

Approved

EXETER COLLEGE FURTHER EDUCATION CORPORATION

BUSINESS SERVICES COMMITTEE

Minutes of a meeting held on Monday 26th September 2016 in the Board Room, Hele Road, Exeter College

Present	David Allen	Chair
	John Laramy	
<i>To item 5.2</i>	Bindu Arjoon	
	Philip Bostock	
	Sarah Brampton	
	Jo Matthews (co-opted)	
	Michelle Pugh	
Apologies	Matt Roach	
	Mark Goodwin	
Observing	Emma Webber	
	Silas Welsh	
In Attendance	Barbara Sweeney	Clerk to the Corporation
	Rob Bosworth	Vice Principal, Schools Partnerships and Curriculum
	Steve Champion	Vice Principal, Finance & Business Operations
<i>Item 4.2 only</i>	Dee Rowett	Strategic Plan Champion
<i>Items 5.1-5.3 only</i>	Steve Strang	Head of Estates
<i>Item 6.2 only</i>	Malcolm Walsh	Assistant Principal

1. Welcome, Apologies and Declarations of Interest

The Chair welcomed colleagues to the first meeting of the new academic year. He also welcomed Silas Welsh and Emma Webber who were attending as invited observers.

Apologies were received.

Bindu Arjoon declared an interest in agenda item 4.1, Opportunities and Developments Register and item 5, Property Matters, as Assistant Director, Exeter City Council.

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2. **Minutes**

2.1 Minutes of meeting held on 27th June 2016 as circulated, were agreed and signed by the Chair.

2.2 Confidential Minutes of meeting held on 27th June 2016 as circulated, were agreed and signed by the Chair.

3. **Matters arising**

3.1 Brexit

The Principal reminded the Committee that its last meeting had been in the immediate aftermath of the referendum and the vote to leave Europe. He confirmed that since then markets had settled and predicted turbulence had not been realised. The College was not as exposed as those with European funding and the main effect would be the impact on the economy and public sector finances.

The Committee noted the update.

4. **Strategic Matters**

Item 4.1-4.3 were dealt with as a confidential items in accordance with the College's confidentiality policy and recorded in the confidential minutes

4.1 Opportunities and Developments Register

Dee Rowett joined the meeting for item 4.2

4.2 Strategic plan

The report was received and copies of the latest plan were tabled. Steve provided an update on the process, referring to the timeline. A session with external stakeholders over the summer had been particularly useful and participants had been influential individuals in the community.

Dee confirmed that process continued to be dynamic and iterative. The Vision statement was meaningful and concise. The Mission was almost complete and feedback during consultation was taken on board and incorporated in subsequent iterations.

The Dimensions had also been subject to amendments, with debate on the correct terminology for the 16-18 and HE elements. The Committee considered whether it was appropriate to make grand claims; was strong ambition a positive, or should wording be tempered. It was also appropriate to consider that not all learners strove for ambitious targets. Narrative continued to be refined, with a number of Governors involved in the consultation process.

The proposal was for the Strategic Plan to be multimedia, using hard copy, posters, pamphlets and electronic versions. The graphics utilised the College logo, with multicolour versions to represent the Dimensions, and which also alluded to diversity through the rainbow colours. Strategic priorities would be numbered for easy reference and a sense of cohesion.

The Committee agreed that the review of the Strategic Plan was timely, given the changes in the sector and at the College. The Board would receive the final version at its next meeting on the 7th October and the Committee agreed to

Note the update.

- 4.3 Strategic Partnerships – Schools Strategy
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, Head of Estates, joined for item 5.

5. **Property Matters**

Items 5.1 to 5.3 were dealt with as confidential items in accordance with the College’s confidentiality policy and recorded in the confidential minutes

- 5.1 Property Masterplan
5.2 Property Update
• Student Residential Accommodation
5.3 Wear Barton/Exwick playing fields

6. **Financial Matters**

- 6.1 Management Accounts - June 2016

The report was received and Steve confirmed that as at June 2016, the College was forecasting a year end surplus of £805k, with income above circa £38m. Staff costs were under budget in this the second year of business efficiencies. With the pressure of additional English and maths learners, the examinations costs were worse than budget and forecast to increase.

The July end of year operating position was a strong outturn of circa £800k surplus. However the impact of FRS17 pension charge had been significant and would increase going forward. Nevertheless the outturn was £285k surplus including FRS17. There was a recommendation that future Management Accounts show the FRS17 separately, with reconciliation in the Statutory Accounts. There would be no impact on financial health or bank covenants.

The cash position, on which financial health was based, was better than previous years, with the Maths and Science Centre capital build completed.

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The Committee commended the outturn and agreed to

Note the report

Malcolm Walsh, Assistant Principal, joined the meeting for item 6.2.

6.2 Student recruitment
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 Financial Viability of Nursery
This item was considered under item 4.1

7. **Balanced Score Card**

The balanced score card was tabled and the Committee considered the high level indicators and more detailed metrics for the key indicators relevant to Business Services.

The Committee asked how the criteria for RAG rating was determined. As a new report, the Score Card was still work in progress and would evolve. However the Committee recommended that sector norms be used to define RAG ratings.

If required there could be more detailed analysis on any metric and it was recommended that occasional deep dives be conducted to provide enhanced assurance to the Committee.

The Committee agreed to

Note the report

8. **Committee Self-Assessment**

The report, including a draft self-assessment report (SAR) for the Committee was received. The narrative was drafted using responses to questionnaires sent to individual members of the 2015-16 Committee. The Clerk confirmed that the questionnaire would be distilled into a SAR of agreed strengths and areas for improvement.

The Search and Governance Committee had considered the process and agreed that it was excessively onerous. The narrative, with strengths and areas for improvement was drafted by the Clerk. However annual questionnaires were not considered to add value. The Committee had agreed that the evaluation of Board and Committee meetings should be included in the biennial Governor appraisal questionnaire, and that the last meeting in the academic year of the Board and each Committee should

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include an item of self-reflection.

The Committee agreed to

Recommend that the SAR be incorporated into the Board's SAR and presented to the Quality and Standards Committee for subsequent recommendation to the Board.

Vote: Unanimous

9. **Reports and Minutes for Information**

9.1 Financial Regulations (for recommendation to Board).

The report was received and Steve Campion, Executive Director Finance and Resources, explained that the Financial Regulations had been updated to reflect the change in structure of the senior leadership team.

The Committee agreed to

Recommend the Financial Regulations to the Board on 7th October 2016.

Vote: Unanimous

9.2 HR Annual Report

HR Annual Report - received and **Noted**.

9.3 Health and Safety Minutes

Received and **Noted**

9.4 Bursaries

Bursaries - received and **Noted**

9.5 Risk Register

Risk Register - received and Noted. Steve confirmed that the revised updated version had been considered by SLT and would be scrutinised by the Audit Committee and recommended to the Board. He highlighted the key changes and the Committee agreed that the risk relating to the new Principal should be removed. The potential impact of selective grammar schools in the area would be added, although it was not necessarily the case that grammar schools would have sixth forms.

10. **Future meetings**

10.1 Items to take to Board

The Committee reviewed the agenda and agreed on the items to be reported to the Board at its next meeting on 7th October 2016.

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10.2 Items for next agenda
The Committee reviewed the cycle of business for the November meeting and agreed on additional items to be included.

11. **Dates of Next meetings**
Monday 28 November 2016
Monday 30 January 2017
Monday 24 April 2017
Monday 26 June 2017
Wednesday 5 July 2017