

## BOARD MINUTES

COMPANY CONFIDENTIAL

**Date:** 2 December 2020

Ref: CEC 021220

**Present:** Christine Hodgson, Chair (CMH)  
Brian Lightman (BL)  
John Yarham, Interim CEO (JY)  
Julia Cleverdon (JC)  
Mo Isap (MI)  
Nicky Morgan (NM)  
Steve Holliday (SH)  
David Baldwin (DB)

**Apologies:** Claudia Harris (CH)

**In attendance:** Imy Harrison, Chief Operating Officer (IH)  
Paul Lewis, Chief of Strategy & Communications (PL)  
Sara Mohideen, Senior Internal Operations Manager & Company Secretary (SM)

Ref	Notes
001	<p><b><u>Matters Arising</u></b></p> <p><b>1.1. Minutes from last meeting &amp; 1.2 Action Log</b> The minutes and action log from the last meeting (16 September) were approved by the Board.</p> <p><b>1.3. Points to note from Update Paper</b> The Board noted Update Paper 1 – Progress Update Slides</p>
002	<p><b><u>CEO Update</u></b></p> <p><b>2.1 CEO Progress Update</b> JY provided an update on delivery and performance since the last meeting. The following was noted:</p> <ul style="list-style-type: none"> <li>- Delivery against the majority of KPIs is on track.</li> <li>- Schools and Colleges need support to catch up on the careers focussed activities which have not been delivered due to Covid-19.</li> <li>- Employers continue to engage with CEC and progress is being made in increasing both Cornerstone and Enterprise Adviser numbers, however the churn of existing EAs, due to the economic impact of Covid, is a challenge.</li> <li>- There is an increased importance in promoting examples of best practice in careers education, that schools, colleges and employers can easily engage with.</li> <li>- The Operations restructure has proved successful. Improvements have already been seen and areas for future focus have been identified and are being delivered.</li> </ul> <p><b>2.2 Key Points from Committees</b> Updates were provided from the recent Digital, Investment and Audit Committee meetings. The Board noted the draft minutes from each meeting and thanked the Chairs for the updates.</p>
003	<p><b><u>3. Workstream Updates</u></b></p> <p>Workstream updates were provided and the following noted:</p> <p><b>3.1 Education and Development (Nicola Hall)</b></p> <ul style="list-style-type: none"> <li>- Good progress is being made in recruiting a youth Board Member, with recruitment scheduled for early 2021.</li> <li>- Efforts are focused on providing schools and colleges with resources which can easily be used to support careers catch up.</li> </ul>

	<p><b>3.2 Employers and Partnerships</b> (Aimee Higgins)</p> <ul style="list-style-type: none"> <li>- Major Cornerstone Employer Event in planned for 21 January 2021. All Board members invited.</li> <li>- EA recruitment campaign to be launched in January 2021.</li> <li>- Work undertaken to develop an enhanced strategy for Cornerstone Employers.</li> </ul> <p><b>3.3 Network</b> (Clare Hutchinson)</p> <ul style="list-style-type: none"> <li>- Strong schools and college recruitment seen, despite Covid-19.</li> <li>- EA recruitment progressing, although matching is more challenging due to pressures facing schools and colleges.</li> <li>- Best performance seen from schools/colleges where careers is embedded in the school and senior leadership are on board.</li> </ul> <p><b>3.4 Data &amp; Digital</b> (Nina Blackett) – covered under agenda item 4.1</p> <p><b>3.5 Strategy and Communications</b> (Paul Lewis)</p> <ul style="list-style-type: none"> <li>- Work is underway on the Recognition Series, an adaptation of the previous awards programme, which is to be launched in the new year.</li> <li>- Preparation is underway for the FE White Paper – we are working in partnership with DfE.</li> </ul>
004	<p><b><u>Strategy</u></b></p> <p><b>4.1 Data &amp; Digital Strategy, including Digital Hubs</b> NB presented a paper on the Data and Digital Strategy, which included an update on Digital Hubs, The Digital Maturity Project and the development of the Data and Digital Team. The Digital Committee will continue to scrutinise these developments in detail.</p> <p><b>4.2 Development of Network Approach</b> CH provided an update on the Company’s approach to developing the Network between 2020 and 2023, in line with the vision to include all secondary schools and FE colleges in Careers Hubs by the end of this period.</p>
005	<p><b><u>Operations</u></b></p> <p><b>5.1 Governance Update</b> SM provided an update on action to date since taking on the Company Secretary role in September 2020.</p> <p><b>5.2 Update to Articles of Association</b> The Board noted paper 5.2 and agreed that the CEC Articles of Association should be updated in January 2021.</p> <p><b>5.3 Contract Update &amp; Approval</b> The Board noted paper 5.3 and agreed that where financial approval is needed outside of meetings, the Chair and one other Director can approve spend of over £300k outside of Board meetings. Details will be posted on Onboard to ensure visibility.</p> <p><b>5.4 Management Accounts</b> (Elizabeth Kingsley) The Board noted the Financial Report. The current budget was noted alongside the predicted forecast which was on track for the end of the financial year.</p>
006	<p><b><u>AOB</u></b> PL noted that Lord Taylor of Warwick had asked a question in the House about our recent Careers Education in England’s schools and colleges report and agreed to circulate the response to Board Members.</p>

**Date of next meeting:**

Wednesday 10 March 2021 at 10am -2pm