

Approved

EXETER COLLEGE FURTHER EDUCATION CORPORATION

BUSINESS SERVICES COMMITTEE

Minutes of a meeting held on Monday 18th April 2016 in the Board Room, Hele Road, Exeter College

Present	David Allen	Chair
	Matt Roach	
	John Laramy	
	Bindu Arjoon	
	Philip Bostock	
	Sarah Brampton	
<i>From item 4.3</i>	Mark Goodwin	
	Jo Matthews (co-opted)	
	Michelle Pugh	
Apologies	Michael Caines	
Observing	Chris Hoar	
	Emma Webber	
In Attendance	Steve Campion	Executive Director Finance & Resources
	Rob Bosworth	Assistant Principal
<i>Item 4.4 only</i>	Mike Blakeley	Head of Business Solutions
<i>Item 4.4 only</i>	Ian Fitzpatrick	Assistant Principal
<i>Item 5.1 only</i>	Megan Snell	Student Experience leader
<i>Items 4.2 & 4.3 only</i>	Steve Strang	Head of Estates
	Barbara Sweeney	Clerk to the Corporation

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

The Chair welcomed colleagues to the meeting, including those attending as observers. He particularly welcomed John Laramy, as the new Principal, and Rob Bosworth, in his capacity of Assistant Principal. He congratulated Steve Campion on his appointment as Vice Principal, Finance and Business Operations and wishes him well in the forthcoming London Marathon.

Apologies were received.

Bindu Arjoon declared an interest in agenda item 4.1, Opportunities and Developments Register and item 4.2, Property Matters, as Assistant Director, Exeter City Council.

2. **Minutes**

2.1 Minutes of meeting held on 1st February 2016 as circulated, were agreed and signed by the Chair.

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2.2 Confidential Minutes of meeting held on 1st February 2016 as circulated, were agreed and signed by the Chair.

3. **Matters arising**

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

4. **Strategic Matters**

4.1 Opportunities and Developments Register

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

Steve Strang joined the meeting for item 5 only.

Items 4.2 - 4.4 were dealt with as confidential items in accordance with the College's confidentiality policy and recorded in the confidential minutes.

4.2 Property Matters

4.3 Student Residential Options

Mike Blakely, Head of Business Solutions and Ian Fitzpatrick, Assistant Principal joined the meeting for item 4.4 only.

4.4 Commercial Opportunities Update

- Business Engagement
- Employer Update
- Apprenticeship update

Megan Snell, Student Experience Leader, joined the meeting for item 5.1 only.

5. **Finance Matters**

5.1 Student Representative Committee (SRC) Accounts

The Student Representative Committee (SRC) Accounts to July 2015 were received and noted. Megan reminded the Committee that they received regular updates on the SRC from the 16-18 Student Governor.

There were proposals to draw on reserves to address issues raised by the Learner Voice. The sale of NUS cards, from which the SRC took a percentage, had made a significant contribution to income. Savings had been made due to there being no 19+ student governor for the year. However there were proposals to amend the constitution to include officers to represent apprentices and HE students.

The Chair commended the outturn, endorsing the proposal to draw on reserves to improve the learner experience rather than to accumulate

reserves.

The Committee recommended the Student Representative Committee's Accounts for the year ending July 2015 to the Board for noting.

BHS

5.2 Management Accounts - January 2016

- SFA - Exeter College Financial Dashboard
- Sector Financial Benchmarking
- EFA Allocations

The January 2016 Management Accounts were received and Steve confirmed that the College was now reporting a healthy surplus, with income above budget and staff costs still on track, despite some additional commercial roles to support income generation.

The increase in pension costs were now coming through and the impact of the National Insurance contribution would be seen from April 2016. The budget assumed no pay award.

The Committee noted the report.

- SFA - Exeter College Financial Dashboard

The report was received and Steve reminded the Committee that the College had improved from satisfactory financial health to good in 2014/15 with a strong outturn in part due the delay in the Maths and Science Centre. Accordingly the College was now recorded on the dashboard as being in good financial health, by both the current accounting and the new FRS102 standards.

The Principal confirmed that during the period when financial health had fallen to satisfactory there had been rigorous scrutiny by the Skills Funding Agency (SFA), because of the precarious state of the sector. To avoid this scrutiny in the future the College should maintain good financial health.

The Committee endorsed the proposal to sustain good financial health

- Sector Financial Benchmarking

The report was received and was based on 2014/15 data, with all college financial statements now posted. The data showed large losses in some colleges and only one in the region had outstanding financial health and an outstanding Ofsted rating. Overall it was a downward trajectory.

Looking forward, the data showed funding for 2015/16 and would be a key metric in the Area Reviews and an indication of trends within the region. The strength of the College's position was evident.

The Committee noted the report.

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- Education Funding Agency (EFA) Allocations

The report was tabled and provided data on learner numbers (by head) and funding allocation for schools and colleges in Devon. The College was recruiting a high percentage (some 25%) of all Devon learners.

The Committee discussed the new threshold for school sixth forms, with those under 200 students, offering less than 15 subjects and not able to stand alone financially, deemed at risk. Whilst there was no formal mechanism to close small sixth forms, they were encouraged to work together to achieve a viable position. There were incidences of high funding for providers with under 200 students which reflected the number of part time learners. Funding was lower where there was a large cohort who were not full time students.

The Committee sought additional data on local providers which offered fewer than 15 A level courses. Whilst this was not collated centrally, it was possible to provide data for local competitors. SLT

The Principal confirmed that the Regional Schools Commissioner sat on Area Reviews.

The Committee noted the report and agreed to monitor the size and viability of School Sixth forms

5.3 Santander Loan agreement

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

5.4 Student Recruitment Update

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

6. **Key Performance Indicators**

The update was received and a first draft of proposed Key Performance Indicators (KPIs) was tabled. The Principal reminded the Committee that the metrics used in the sector had changed and proposed that relevant targets should be agreed, with a rag rated scorecard to track progress. It was important not to create targets for which the data was not already collected and to be able to track and intervene in a timely manner if necessary.

It was agreed that "less was more" and that KPIs should be simple and act as pointers to alert Governors for the need to scrutinise in more detail if required. KPIs would include projections, with some outcomes only available at year end. Indicators would therefore serve as reported outcomes and as in-year forecasts.

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Whilst the proposal before the meeting was that of a concept, subject to its approval, an end of year score card would be developed and Committees invited to comment and agree which metrics to track. This would also be received by the Quality and Standards Committee. The Committee agreed that two super KPIs should be included; to retain Ofsted Outstanding and to maintain at least good financial health. Comparisons with other outstanding Colleges would also be of value and KPIs should be reflected in targets and appraisals throughout the College.

The Committee agreed that it was important to embark on developing even imperfect KPIs, with later iterations and improvements, so that the concept and culture was established.

SLT

The Committee noted the update and recommended that the work be progressed as soon as possible.

For Information

7. **Minutes/Reports for information**

The following reports were received and **noted**

7.1 Health and Safety

7.2 Risk Register

The Chair requested a full agenda item on the Risk Register at the next meeting.

8. **Dates of Next meeting**

Monday 27th June 2016