



CAPITAL CITY COLLEGE GROUP BOARD: 13th FEBRUARY 2020

MINUTES

PRESENT	Alastair Da Costa (Chair), Roy O'Shaughnessy (CEO), Sarah Ebanja (on phone), Amelia Sussman, Keyan O'Donnell, Amanda Dickens, Mel Brookstone, Chris Hyams, Shane Chowen
IN ATTENDANCE	Roy O'Shaughnessy (CEO), Graham Drummond (Clerk), Kurt Hintz
APOLOGIES	Lord David Triesman, Maarten Zuurmond, Rachael White
DECLARATIONS OF INTEREST	None

At the start of the meeting the Board noted that the Chief Finance Officer had suffered a close family bereavement and was unable to attend the meeting. Members passed on their sincere condolences. With respect to the management of the meeting, it was agreed that the CEO would report and answer questions with respect to financial matters within the agenda.

The CEO reported that notification had recently been received from the FE Commissioner's office that a diagnostic assessment visit will take place in the week commencing 2nd March. It was noted that the timing of this visit fitted in well with the strategic planning cycle.

1. MINUTES OF THE MEETING HELD ON 12th DECEMBER 2019

The minutes of the previous meeting were accepted and approved as a correct record.

2. MATTERS ARISING

The Board noted the following:

- With respect to item 2, the minutes from the rapid improvement oversight group have been included within the information section of the agenda;
- With respect to item 3 and the placement of cost management on the risk register as a key priority, the register has been amended and is to be considered by the audit committee at its meeting on 25th March.

It was further noted that all other matters were included within the agenda.

3. REPORT FROM THE SEARCH COMMITTEE

A verbal update on the search for independent members was received. It was noted that a shortlisting exercise had recently taken place and that five candidates were due to be interviewed on 24th February. Following these interviews, it is hoped that recommendations to appoint will be made to the Board with a view that up to three new members will join the Board.

A report was received with respect to the improvement of oversight arrangements for CCCT. As a result of the 2018/19 self-assessment process it was recommended that a group is formed similar to the education board arrangements for the colleges, which will be responsible for the oversight of the quality of the educational and student experience offered by CCCT. Draft terms of reference had been attached to the report which would be considered by the group at its first meeting prior to adoption by the board. It was further noted that CCCT had a number of lines of business including adult provision, ESF and apprenticeships. However, it was further noted that a significant proportion of apprenticeships are delivered at college level and therefore the delineation of business was not clear-cut.

It was agreed to establish an education board to oversee CCCT. It was noted that the Search Committee would consider its membership prior to recommendations being made to the Board.

4. QUALITY UPDATE

The Group had been subject to an Ofsted inspection in the week commencing 20th January. The following overall outcome of the inspection was noted as following:

Aspect	Grade
Overall Effectiveness of the Provision	Requires Improvement
Quality of Education	Requires Improvement
Behaviours & Attitudes	Good
Personal Development	Good
Leadership and Management	Requires Improvement
Education for Young People	Requires Improvement
Adult Learning Provision	Good
Apprenticeships	Requires Improvement
Provision for Learners with High Needs	Good

It was noted that a draft report had been made available for the purposes of confirming the accuracy of its contents; however the outcome of the inspection remained confidential for the time being.

Kurt Hintz who had acted as the nominee during the visit, provided a summary of Ofsted's findings, and the following was noted:

- Despite the disappointment of receiving a grade 3 for overall effectiveness, the inspection had confirmed the accuracy and rigour of the group's self-assessment process;
- A number of strengths were evident during inspection and are noted within the draft report. For example, the quality of 'wrap around' services is strong, as is the quality of adult education and the provision for learners with high needs; for example the quality of provision at the Alexandra Centre is of a very high quality;
- The overall quality of teaching at the Sixth Form College and at the Kings Cross site needs to improve and the quality of some areas of the Group's apprenticeship provision is not of a sufficiently high standard, for example the views of some employers is poor with respect to the quality of service delivered.

It was noted that rapid improvement plans continue to be in place for areas of weakness which had been identified as part of the self-assessment process; these plans will be monitored by the rapid improvement oversight group, the membership of which includes chairs of education boards. Consideration will be given to applying a rapid improvement plan to provision delivered at the Kings Cross site.

The implications of receiving a grade 3 were discussed and it was noted that:

- The continued delivery of some existing apprenticeships is at risk e.g. with the NHS and with Islington Council who require providers of education and training to have at least a grade 2;
- Some European Social Funding (ESF) contracts require providers to have a grade 2 or above;
- With respect to T levels, the Group will continue to be included within the 21/22 pilots, although there will be additional scrutiny to ensure that the quality of delivery is in line with expected standards; however it was further noted that the Group will be precluded from participating in the 22/23 pilot due to its financial health and the Ofsted outcome. This meant that Westminster Kingsway College will be ineligible to participate in the hospitality and catering pilots which are due to start then. The Group will be permitted to deliver T levels once the pilots have been completed and the qualifications are available to all providers;
- The Group is eligible to bid for capital and equipment funding, the next round of which is due to be available from the GLA in 22/23;
- A communication plan to mitigate the risk associated with receiving a grade 3 inspection outcome is being devised.

The Board provided challenge about the robustness of measures that are being put in place to improve the quality of teaching and learning across the group, particularly in the key areas of weakness that have been identified within the self-assessment process. It was noted that the GLT have recently approved the implementation of an open classroom policy with respect to the improvement of teaching, and this is being discussed within trade unions with a view to introduce

the approach as soon as possible. The student governor expressed his support for this approach and agreed that it was the best way to improve the quality of teaching for all students.

It was further noted that a new leadership structure has been implemented at City and Islington College and three assistant principals are now in post; it is anticipated that this new leadership approach will drive through the improvements which are required, particularly at CBAT and the sixth form college. The Board discussed the importance of ensuring that staff and governors recognise the importance of taking responsibility for ensuring that the quality of teaching improves so that students receive the best learning experience possible.

Lastly it was noted that Ofsted will carry out a monitoring visit to check progress with respect to the achievement of a grade 2 within the next 12 months, at which point significant progress will need to be demonstrated. A full inspection will then take place within the next 12 months i.e. within two years from now.

It was agreed that the Board would receive regular updates with respect to the progress of quality improvement plans.

KH

5. FINANCE UPDATE

This item was considered directly after the Search Committee's report and was presented by the CEO. The management accounts as of the end of December 2019 along with a commentary paper was considered and received. It was noted that as at the end of the December accounting period the Group is on target to deliver an operating position which includes a deficit of less than £2.5m. However, in the week prior to this meeting the CEO led a series of meetings with key budget holders for the purposes of ascertaining the Group's in year financial position. A number of risks with respect to the delivery of the £2.5m deficit target have been identified, including an additional cost of £450k with respect to CCCT and the failure to meet the HE income target (up to £800k). Whilst the accuracy of these risks had yet to be confirmed it was likely that the £500k contingency which auditors had agreed to include within the 2018/19 financial statements had been used along with a significant proportion of this year's budgeted contingency.

The Board expressed considerable concern with respect to the potential risk of not delivering a deficit of below £2.5m and noted that there needed to be a change of culture and behaviour, particularly in relation to budget holders and the approval of unbudgeted expenditure.

It was noted that:

- the Board finance task group would be looking into this matter in more detail prior to the next Board meeting, at which a more accurate position would be reported, including details of any potential savings plans and other remedial actions which are needed. The Board asked that the risks for the delivery of the budget are also clearly laid out at the next meeting;
- despite the concerns surrounding in year financial performance, considerable progress in reducing the cost base of the organisation had been made and to address issues which had delivered a £9.8m deficit in a 12-month period is a considerable challenge.

Lastly it was noted that a long term solution was needed to address underlying financial sustainability issues and that the Group's estate strategy would play a central role in this regard and would be considered at the Board's meeting on 13th March.

6. STRATEGIC PLAN 2020/23

A revised schedule for the consideration, consultation and approval of the 2020/23 strategic plan was considered and received. It was noted that the workshop scheduled for 13th March would be used to consider its contents. The Board expressed the view that the executive team should challenge the board at this workshop and consideration should be given to adopting some radical and innovative approaches to ensuring that the Group delivered on its aim to be the first choice FE institution within London.

To inform the consideration of the 2020/23 strategic plan a curriculum strategy has been drafted and was included within the reports. The following was noted:

- College Education Boards will be considering the contents of this draft strategy prior to adoption;
- Consideration is to be given to the way in which the Group provides education and training to meet the needs of the different boroughs within which it operates.

The Board commended the contents of the draft strategy and approved it for consultation with key stakeholders and the education boards.

7. STRATEGIC PRIORITIES

An update on progress with respect to strategic priorities was received, along with a Human Resources update. The following was noted:

- Pay award negotiations with the Trade Unions are ongoing. It is anticipated that a recommendation will be brought to the next meeting;
- The development of the proposition for the Soho site continues, and will be brought to the Board's next meeting;
- Reliance Bank have offered the use of a loan facility for the costs associated with the development of a proposition for the Regents Park site.

It was agreed that time would be spent at the Board's next meeting to consider the Group's estates strategy.

8. REPORT FROM THE REMUNERATION COMMITTEE

A report, including the annual senior pay report, was noted and received. It was noted that:

- The performance targets for the CEO and the Director of Governance will be circulated to members for information; GD
- At a recent meeting recommendations had been made with respect to proposed changes to the committee's terms of reference. These would be considered at the Board's next meeting. GD

9. KEY PERFORMANCE INDICATORS

A key performance dashboard and scorecard along with a funding update was considered and received. It was noted that:

- Overall attendance is 86.5% and needs to be higher. Whilst it was recognised that acceptable rates for adults and young people may be different (e.g. adults often have child caring commitments), college management teams are prioritising the improvement of attendance.

10. UPDATE ON INTERNAL AUDIT SERVICE TENDER

The Director of Governance reported that a tender had been issued at the start of the new year, for which the deadline for the receipt of expressions of interest had been in the previous week. Four firms have expressed interest, one of which is solely for funding assurance. Interviews will take place on 3rd March, the outcome of which will be considered by the audit committee prior to the recommendation of appointment to the Board.

11. RAPID IMPROVEMENT OVERSIGHT GROUP: MINUTES FROM MEETING 9th DECEMBER 2019

The minutes from a meeting held on 9th December 2019 were noted and received.

12. CITY AND ISLINGTON COLLEGE EDUCATION BOARD: MINUTES FROM MEETING 6th JANUARY 2020

The minutes from a meeting held on 6th January 2020 were noted and received.

The Chair closed the meeting by thanking Kurt Hintz for his commitment and professionalism with respect to the recent Ofsted inspection. Whilst the outcome was disappointing it was acknowledged that it was the Group's first inspection after the merger and the foundations for a better outcome when Ofsted returns were evident and recognised.

The next meeting will be on Friday 13th March 2020 at 9:30pm.

Signed as a correct record: _____

Alastair Da Costa, Chair of the Board