

exeter college



## Annual Accountability Statement

Written by: Deputy CEO  
SLT Sponsor: Deputy CEO  
Written: June 2023  
Location: [exe-coll.ac.uk/about/policies/](https://exe-coll.ac.uk/about/policies/)

## Annual Accountability Statement 2023/24

### Our Purpose

Exeter College provides tertiary education for around 10,000–12,000 students. The College was established in 1970 as the first tertiary college in the UK, bringing together the former grammar schools' sixth forms and Exeter Technical College. Today, the College is forging a path as a College of the future, offering learners a variety of ways in to industry or further study. The College offers A Levels, Vocational Qualifications, Apprenticeships, Higher Technical Education, a range of adult learning courses and T Levels; a technical-based qualification that prepares students for industry with practical skills and knowledge. We have high expectations of our students and staff and each year their combined efforts result in excellent exam grades, outstanding training successes and brilliant music, art, sports and community achievements. We welcome students of all ages and abilities and our tutorial and learner support programmes are designed to meet their needs; challenging them to reach their full potential.

Our Vision is **'To be an exceptional college.'**

Our community is at the heart of everything we do.

That's why our mission is **'To shape futures by delivering world-class education and training for our city and region.'**

We live this through our values: *Ambition, Collaboration and Energy.*

Our five-year college strategy has been split into five clear dimensions representing key areas of the college. Three dimensions cover the colleges key areas of curriculum and one-dimension covers 'finance and resources'. Within our plan there is a separate section setting the context behind each dimension as well as the key aim, objective(s) and success measures, against which we will continually assess our progress. At the heart of the success of our college are our staff. 'People' are at the heart of our plan. We believe that putting recognition and opportunities for development in place for our staff is key for us to be able to achieve the aims we have set out. We have included 'People' as a separate strand as a result.

Eight years since our last inspection, Ofsted again confirmed that Exeter College is an Outstanding College in 2022. The College also scored the top assessment of 'strong' for its approach to meeting the skills needs of the area. A Levels continue to thrive at the college, performance outcomes post significantly above national averages with Value Added-added data showing students are achieving in the top 10% of the country.

Our governors challenged us to articulate our ambition to be exceptional in our latest College Strategic plan. To be truly exceptional we know we need to go above and beyond 'responding' to local needs. Therefore, our role as system leaders is to anticipate, shape, and drive skills. We express this through 3 key objectives in our Strategic Plan:

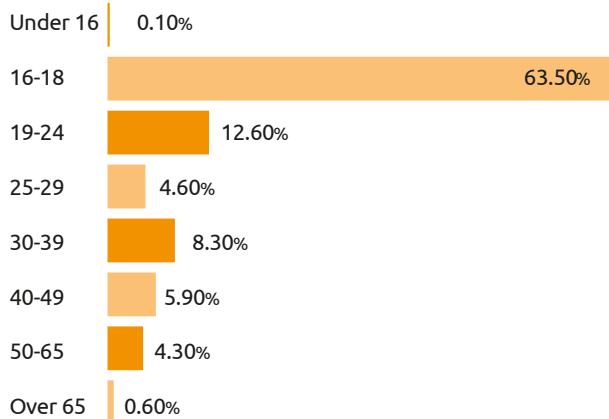
*To be essential to the region's skills development strategy, by **shaping** agile and forward-looking training and skills for the benefit of Apprentices, Employers and Stakeholders.*

*It is a fundamental aim of the Exeter College to be at the centre of initiatives to **drive** economic growth in the Exeter, Devon and wider region by delivering the skills agenda to meet local economic priorities and employer needs.*

We respond to the current and future skills demands of local employers, whilst widening opportunities and access to increase adult learner participation. Employer-led curriculum that **anticipates** local skills trends and provides a pipeline of talent to shape the future skills landscape.

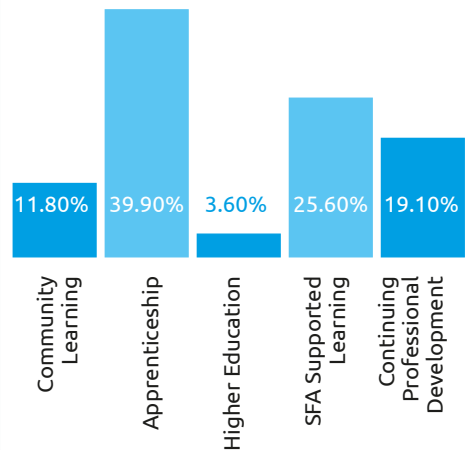
## Our Core Business – Education & Training

Our size and shape 2021/22

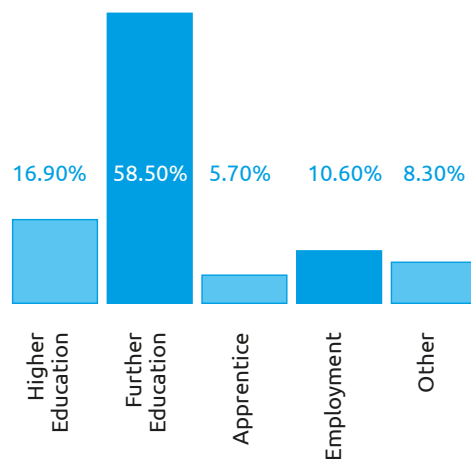


STUDENTS BY AGE

### 19+ STUDENTS BY COURSE TYPE



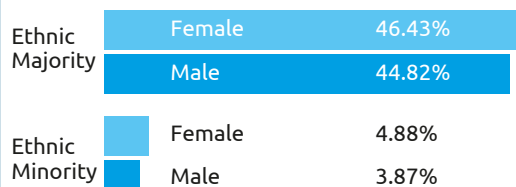
### DESTINATIONS OF FULL TIME STUDENTS (THIS IS INTENDED DESTINATIONS)



### LEVEL OF STUDY OF FULL TIME STUDENTS AND APPRENTICES AGED 16-18



### ETHNIC AND GENDER BREAKDOWN OF STUDENTS

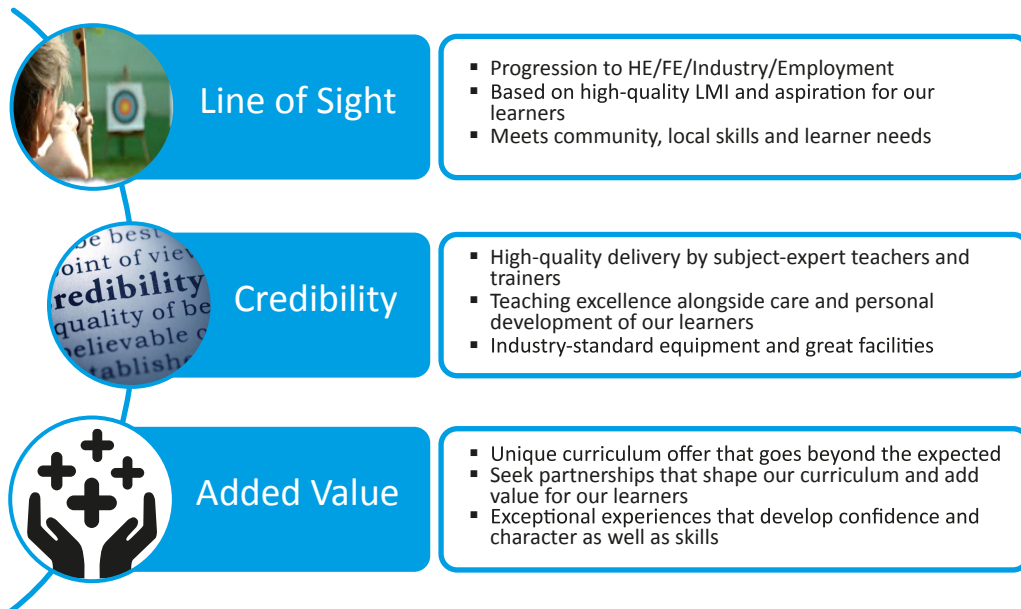


## Approach to developing the annual accountability statement

The college has developed a curriculum strategy which is adopted throughout the organisation and ensures the curriculum offer directly meets the needs of the community and local stakeholders. This is constantly reviewed with our partners externally through a whole plethora of events,

engagements, and interactions. This enables all our curriculum to be co-designed with partners and external stakeholders, and then further used as a practical assessment tool to ensure the offer remains fit for purpose.

## Curriculum Strategy 2020-2025



In addition to the direct curriculum offer, Exeter College has played a significant role in building a clear and coherent education ecosystem.

The strategic alliance between **Exeter College** and the **University of Exeter** is formidable. Our shared Memorandum of Understanding drives positive impact in the community we serve, and has led to ground-breaking partnerships in education such as the **Exeter Mathematics School**, the **Ted Wragg Multi-Academy Trust**, and the **South West Institute of Technology**. It has not just played a part in developing the education ecosystem for Exeter, it has essentially built the system with key stakeholders over the last twenty years.

Together we have also developed unique curriculum models, such as the Digital & Data Skills Escalator, to provide the training our graduates need to meet the skills need of the local area, working with **The Met Office** and **Oxygen House**.

We co-founded (with the University of Exeter) and established the **Ted Wragg Multi Academy Trust** in 2013 to provide strategic support for underperforming schools. It has already delivered the following outcomes:

- The performance of schools in the Exeter area has been significantly enhanced with all schools within the Trust now being graded 'Good' or better
- The number of NEET learners in the Exeter region has reduced significantly
- There is a clear skills escalator pathway in the city and beyond where learners can see a clear line-of-sight to Further and Higher Education
- Progression to Further Education is now seamless and almost all school leavers progress

- Co-designed entry requirements for our 16-18 learners in partnership with the city schools through the 'Progression Partnership'

Schools play an essential part in our college. A Secondary Head Teacher from one of our local feeder schools always sits on the College Board of Governors alongside senior leaders from the University of Exeter to ensure strategic alignment of education. The college reciprocates this relationship by providing trustees and governors to the local schools. Members of our Senior Leadership team sit on the governing body at **St Peter's School, Chulmleigh Academy Trust** and the **Exeter Mathematics School**. The Deputy CEO of Exeter College was the Chair of the Trust for several years through its critical forming and growth stage. The Principal and CEO of Exeter College is a 'Member' of both the **Mathematics School** and the Trust.

For training and skills our Executive Director of Future Skills is also the Chair of the **Devon and Cornwall Training Provider Network**. We are founder members of the **Green Construction Advisory Panel (GCAP)**, which has over thirty employer representatives, awarding bodies and local authorities.

Collaboration is one of our three values that drive everything we do. We have a wide range of collaborations with local training providers and colleges. A great example is the **Health Skills Support Accelerator Programme** in partnership with **Devon County Council** and other local colleges and providers. In this we offer in-employment upskilling in the health sector, which we know from our LMI is vitally needed. In the **digital sector** we are collaborating with **Petroc College, Plymouth College, Truro College** and **Bridgewater and Taunton College** to deliver high-skilled apprenticeships in Digital and Data (with the anchor employer being the **Met Office**). This collaboration is further supported by the **Devon Colleges Group** with all the members mapping out their adult and apprenticeship offer to reduce overlap (available on request see fig below for example).

More broadly the Principal is the **Chair of the Tertiary Colleges Group**, which includes colleges such as **Nelson & Colne, Barnsley** and **Stafford Colleges Group**. This group shares practice and meets biannually for a conference focused on implementation of latest government policies. The Assistant Principal is a nationally renowned leader in **T-Levels**, of which we were the largest provider for wave one and two, regularly briefing the government and sharing best practice with the wider sector.

The college has recently won the coveted **Queens Award** for FE & HE for the work it has carried out across the organisation in **Digital Transformation**. This award was the result of many system-leadership roles, including being the first national **T-Level lead for IT**, a **showcase college for Microsoft**, a certified **Apple Training Centre**, developing the first ever **Esports corporate competition** for the South West, delivering three **IT pathways in Bootcamps** and piloting **Adult T-Levels in IT**. We have been a key partner in the recent success of the **Strategic College Development Fund** where we lead on **Green Skills**. This initiative has now manifested in securing Bootcamp funding for **Adult Retrofit Qualifications** and a new **Skills Centre for Retrofit**, which is entirely designed by employers (Sep 2023). We have recently been successful in a shared bid to deliver CPD for foundation English and Maths across the South-West with **City College Plymouth** in the **Post-16 English and Maths Continuous Professional Development to the Further Education Workforce**. This three-year project will ensure staff have the very best training to deliver functional skills and GCSE Maths and English in their own colleges across the peninsular.

The college has worked relentlessly to make sure our Vision and Mission can be implemented through a purposeful and live curriculum strategy. This strategy has been fully aligned with government initiatives to maximise opportunities and, through building extensive networks and partnerships, has resulted in an exceptional experience for our community. This document connects

with curriculum design and intent via our Annual Review of Curriculum (ARC) and is monitored through termly Quality Reviews (chaired by the Principal with the two Vice Principals) and weekly by the Senior Curriculum Group (SCG).

The College is an active partner in a Strategic Colleges Development Fund partnership with Bridgwater & Taunton College, Yeovil College, Strode College, Petroc, South Devon College and City College Plymouth. The particular focus has been shaped by employers and is an emerging priority for the Local Skills Improvement Plan.



This map above shows the Heart of the South West LEP area and the area of the Learning Skills Improvement Plan.

**Our Apprenticeship Offer**

Devon Colleges Group offers a huge range of high-quality Apprenticeship programmes, covering all the key industrial sectors. The table below demonstrates the breadth of the course offer currently available. With programmes at Level 1 through to Intermediate Level, Advanced Level 3 and Higher Level (Levels 4 and 5), there is sure to be an offer to meet your training need.

Devon Colleges Group Logo

	A - Apprenticeships	B - Advanced Apprenticeships	C - Higher Apprenticeships	D - Degree Apprenticeships
<b>Business, Management and Administration</b>	City College Plymouth: 4 (A, B, C, D) Exeter College: 4 (A, B, C, D) Petroc: 4 (A, B, C, D) South Devon College: 4 (A, B, C, D)			
<b>Construction</b>			City College Plymouth: 4 (A, A, A, A) Exeter College: 4 (A, A, A, A) Petroc: 4 (A, A, A, A) South Devon College: 4 (A, A, A, A)	
<b>Digital Industries and IT</b>				City College Plymouth: 4 (A, B, C, D) Exeter College: 4 (A, B, C, D) Petroc: 4 (A, B, C, D) South Devon College: 4 (A, B, C, D)
<b>Education and Training</b>				City College Plymouth: 4 (A, B, C, D) Exeter College: 4 (A, B, C, D) Petroc: 4 (A, B, C, D) South Devon College: 4 (A, B, C, D)
<b>Environment, Health and Safety</b>	City College Plymouth: 4 (A, B, C, D) Exeter College: 4 (A, B, C, D) Petroc: 4 (A, B, C, D) South Devon College: 4 (A, B, C, D)			
<b>Financial Services, Banking and Insurance</b>			City College Plymouth: 4 (A, B, C, D) Exeter College: 4 (A, B, C, D) Petroc: 4 (A, B, C, D) South Devon College: 4 (A, B, C, D)	
<b>Food and Drink</b>				City College Plymouth: 4 (A, B, C, D) Exeter College: 4 (A, B, C, D) Petroc: 4 (A, B, C, D) South Devon College: 4 (A, B, C, D)
<b>Freight, Logistics and Distribution</b>				City College Plymouth: 4 (A, B, C, D) Exeter College: 4 (A, B, C, D) Petroc: 4 (A, B, C, D) South Devon College: 4 (A, B, C, D)
<b>Hair and Beauty</b>	City College Plymouth: 4 (A, B, C, D) Exeter College: 4 (A, B, C, D) Petroc: 4 (A, B, C, D) South Devon College: 4 (A, B, C, D)			
<b>Healthcare, Nursing and Dentistry</b>			City College Plymouth: 4 (A, B, C, D) Exeter College: 4 (A, B, C, D) Petroc: 4 (A, B, C, D) South Devon College: 4 (A, B, C, D)	
<b>Hospitality and Tourism</b>				City College Plymouth: 4 (A, B, C, D) Exeter College: 4 (A, B, C, D) Petroc: 4 (A, B, C, D) South Devon College: 4 (A, B, C, D)
<b>Legal Services</b>				City College Plymouth: 4 (A, B, C, D) Exeter College: 4 (A, B, C, D) Petroc: 4 (A, B, C, D) South Devon College: 4 (A, B, C, D)

One of the key aspects of working together is ensuring the colleges have all the curriculum provision required by the place they collectively serve. To ensure this is met we have mapped all our adult and apprenticeships in the Devon College Group. An example is shown here. This information is then triangulated with LMI to assess the need in the area. We have made a conscious and strategic decision not to offer agriculture, animal care and marine engineering as this does not directly reflect our local community and is delivered well by other colleges in our area.

and marine engineering as this does not directly reflect our local community and is delivered well by other colleges in our area.

### Context and place

Place is very important to the college. The college serves not only as the sixth form for Exeter but also as key civic shaper and influencer. We are proud to have developed world-class initiatives in

partnership with our city, county and **LEP** partners to ensure the region's skills and community needs are met.

In addition to a whole plethora of daily partnership work, the college also has two long-term legally-binding relationships with **Devon County Council**. Firstly, we run its Outdoor Education Centre on the Exeter quayside. This centre provides an outstanding outdoor education for learners but also a community service in the outdoor leisure sector. Secondly, when the **Flybe** airline became the first major casualty of the pandemic, the College and **Devon County Council**, with support from the **LEP**, formed an innovative partnership to buy and lease the Flybe Training Academy. The speed and agility with which this was accomplished minimised the impact to the local community and economy. The building has been refurbished, redeveloped, and relaunched as the **Future Skills Centre** to continue to meet the training needs of the aviation sector. This world-class facility was recently visited by the aviation minister as an example of best practice in the sector. The centre now offers **professional courses, engineering and aerospace courses, aviation sector courses** and many commercial short employer-driven courses. It also serves as a local conference centre for the business community.

The relationship with the Heart of the South West (HotSW) LEP has never been stronger. The College Principal has been the Further Education representative on the **Local Enterprise Partnership** for the last four years. He is also a standing member of the **Skills Advisory Panel**. The HoTSW LEP priorities are clearly illustrated in the Local Industrial Strategy as Energy, Engineering, and Digital. The 'energy' skills aspects are well met by **Bridgewater and Taunton College** in partnership with the Hinckley Point Power Station. **Exeter College** plays a significant role in meeting the **Engineering (with a specific focus on Aerospace Engineering)** and **Digital Skills** needs, which is achieved through a wide portfolio of qualifications for 16-18 and adult learners in full-time and apprenticeship courses. Furthermore, we have further worked with the LEP to share Capital investment in IT equipment for HotSW Colleges.

The college has played a key role in developing the successful **Local Skills Improvement Plan (LSIP)** with partner colleges, local authorities and the two key employment representative bodies (Plymouth & Devon Chamber and the Somerset Chamber of Commerce). The project plan has been agreed and is being implemented in the new year. Devolution is also running alongside this project to ensure that the area is aligned and future proofed, with the college playing a key role in discussions regarding adult curriculum offer.

In the city we work seamlessly with partners at **Exeter City Council** on a wide range of initiatives. These initiatives include running the councils' local open grass spaces, delivering the community artificial pitch (the only dedicated community-accessible pitch in Greater Exeter) and designing the **Building Greater Exeter** construction group (which elevates the profile of construction skills and careers for school leavers in the Greater Exeter area). The college Principal also Chaired the civic group that oversaw the re-opening of the city centre following Covid on behalf of the council. The CEO of the City Council says of Exeter College:

Our footprint on and in the local community is significant and substantial. It is our community that gives us purpose. We add value to our community in every way possible, from local city events celebrating our city to initiatives that are dealing with challenging issues.

The Principal and CEO of Exeter College sits on the **Exeter Place Board**, a group of organisations who help to guide and support the development of Exeter and its hinterland. The Deputy CEO is a director of the **Chamber of Commerce**, which enables the college to remain connected to local business needs so that they feedback into curriculum design.

We have recently redesigned our community learning offer to maximise the impact of our resources. We have worked closely with Colab (a local charity) to pilot more informal learning courses that support mental health, re-engagement in learning and essential skills for local citizens who are living in crisis. This new suite of learning is being framed as the **Exeter Urban Learning Academy**. In addition, we have sought to support other vulnerable groups of learners, for example rapidly expanding our ESOL programmes for more than three hundred Ukrainian refugees.

The **City of Literature** (a Community Interest Company) is chaired by one of our college Directors and is having a significant impact in the community using the power of literature and storytelling to deliver a more inclusive city. A great example is how we have developed a new 'train the trainers' course in Bibliotherapy for adults with mental health issues (the first in the Country). We have also supported the CIC with space to deliver keynote speeches and book launches. Most recently, a lecture by transgender author Shon Faye was hosted at the college. Our students benefitted from this partnership, as Faye delivered creative writing workshops for them as part of the event.

Exeter College developed the first ever corporate **esports Festival** for employers across the region and hosted it at our Digital and Data Centre in partnership with **TechSW**. The event was an overwhelming success with sixteen teams from Somerset to Plymouth taking part. The competition is being expanded even further next year working in collaboration with a wider group of local and regional colleges (see map on Page 1). This will incorporate over fifty employers and raise the awareness and profile of digital skills. This event has been shortlisted the Education Initiative of the Year.

Exeter College is a strategic partner (and provides a Director) of the **Exeter City Futures Board** where solutions to our shared problems as a city are discussed and originated. Whenever there is an opportunity to add value to the community we take it, big or small. For example, our **Creative Academy** students helped to design the forecourt to St David's Train Station, provided the artwork for the local train station, and recently painted the dog statues for the **Ferne Animal Sanctuary** trail across the city.

Exeter College are extremely proud of our relationships with **Exeter City Football Club** and **Exeter Chiefs Rugby Club**. We have seamless partnerships with both the professional side and the community aspects of the clubs. In addition to supporting all the academic and skills requirements we have a seat on the Board at the **City Community Trust** and offer all our services to support the **Exeter Chiefs Foundation**.

## **Contribution to national, regional, local priorities**

We recognise the National Skills Priorities on green industries & creative industries for the 2023 to 2024, especially in areas suffering acute skills needs issues, and using our curriculum strategy and employer consultation (see below) we have chosen to focus on:

- construction
- manufacturing
- digital and technology
- health and social care
- engineering
- science and mathematics.



To further our understanding and support the development of these sectors, our Governors have recently **commissioned an external critical friend**, Outsourcery Services LLP, to check and balance how we were meeting local employers and key stakeholders needs. This is above and beyond the LMI we receive (see below). The output is that we have developed the new **Retrofit Skills Centre** to ensure that skills are developed to create the workforce required to meet the significant and increasing demand of retrofitting over twenty thousand houses. This facility and curriculum have been directly co-designed with a quantity surveying company, **Taylor Lewis**, and in partnership with local city, district, and county councils. It is further aligned with government-funded bootcamps, where we have successfully started retrofit and hybrid vehicle qualifications for adults across Devon. This will be further developed to deliver essential skills for jobs in the green industries.

The college is active in a number of key groups such as the **CBI, Exeter Chamber** and the **Plymouth & Devon Chamber**. The College also links with the **Federation of Small Businesses, the South West Business Council, EXIST** and **TECH South West**. This ‘connected college’ approach ensures we are constantly refining our employer offer. We now work with over a thousand employers and have recently won the **AoC Beacon Award** for our Employer Engagement Work, which was the latest in a long list of awards for our work in this area. In the peak of the pandemic, we were the top college in the country for apprenticeship starts. This growth required agility and dedication from our recruiting teams to make sure apprentices did not miss out on starting their college journey.

As our city has a 7% deficit in Level 4 or equivalent compared to national data, we are reforming our Higher Education offer into a new suite of Higher Technical Qualifications (**HTQs**) that are employer-led and industry focussed. Our growth in adult professional courses also reflects a pivot from elementary jobs to professional occupations post-covid, such as accountancy and project management. The Board receive regular updates and we have recently formalised this in a skills paper for every full Board meeting.

We firmly believe that if it doesn’t exist and it is needed here, we create it. We have recently launched a new T-Level Academy of Engineering with **Hepco Engineering** to increase the number of engineers at technician level entering the sector. The Head of Learning and Development at Hepco said:

The college has worked relentlessly to make sure the vision and mission can be implemented through a purposeful and live curriculum strategy. This has been fully aligned with government initiatives to maximise opportunities and through extensive networks and partnerships has resulted in an exceptional experience for our community.

Accountability Agreement – taken from the 2020 – 2025 Strategic Plan

Delivery Dimension	Purpose	Aim	Success Measure
Sixth form	To inspire young people in our region through the provision of an inclusive and ambitious curriculum which is an engine for social mobility.	Our provision will empower all learners to make exceptional progress	To be in the top 10% of performance measures.  To support all learners to secure positive destinations they can thrive in.
Higher Education and Adult Learning	To deliver exceptional education and training that fulfils individuals’ ambitions	We will have an Employer-led curriculum that anticipates local skills trends and provides a pipeline of talent to	We are the provider of choice for adults because we enable students to fulfil their potential and succeed. Employer feedback reflects high quality job applications and narrowing skills gaps.

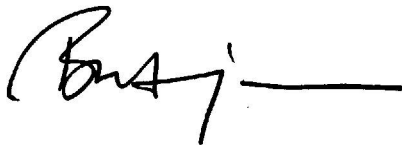
		shape the future skills landscape.	<p>Specific one-year targets:</p> <ul style="list-style-type: none"> <li>To pilot T-Levels with 10 adult learners</li> <li>To launch boot camps in digital, green skills and electric vehicles</li> <li>To rebrand Higher Education to reflect the need in the area for Higher Technical Skills and align with new HTQs.</li> <li>To develop two new HTQs aligned to local demand.</li> </ul>
		Flexible and enjoyable education and training that enables learners from all backgrounds to progress and succeed	<p>Our student voice reflects high levels of satisfaction and outstanding individual progress</p> <p>Specific one-year targets:</p> <ul style="list-style-type: none"> <li>To put on additional ESOL programmes to meet the needs of 200 individuals from Ukraine</li> <li>To repurpose the Community Education curriculum to meet the needs of those who cannot access the labour market and further enhance the Urban Learning Academy</li> <li>To utilise the Multiply funding to increase numeracy for adults in the region.</li> </ul>
Apprenticeships and Employers	To be essential to the region's skills development strategy, by shaping agile and forward looking training and skills for the benefit of Apprentices, Employers and Stakeholders	Our provision comprises exceptional work-based learning which is at the forefront of skills development, answering and anticipating the needs of business	<p>Success rates significantly ahead of national average and assessed by Ofsted as Outstanding.</p> <p>Specific one-year targets</p> <ul style="list-style-type: none"> <li>To play an active role within the Local Skills Improvement Plan, working with the Devon &amp; Plymouth Chamber</li> <li>To become part of a strategic college development fund</li> <li>To develop curriculum and programmes to promote the study of green skills and electric vehicles</li> <li>To build a new retrofit skills centre and deliver 'skills for Green jobs' linked training.</li> </ul>
Cross College Sustainability	To drive cultural change in staff and student behaviour and ensure the curriculum offer reflects the local green skills for jobs agenda.	To ensure the college is committed to reducing the carbon footprint, aspiring to the regional net zero targets and developing green skills for jobs.	<p>Specific one-year targets</p> <ul style="list-style-type: none"> <li>To develop a new Sustainability and Net Zero Strategy Group with governor, staff, and student leadership representation.</li> </ul>
Cross College Digital	Embracing digital technologies, we will facilitate a working and learning environment that ensures we maximise the	To ensure the college is preparing the current and future workforce with appropriate digital skills.	<ul style="list-style-type: none"> <li>Further role-out digital citizen initiative with a target of 50% by the end of the academic year.</li> </ul>

	opportunities offered for students and staff.		<ul style="list-style-type: none"> <li>• Increase curriculum opportunities in T-levels, HTQs and Bootcamps in the digital sector.</li> <li>• Develop new resources in AR/VR at the FSC.</li> <li>• Ensure enhanced appropriate digital training is offered at cross-college staff development events for specialist staff.</li> </ul>
--	---	--	---

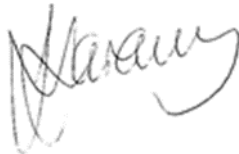
## **Corporation Statement**

On behalf of the Exeter College Board, it is hereby confirmed that the plan as set out above reflects an agreed statement of purpose, aims and objectives as approved by the corporation at their meeting on 28<sup>th</sup> of April 2023. The plan will be published on the college's website within three months of the start of the new academic year and can be accessed from the following link:

Chair of Governors:



Principal/Chief Executive and Accounting Officer:



Dated: 12<sup>th</sup> June 2023

## **Relevant Supporting Documentation**

[Strategic-Plan-2020-2025.pdf \(exe-coll.ac.uk\)](https://www.exe-coll.ac.uk/Strategic-Plan-2020-2025.pdf)