

**BOARD MINUTES**  
**COMPANY CONFIDENTIAL**

**Date:** 30 March 2022

**Present:** Christine Hodgson (Chair)  
David Baldwin (DB)  
Lizzie Beale (LB)  
Oli de Botton (ODB)  
Julia Cleverdon (JC)  
Mo Isap (MI) By videolink  
Brian Lightman (BL) By videolink  
Nicky Morgan (NM)  
John Yarham (JY)

**Apologies:** Steve Holliday

**In attendance:** Paul Lewis (PL), Chief of Strategy & Communications  
Elizabeth Kingsley (EK), Company Secretary & Interim Director of Operations  
Nicola Hall, Director of Education (NH) from item 3  
Max Rowe (MR), Head of Education, Quality and Commissioning for item 3.2

**Notes**

**1. Matters Arising**

**1.1. Welcome**

The Chair opened the meeting and welcomed the group. Apologies for absence were received from Steve Holliday.

**1.2. Minutes from last meeting**

The minutes from the last Board (7 December 2021) were approved as an accurate record of the meeting.

**2. Company Update**

**2.1. CEO/DCEO Update**

The Board were updated on recent activity including the written submission to the Education Select Committee inquiry on careers education.

The Board discussed how The CEC will apply the extensive data it has gathered through Compass+, Future Skills Questionnaire and other impact evaluation work, to increase impact on young people. The Board also questioned how to support increased parental involvement, recognising the strong progress made through the Gatsby-funded Talking Futures project for parents.

**Action: At the year end, a full data analysis will be undertaken to see what new areas and resulting actions can be taken forward.**

**Action: New company values and associated behaviours (agreed at Planning Day), to be shared with the Board.**

**Action: Employer Standards draft to be shared with the Board.**

**2.2. Digital Committee Update**

**2.3. Impact and Evaluation Committee Update**

**2.4. Audit Committee Update**

The Board noted the updates from each Committee.

## 2.5. Corporate risk register

The Board reviewed the risk register and noted its contents.

## 3. Strategy

### 3.1. Co-ordinated action 1.2: Hub Improvement Planning

The Board received an update on the new approach to standardising Careers Hub processes, delivered around a newly developed national planning framework. The Board discussed how feedback and developments were being assimilated and communicated across the Careers Hub network. The challenges of doing so were noted as was the value of regular meetings across the Careers Hubs.

The Board challenged the leadership on the importance of Cornerstone employers' involvement with Careers Hubs. It was agreed that the improvement planning cycle should be used to drive further involvement of, and connections with business leaders. Clear recognition of what excellence looks like in the work of the Hubs was also considered vital.

**Action: All Board members to present to Careers Hub Leads at their development sessions.**

### 3.2. Co-ordinated action 2.2: Removing Barriers

The Board reviewed the update on removing barriers and discussed the planned activity over the next funding cycle and the organisation's future approach.

The Board agreed that there should be a focus on disadvantage in terms of any additional funding sought. The Board would welcome a proposal on additional funding models to tackle local disadvantage, with a possible focus on the 824 schools with over 25% of pupils receiving free school meals. It was noted that institutions with the highest proportion of free school meal eligible students are more likely to be in a Careers Hub, have a professionally trained Careers Leader and use Compass+.

The Board challenged the leadership to ensure consistent reporting on metrics of removing barriers in their local areas.

**Action: Proposal on additional funding/funding models to tackle local area disadvantage to be brought back to future Board meeting.**

## 4. Workstream Scrutiny

### 4.1 Strategic Comms and Govt Relations

The Board received an update on the work of the team and were told of work across government and policy and the good engagement received with the publication of the *Trends in Careers Education 2021* report at the end of last year. There was an update on the use of the JP Morgan Effective Transitions funding and priorities for 2022/23.

### 4.2 Business Partnerships

The recent work of the team was relayed to the Board, with note taken of the work to establish Chairs for each Cornerstone Employer group. There is also work ongoing to expand the use of digital tools for employers.

### 4.3 Network

The Board was updated on the expansion of the Careers Hubs against the target (for the next 18 months) of 90% of institutions being a Hub member. This year's target was met in August 2021, with membership increased by 1050.

#### **4.4 Education Development**

The Board received an update on Careers' Leader training, the target figure of 2750 from 2019/20 onwards is on track. This will represent 54% of schools and colleges in England with trained Careers Leaders.

#### **4.5 Data & Digital**

Updates were given to the Board on Compass+: 2,248 schools had upgraded to Compass+ at the end of February. Over 18,000 students have completed the Future Skills Questionnaire by the same time, offering unparalleled insights into young people's careers education experience and readiness.

### **5. Operations**

#### **5.1. Budget and GFA 2022/23**

The Board were informed that the agreement and accompanying budget were very close to signature.

#### **5.2 Procurement review**

The Board was updated on the work of the review of the procurement process. Processes are good and are continuing to ensure The CEC negotiates effectively and achieves value for money. Work is ongoing on evaluation, contract management and supply chain management. The Board challenged the leadership on these plans and achieving greater efficiencies. These will be reviewed by the Audit Committee in more detail.

#### **5.3 Contract update**

Board approval was requested and given for the three contracts listed with a value of over £300k:

- Providers as listed in Annex A and LEP/LA grants as listed in Annex B and Aircurry.

#### **5.4 January 2022 Management Accounts**

The Management Accounts were noted by the Board.

### **6. Any Other Business**

There was no other business.

**Date of next meeting:** 29 June 2022, 12noon – 3pm.