

**EXETER COLLEGE FURTHER EDUCATION CORPORATION  
CORPORATION BOARD**

**Minutes of the meeting held on Friday 5 July 2019 in the Boardroom, Hele Road, Exeter College**

**Present**

	David Allen	Chair
	Emma Webber	Vice Chair
	John Laramy	Principal
	Bindu Arjoon	
<i>From item 5</i>	Glenn Woodcock	
<i>From item 5</i>	Mark Goodwin	
	Chris Hoar	
	Sonja Longmore	
	Dave Underwood	
	Ben Gardner	
	Matt Roach	
	Cassandra Wood	
	Aimee Mitchell	

**Observers**

None

**Apologies**

Sarah Brampton  
Heather Ancient  
Sue Clarke  
Stewart Noakes

**In Attendance**

	Steve Campion	Vice Principal Finance and Business Operations
	Rob Bosworth	Vice Principal Schools, Partnerships and Curriculum
	Jade Otty	Vice Principal Performance
<i>Item 6.4 only</i>	Sam Hillman	Assistant Principal
<i>Item 6.4 only</i>	Ross Morshead	Head of Faculty
	Alison Layton-Hill	Clerk to the Corporation

1. **Welcome and Apologies** **Action**  
The Chair welcomed members to the last Board meeting of the academic year.
- Apologies were received from Sarah Brampton, Sue Clarke, Stewart Noakes and Heather Ancient.

The Chair particularly welcomed Jo Matthews as a full member of the Board.

The Board noted that this was Aimee, Ben and Jacob's last meeting and on behalf of Governors, the Chair thanked them warmly for their valued contribution to the Board.

The Board was advised that Mark Goodwin had taken on a new role at the University and will be stepping down from the Board. The University has suggested a replacement representative to join the Board, which will follow due process through the Search and Governance Committee. When Mark joined the meeting at item 5, the Chair thanked him for his intelligence and wisdom and overall contribution to the Board.

### **Declarations of Interest**

Mark Goodwin, Deputy Vice Chancellor, University of Exeter, declared an interest in items relating to the University.

Glenn Woodcock, Member of Council, University of Exeter, declared an interest in items relating to the University and as an employer, an interest in items relating to the Institute of Technology.

Dave Underwood, independent advisor declared an interest in any items relating to the Royal Devon and Exeter Hospital.

Chris Hoar, Partner Michelmores, declared an interest in any items relating to the Institute of Technology and Royal Devon and Exeter Hospital.

Bindu Arjoon, Director, Exeter City Council declared an interest in any items relating to planning.

Bindu Arjoon in relation to item 4, appointment of the Vice Chair.

Emma Webber in relation to item 5, Committee Membership.

## **2. Minutes of Meetings**

2.1 The minutes of the meeting held on 3 May 2019, as circulated, were agreed and signed by the Chair.

2.2 The confidential minutes of the meeting held on 3 May 2019, as circulated, were agreed and signed by the Chair.

## **3. Matters Arising**

Nothing that is not covered elsewhere on the agenda.

4. **Appointment of the Vice Chair**

*Bindu Arjoon left the room*

The Board was reminded of the Vice Chair election process which was approved by the Board of Governors on 3 May 2019. The Clerk received one nomination, Bindu Arjoon who had been proposed by the Chair and seconded by the Vice Chair.

**The Board approved the appointment of Bindu Arjoon to the role of Vice Chair of the Corporation to commence on 1 August 2019.**

*Bindu Arjoon returned to the meeting.* The Chair confirmed the appointment and also that Bindu will remain as Chair of the Quality and Standards Committee.

On behalf of the Board, the Chair thanked Emma Webber for her knowledge, commitment and support as Vice Chair over four years. He also acknowledged Emma's valuable role as the Safeguarding lead governor.

5. **Chair's Oral Report**

5.1 Committee Membership

The Board received the Committee Membership structure for the academic year 2019/2020. The Chair advised governors that although Emma is stepping down as Vice Chair it is proposed that she will remain serving on the Search and Governance Committee and the Remuneration Committee. It is further proposed that Bindu, as Vice Chair of the Corporation will take on the role of Vice Chair of the Search and Governance Committee.

It was acknowledged that following consultation with Bindu, a proposal to replace Mark Goodwin as the Vice Chair of the Quality and Standards Committee will need to be put to the Board.

**The Board approved**

**a) Emma Webber's continued membership of the Search and Governance and Remuneration Committees for the academic year 2019/2020.**

**b) Bindu Arjoon's appointment to Vice Chair of the Search and Governance Committee.**

5.2 The Chair advised that he and the Principal attended the AoC South West Principals and Chairs Network and acknowledged success of the AoC's "Love our Colleges" campaign. He particularly complimented the presentation from Donna Kehoe of the Bank of England, which the Clerk will make available on BoardPacks.

**Clerk**

5.3 The Chair had attended a round table discussion, chaired by Sir Ian Diamond, to talk about the Four Nations College of the Future. He particularly noted that a third of the Devon population in 2030 will be over 65 and this demographic is likely to put pressure on the services of the area, as well as providing opportunities for education.

5.4 Board Residential  
The Board noted that, following careful thought, it was decided to proceed with a Board Residential in 2020, particularly as the College faces a challenging year and there is a need to develop a new strategic plan. The location will be the Imperial in Torquay which has offered sufficient space at a reasonable cost. Members were asked to put the dates 20/21 March 2020 in their diaries.

6. **Strategic Matters for discussion**

6.1 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.

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

6.3 Emerging Performance Priorities  
The Board received a presentation from Jade Otty. The Board noted that under the current performance measures of 'outcomes' and 'progress' the College has continued to improve since being graded 'outstanding'. In terms of 'progression', meaningful destinations for the learners continue to be a success with seventeen College students admitted to Oxbridge last year.

The new Ofsted framework has a reduced focus on outcomes, highlights social justice issues and will expect evidence of curriculum intent. The College will need to be explicit about what is taught and why, and that acquiring skills and behaviours is as important as outcomes.

The Board was advised that the priorities in response to the new framework are:

- Foundation mathematics
- Socially disadvantaged students
- Destination data
- Teacher and curriculum leader confidence

The Board questioned the level of data analysis for foundation maths as progress is not in line with the national benchmark. The College prepares learners for GCSE and all learners are entered for the exam. It can be a challenge to keep border line learners motivated.

Aimee Mitchell to share Clare Sealy's presentation about curriculum and intent with the Board.

AM

The Board noted that following concern expressed by Governors, the NEETs programmes have been retained. The Board suggested that to improve opportunities for disadvantaged learners the use of role models and better promotion of the Reach Academy may assist. The Board challenged the level of safeguarding and wellbeing support that is offered to disadvantaged learners. The Board was reassured that the College is now aware of all pupil premium learners and in care learners and is able to track their progress and support requirements.

The Chair invited comment from staff and student governors about the changes. The need for sufficient staff, student and governor engagement was raised to ensure all groups are able to articulate how the College is meeting the new framework requirements. The Board raised that some thought will be required to improve the students interface with employers.

The Board questioned the quality of the careers advice provision and was advised that there is a dedicated progressions team to give careers advice. There are also 1-1s with tutors who look at long term goals and next steps, tutorials are being rebranded personal development. A new tool for the website will soon be available where learners/tutors can search jobs available.

#### **Governors thanked Jade for her informative presentation.**

*Sam Hillman and Ross Morshead joined the meeting for item 6.4*

#### 6.4 Formation of the Strategic Plan

The Board received a presentation from Sam Hillman and Ross Morshead who shared an initial proposal to set the framework for the new strategic plan. Emma Webber and Chris Hoar will support their work and the proposed strategic plan will be discussed by Governors at the Board Residential.

Governors agreed that the vision statement continues to be relevant. There was some discussion that the mission statement may benefit from including some reference to place, growth, sustainability, economy and climate change. Some Governors felt that the role of the College was to serve learners and the local community rather than "shape the future of education", since the latter was largely outside the control of the College.

#### Digital

Governors discussed the merit of creating a dimension dedicated to 'digital'. Although this may raise the issue as a priority there was also a view that 'digital' is a transformational aspect across all areas of the

College. Clarity is required about what exactly the College means by 'digital' and how it is used in learning.

SH/RM

Governors thanked Sam and Ross for their interesting presentation and encouraged them to consider further how digital can be incorporated into the strategic plan.

**The Board noted the presentation**

**7. Learner and Student Voice update**

**7.1 College news**

The report was received and taken as read.

**The Board noted the report**

**7.2 Learner and Student Voice Report**

The report was received and taken as read. There are still some vacancies to fill in the Student Union and there is a need to ensure students are clear what the purpose of the Student Union is.

**The Board noted the report**

**Part 2 REPORTS FOR NOTING/APPROVAL**

**8. Recommendations from Audit and Risk Assurance Committee**

**8.1 Executive Summary from Committee Meeting on 10 June 2019.**

The report summarising the key issues considered by the Audit and Risk Assurance Committee meeting held on 10 June 2019 was received and taken as read. Jo Matthews highlighted the key issues.

**8.2 Risk Register**

The Risk Register was considered as circulated. The Board considered that the format of the risk register should be updated to include additional information to enable further reassurance. The Business Services and Quality and Standards Committees will review a revised format in the new SC academic year.

**The Board approved the Risk Register**

**8.3 External Audit Plan**

The Board considered the external audit plan and the Committee's recommendation to approve.

**The Board approved Bishop Fleming's audit plan for the year 2018/2019**

**8.4 Post 16 Audit Code of Practice**

The Board considered the changes to the Post 16 Audit Code of Practice and noted that these related mainly to requirements to mitigate the risk of fraud.

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

9. **Recommendations from Quality and Standards Committee**

9.1 Executive Summary from Committee Meeting on 17 June 2019.  
The report summarising the key issues considered by the Quality and Standards Committee meeting held on 17 June 2019 was received and noted. The Chair highlighted some key elements of the meeting, particularly noting the retention of the NEET provision.

9.2 Exeter College Student Union Constitution  
The Board considered the Student Union Constitution and acknowledged that students have full access to the constitution and schedules through the ECSU portal page.

**The Board approved the Exeter College Student Union Constitution**

10. **Recommendations from the Business Services Committee**

10.1 Executive Summary from Committee meeting on 24 June 2019.  
The report summarising the key issues considered by the Business Services meeting held on 24 June 2019 was received and noted. The Committee Chair highlighted the key issues.

10.2 Provisional Budget for 2019/2020  
The Board received the Provisional Budget for 2019/2020 and noted the Committee's recommendation to approve.

**The Board approved the Provisional Budget for 2019/2020**

10.3 Three-Year Financial Plan  
The Board received the three-year financial plan and noted the Committee's recommendation to approve.

**The Board approved the three-year financial plan**

The Chair thanked Governors for their contribution throughout the year and wished all a pleasant summer.

**PART 3: REPORTS AND MINUTES FOR INFORMATION**

11. **Reports**

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

11.1 Opportunities and Development Risk Register

12.2 Management Accounts (April 2019)

DRAFT

- 12.3 FE Commissioner's letter/characteristics of a well-run college
- 12.4 Governance Report
- 12.5 Committee Membership
- 12.6 Sealings Report
- 12.7 Meeting Dates 2019/2020

12. **Minutes**

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

- 12.1 Audit and Risk Assurance Committee minutes 10 June 2019 *Draft*
- 12.2 Quality and Standards Committee minutes 17 June 2019 *Draft*
- 13.3 Business Services Committee minutes 24 June 2019 *Draft*

14. **Confidential Minutes**

The following confidential minutes were **received and noted**:

- 14.1 Audit and Risk Assurance Confidential Minutes 10 June 2019 *Draft*
- 14.2 Business Services Committee Confidential minutes 24 June 2019 *Draft*

15. **Dates of scheduled meetings for 2018/2019**

- Friday 11 October 2019
- Friday 6 December 2019
- Friday 7 February 2020
- Friday 8 May 2020
- Friday 3 July 2020

Signed by the Chair .....

Date: 11 October 2019