2017 overnight accommodation would be part of the College's estate, with student residential accommodation, the Risk Register must include fire as a hazard. It was also recommended that compliance with the new General Data Protection Regulation 2018 (GDPR) also be included in the register, and as a high risk and specific issue, should be considered separate from the current IT risk.

SLT

At its meeting in March 2017, the Audit Committee had received a sector heat map from PwC, showing the key risks identified across the sector. During a break out group at the Board Residential a number of Governors had considered the College's risks and mapped them onto the sector heat map. To ensure that all Governors were updated, the Board received and considered the map and noted that there were a number of risks where the College's risks aligned closely with those of the sector.

### **The Board agreed to**

#### **a) Approve the Risk Register**

Approved

**b) Note the College risks mapped onto those of the sector.**

*Vote: Unanimous*

10. **Recommendations from Search and Governance Committee**  
10.1 Executive Summary from Committee Meeting on 8<sup>th</sup> May 2017  
The report summarising the key issues considered by the Search and Governance Committee meeting held on 8<sup>th</sup> May 2017 was **received and noted.**

- 10.2 Standing Orders  
The revised Standing Orders were received with changes highlighted. The Chair confirmed the rationale for the changes.

The proposal of an option to extend, under exceptional circumstances, the number of terms of office to up to but not exceeding a third term would mitigate the risk of losing a Governor with a specific skill who was due to retire at a time when that skill was needed.

Currently the Staff Governor was permitted to serve up to two, four year terms, the second on the recommendation of the Search and Governance Committee. Given that the Governor was elected by peers, it was not constitutional that the second term be the gift of the Board. Rather that the Staff Governor be elected for a single term, with the option of a second if nominated and elected. Given the current staff Governors had been appointed under the former system, it was recommended that the new process be introduced once the current incumbents had completed their maximum term.

The Board agreed to

**Approve the revised Standing Orders.**

*Vote: unanimous*

- 10.3 Audit Code of Practice  
The report was received. The newly published Post 16 Audit Code of Practice 2016-17 replaced the Joint Audit Code of Practice and reflected the changes to the Machinery of Government.

The Code stated the Audit Committee should maintain its independence in appointing Members. Proposed changes to ratification of Committee membership ensured compliance with this requirement.

**The Board resolved to adopt the Post 16 Audit Code of Practice**

- 10.4 Terms of Reference  
The annually reviewed Terms of Reference for all Committees was received.

The Chair highlighted the recommendation that the Audit Committee

Approved

be known henceforth as the Audit and Risk Assurance Committee. Other changes reflected the Vice Principals remits, so that issues relevant to the Vice Principals' responsibilities were scrutinised by the Committee to which the Vice Principal reported.

**The Board approved the revised Committees' Terms of Reference**

*Vote: unanimous*

- 10.5 Committee Membership and Officers 2016/2017  
The proposed Committee membership for the next academic year was received.

To comply with the post 16 Audit code of Practice, membership of the Audit Committee had been ratified by the Audit Committee at its meeting on 14<sup>th</sup> June 2017.

Bar the Audit Committee, membership of all other Committees had been scrutinised by the Search and Governance Committee and were recommended to the Board.

The Board resolved to

**Approve the proposed Committee Membership ( bar Audit) for 2017/18**

*Vote: Unanimous*

**Part 3 REPORTS AND MINUTES FOR INFORMATION**

**11. Reports for information**

The following reports were received and **noted**

- 11.1 Opportunities and Developments Risk Register  
The report was received and **noted**.  
There was an update on the Family Centre. Progress was good and planning permission was being sought.
- 11.2 Management Accounts  
The April Management Accounts were received and **noted**.  
Early indications were that the accounts for May and June would confirm the forecast surplus at year end.
- 11.3 Attendance, Skills Matrix and Training Review  
The report was received and **noted**. The Chair commended attendance.
- 11.4 Governance Report  
The report was received and **noted**  
The Clerk confirmed the proposed date for the annual Autumn Twilight Seminar as 6<sup>th</sup> November 2017 at the Technology Centre. She also

Approved

paid tribute to the Chair at his last meeting in the role.

11.5 Board Self-Assessment

The report was received. The Board had agreed a new process for Board and Committee Self-Assessment, comprising feedback from Governors' individual self-evaluation forms, and a review of the Board and Committees at the last meeting of the academic year. A copy of the previous year's SAR was circulated as a resource.

It was agreed that this item required more time than allocated and that it should be a topic for consideration at the annual Board Residential meeting.

BHS

**The Board noted the report.**

12.1 **Draft/Approved Open Minutes for Information**

The following minutes were received and **noted**.

- Search and Governance Committee minutes 8<sup>th</sup> May 2016 *Draft*
- Quality and Standards Committee 5<sup>th</sup> June 2017 *Draft*
- Business Services 26<sup>th</sup> June 2017 *Draft*

12.2 **Draft/Approved Confidential Minutes for Information:**

- Search and Governance Committee minutes 8<sup>th</sup> May 2017 *Draft*
- Audit Committee 15<sup>th</sup> June 2016 *Draft*
- Business Services 26<sup>th</sup> June 2017 *Draft*

*Jim French, Chair of Governors and Kerry Burnham, Headteacher, Exeter Mathematics School, joined for item 13 only*

13. Exeter Mathematics School (EMS)

The presentation was received and Kerry updated the Board on the background, development, introduction and success of the Exeter Mathematics School. Co-sponsored by the College and University, EMS opened in September 2014, to provide specialist maths teaching and learning for gifted students across Devon, Cornwall, Dorset and Somerset. In its first year it enrolled 34 students – above its recruitment target – and was now up to capacity with two years of 60 learners per year. With a market of 300 potential schools, 80% students were from Devon and there was marketing and outreach to encourage recruitment from the other counties. Cornwall had other provision which might be competing, such as a STEM Centre at the outstanding Truro and Penwith College.

Admission was by test and interview to ensure that the school enrolled learners who would benefit the most from such specialised teaching. All studied maths and further maths, and there was the option to study physics and computer science. For enrichment and other subjects students attended the College.

Kings College London offered similar curriculum in London, but was not residential. Serving the Southwest, the EMS provided residential

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accommodation but bursaries ensured that cost was not an excluding factor. If oversubscribed additional centres might open in Truro or Bristol.

Local schools might be disadvantaged by the admissions policy to increase recruitment from afar and communication was important to manage expectations.

Retention was 100% and attendance 98%. Value added was +1, which was a key metric as a measure of success. All progressed to study STEM subjects and a high percentage went to Oxbridge.

The three keys to success were outstanding teachers, a bespoke curriculum, and supportive challenge with like-minded peers. The culture was a valuable stepping stone to University with former students reporting that the transition had been smooth. With the University and College as co-sponsors, the University provided inspiration and challenge, and the College offered a breadth of experience.

Priorities for the future included increasing the proportion of female students and the Board considered at length the gender balance. 29% of students were female. Positive discrimination was not practiced as it was important for admission to be on merit. However positive action could support an increase in the percentage, and role models to whom students could relate, was important. Careers advice was not effective in highlighting career options in maths, particularly for female students.

### **The Board noted the update**

#### **14. Dates of Board meetings for 2017/2018**

Friday 6th	October	2017
Friday 8th	December	2017
Friday 9th	February	2018
Friday 4th	May	2018
Friday 6th	July	2018

AOB At his last meeting as in the role, the Chair of the Board thanked Governor colleagues, the Vice Chair, College Managers at all levels, the Senior Leadership Team, Principal and the Clerk for their support over his four years as Chair. He had presided over a period of unprecedented success, which he had enjoyed. He wished the incoming Chair every success.

Lunch

The Board was joined for lunch by the Chair of Governors and Headteacher, Exeter Mathematics School.

Also joining for lunch were: two members of the College Leadership Team who were retiring: Caroline Romijn, Head of Skills Support and Adult Learning and

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Bill Foote, Head of Construction and three of the College's four Directors: Dee Rowett, Director of Teaching Learning and Performance; Sam Hillman, Director of Technical and Vocational Education and Toby Coombes, Director of Commercialisation. Mike Blakeley, Director of Apprenticeships and Employer Engagement sent his apologies.