



## CAPITAL CITY COLLEGE GROUP BOARD: 21<sup>st</sup> JANUARY 2019

### MINUTES

<b>PRESENT</b>	Alastair Da Costa (Chair), Sarah Ebanja, Professor Anthony Smith, Amelia Sussman, Fiona Thompson, Maarten Zuurmond, Shane Chowen, Catherine Boyd-Maunsell, Keith Brown, Roy O'Shaughnessy, Keyan O'Donnell, Mel Brookstone
<b>IN ATTENDANCE</b>	Graham Drummond (Clerk), Andy Forbes, Kim Caplin, Kurt Hintz, Stewart Cross
<b>APOLOGIES</b>	Dr Leslie Brissett, Lord David Triesman (both members attempted to dial in – however conference call facilities did not work)
<b>DECLARATIONS OF INTEREST</b>	None

Keyan O'Donnell was welcomed to his first meeting.

The Chair asked members if there were any accolades or appointments that they have been associated with since the last meeting. The Chair informed members that he had been appointed to provide advice to the Board of HGF who are a law firm specialising in intellectual property rights.

### Section 1: Items for discussion and/or approval

1. **MINUTES OF THE MEETING HELD ON 28<sup>th</sup> SEPTEMBER 2018** **Action**  
The minutes of the previous were accepted and approved as a correct record.

It was agreed that in the future a tracked changes version of the minutes would be included within the board pack so that members can more easily check that alterations from the previously circulated draft have been included. GD

2. **MATTERS ARISING**

The Board noted that with respect to item 4 and the signing of the 2017/18 Financial Statements, these were signed by the Chair, CEO and the auditors (with an additional adjustment of £626k included) and submitted to the ESFA prior to its deadline in December.

All other matters arising were included within the agenda.

3. **MEMBERSHIP UPDATE**

A membership update was considered and received. It was noted that:

- Four applicants had been interviewed for the student vacancy on the Board on 17<sup>th</sup> December. Following this process it had been the recommendation of the search committee to appoint Keyan O'Donnell. His CV was attached to the report for information;
- Green Park recruitment consultancy have started work on searching for three independent members of the Board. It is anticipated that recommendations to appoint will be made at the Board's meeting on 22<sup>nd</sup> May.

Details of the current membership of the Board were discussed and the Chairs of the Education Boards were invited to comment on current membership of their respective education boards. The following was noted:

- The number of members on the CONEL education board is higher as compared to the other two colleges, however attendance has been an issue and the Chair is looking to recruit additional members, hopefully one of which will be from Haringey Council;

- The Director of Education and Professional Practice from the Royal Society of Chemistry, Nicole Morgan, has recently joined the City and Islington College Education Board. There are no plans to recruit additional members;
- David Foskett, a professor from the University of West London and Mark Isherwood, Head of Adult Education at Camden Council have recently joined Westminster Kingsway College's Education Board. There are no plans to recruit additional members. However it was further noted that with Catherine Boyd-Maunsell standing down and Shane Chowen becoming the Chair an additional full board member would be needed. It was agreed that this issue would be addressed when new independent members are appointed to the full board.

As the new Board has been operating for 6 months the Chair asked for confidential feedback to be provided to the Director of Governance on how the Board is working and for any feedback on how the Chair is managing the Board. This is ahead of the self-assessment review which all members will undertake, and the individual board member reviews at the end of the year.

GD

#### 4. REVIEW OF CURRENT PERFORMANCE

The first part of the discussion associated with this item was subject to a confidential minute.

A report giving headline performance outcomes based on the 2017/18 self-assessment report, in-year student attendance and retention, the 17/18 financial statements and analysis of the Group's current funding position was considered and received. The purpose of the report and its appendices was to give board members an overview of the Group's performance indicators and to allow members to consider the best way of presenting this information. It was noted that:

- The Group's overall achievement rate in 17/18 for classroom learning is 86.2% which is marginally below the 16/17 rate but above the sector average;
- Overall student attendance for the Group was 83.7% in 17/18 and is currently 86.7% which is below the Group's target of 87%. It was further noted that:
  - Attendance and retention data are important indicators of in-year student performance;
  - There are areas across the Group e.g. at WKC where work is being carried out to ensure that register information is properly recorded and therefore attendance data for this year may improve in some areas;
  - Overall attendance for apprenticeships and A level provision were areas of concern and had been marked as amber on the report, however it was further noted that with respect to the latter there had been a change to linear assessment and therefore there were no meaningful benchmarks;
  - Further details of the action being taken to address concerns surrounding attendance will be given at the Board's next meeting, including how good practice in relation to its management is being used across the Group;
- With respect to the Group's funding position it was noted that 16-18 numbers were below target which would mean that funding for the next year would be £1.7m lower under the lagged learner mechanism; in relation to its adult contract the Group is on target to exceed the 97% threshold as long as its budgeted level of subcontracting is delivered.

The contents of the dashboards were welcomed, however more emphasis on in-year performance was asked for.

The November management accounts were considered and received. The Board agreed that the report would benefit from an improved cashflow analysis. It was further agreed that the Group's financial targets are to be reframed once analysis of the Group's position for 2018/19 and 2019/20 has been carried out.

RO/SC

An additional paper was also received which forecast the Group's end of year operating position to be £1,051k against a budgeted surplus of £750k. It was further noted that this operating loss might be closer to £2m once MIS and other operating discrepancies have been taken into account. However the Group Leadership Team (GLT), under direction of the CEO, would be making every effort to ensure the operating loss was reduced by the year end, and this would be reported on regularly. It was further noted that:

- included within this report was financial performance analysis of each college and that CONEL has been successful in not increasing its staff costs despite increasing its income; this was attributed to ensuring efficiencies with respect to class sizes;

- Expenditure on agency staff is £8m in total and one of the GLT's objectives is to bring this level of spending down, because of the level of VAT it incurred. The colleges have different cultures with respect to the use of agency staff, with WKC using a higher proportion than the other two colleges, because of the flexibility that their use provides. The reduction in the use of agency staff would be a KPI going forward.

RO/SC

**5. AGREEMENT OF STRATEGIC PRIORITIES**

A report which outlined the key operational and strategic priorities for the Group was considered and received. It was noted that:

- The delivery of the estates strategy was the key strategic priority and its next phase was to ensure that it aligned with the Group's curriculum strategy. It was further noted that there were two parts to this strategy: tier 1 which is to focus on using the Group's estate to establish Foundation funding for the Group, and tier 2 which will be focussed on new models of delivery;
- Also included within the operational priorities for the Group is to ensure that all three colleges are sufficiently prepared for an Ofsted inspection and that the Group's systems and processes with respect to funding assurance are robust. Working parties, consisting of senior staff, are in place for both of these priorities.

Following a telephone meeting between the CEO, certain members of the Board and the Group's property adviser, it had been decided not to progress with the capital funding application to the Great London Authority (GLA), and the Tottenham redevelopment would now take into account the Group's curriculum strategy before plans were finalised. This was approved by the Board.

The Board endorsed the strategic and operational priorities as detailed within the report, subject to continual monitoring of the likely cost implications.

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A confidential report with respect to the development of an initiative to assist young entrepreneurs called Venture UK, was considered and received. The Board agreed to approve this initiative up to a cost of £200k but noted that the CEO would be closely monitoring the associated costs with the aim of ensuring that they were below this. It was further noted that a robust interview process would be put in place with respect to the appointment of the managing director.

RO

**6. HIGHER EDUCATION STRATEGY**

A report was considered and received. It was noted that:

- Over the last three years there has been a decline in the number of HE students at the Group and the aim of the strategy is to develop and build upon those areas of specialisms across the Group that are delivered better than within HE;
- A review of post 18 education is due to be published in the spring, the Auger report, which will potentially have a significant impact on the Group's HE strategy.

It was the view of the Board that the strategy needed to consider the associated costs of delivering HE and whether, and in what circumstances, its continued delivery was bringing added value to the Group, both financially, for student progression, and in terms of breadth of offer. Consideration also needed to be given to which partnerships the Group forms with respect to its HE strategy.

It was agreed to re-consider a revised HE strategy once the Auger report had been published.

KC

**7. FUNDING ASSURANCE**

A report was considered and received. It was noted that a task group was in place to monitor actions to rectify issues in relation to the Group's compliance with funding regulations. It is anticipated that KPMG will be invited to carry out another audit in March.

**8. GROUP RISK REGISTER**

The risk register was received for information and it was noted that the contents were unchanged since the Board's last meeting. It was agreed that the contents of the register should be aligned to the Group's strategic priorities as outlined within the CEO's report.

SC/RO

**9. COLLEGE KPI REPORTS**

Student performance scorecards were received for each college. It was noted that each College Principal would be asked to present their quality improvement plans at the Board's next meeting. It was further agreed that a paper on the Group's approach to improving English and Maths is to be considered at the Board's next meeting as well.

AF/KC  
KH

**10. ATTENDANCE AND RETENTION**

A report was considered, noted and received.

The Board gave their thanks to Catherine Boyd-Maunsell for her contribution to the work of the Board, especially as Chair of the Westminster Kingsway Education Board and also her support in creating CCCG at the time of the initial merger in 2016.

*The next meeting will be on Thursday 14<sup>th</sup> February 2019 at 9am and it was agreed that this meeting should take place at the Group's Soho site.*

Signed as a correct record: \_\_\_\_\_

Alastair Da Costa, Chair of the Board