

CAPITAL CITY COLLEGE GROUP BOARD: 30th MARCH 2022

PARTICIPANTS	Alastair Da Costa (Chair), Sharon Saxton, Amelia Sussman, Roy O'Shaughnessy (CEO), Anthony Smith, Chris Hyams, Maarten Zuurmond, Lord David Triesman, Sanna Jordansson, Toyin Odutayo, Asfa Sohail, Angela Herbert, Nicole Morgan, Vincent Egunlae, Weiye Kou, Desmond Corlis (Staff member), Sinem Bozkurt (Student member), Jenesha Chin (Student member)
IN ATTENDANCE	Colin Booth (Adviser), Kurt Hintz (Executive Principal), Rachael White (Chief Financial Officer), Graham Drummond (Director of Governance), Amanda Cowley (Chief People Officer), Jackie Chapman (Interim 01 Founders CEO) [item 4.1] Pablo Lloyd (CEO Visionnaires) [item 5], Jasbir Sondhi (Vice Principal WKC) [items 6, 7 and 8], Anthony Robinson (Student Engagement Officer CONEL) [item 6], Laura Elliott (Student Engagement Officer WKC) [item 6], Ahsev Merdjan (Student Engagement Officer CIC) [item 6], Arda Afsar (student at CIC) [Item 6] Graham Cooper (Clerk)
APOLOGIES	None
DECLARATIONS OF INTEREST	None

The Chair welcomed everyone to the meeting and reminded members to advise the Director of Governance of any new appointments or accolades that they have been associated with.

1. MINUTES OF MEETING HELD ON 11TH FEBRUARY 2022

The minutes of the meeting of 11th February 2022, including the separate confidential minutes, were approved as an accurate record.

2. MATTERS ARISING

The Board noted the following:

- With respect to item 5 (Branding Update) – A working group of governors has yet to meet to consider a recommendation from the Group Leadership Team. Once this has taken place a recommendation will be made to the Board.
- With respect to item 7, a paper on achievement, satisfaction and destination with respect to Equality, Diversity and Inclusion was considered at the Quality Committee's meeting on 15th March;
- With respect to item 9.3 and the request for all governors to complete a safeguarding training module, the module is being tailored to the Board's needs and a request will be sent to all governors to complete the module after Easter. GD

All other matters arising have been actioned – or are included within the agenda.

3. UPDATE FROM CHAIR / VICE CHAIR

This item is the subject of a separate confidential minute.

4. CEO AND SENIOR TEAM REPORTS

The Board received a report and noted as follows:

a) Ofsted Monitoring visit

The Executive Principal provided an update on the Ofsted two-day monitoring visit that had started earlier in the day. The purpose of this visit, by 5 inspectors, is to determine the progress that has been achieved by the Group. At the last monitoring visit in March 2021 (which had been in the midst of the pandemic), the outcome was that the Group had made Sufficient progress.

The current visit is reviewing apprenticeships and young peoples' progress. It is hoped that the outcome will be that the Group has made Good progress. The first day of the visit appears to have gone well. Initial feedback will be received at the end of the day and the final outcome will be advised by the inspectors at the end of the visit.

b) Mayor's Academies Programme and other projects

The Group has been successful in four bids for the London Mayor's Academies Programme (MAP), which is intended to support Londoners hardest hit by the pandemic into good work in sectors key to London's recovery and long-term economic growth and job creation. The total income to the Group from these will be c. £1.5m over two years. The four programmes are: Green Industries, Hospitality, Digital and Creative Industries. The quality 'kite marks' that the Group will be awarded by winning these programmes will also mean that Group is eligible to submit bids in relation to £25m of capital investment funding that will become available in 6-12 months' time, and also gives access to four European Social Fund (ESF) programmes for which the Group is submitting bids totalling £2.2m.

The Group's success in relation to the MAP funds, compared with the level of success of other bidders, demonstrates the strength and capabilities of the Group in securing and delivering such programmes. A further example is the Group's success in winning the bid for construction training for the Meridian Water regeneration project in Enfield, which will generate further income of £5m over 5 years. The Group has also established a London Welding Academy alongside its London Rail Academy in Enfield, delivering apprenticeship provision to help address industry needs.

The Board commended the Group Leadership Team on these successes.

c) Union update

The Chief People Officer (CPO) provided a verbal update.

The Group is continuing to work closely with trade unions, and specifically with UCU, to make progress on the outputs from the negotiation arising from the dispute in November 2021. The outcome was a £700 non-consolidated payment for staff, which concluded the negotiation on pay 2020-21 and 2021-22. Alongside the payment, was an agreement to harmonise legacy contracts for staff in CIC, to take effect from September 2022. Considerable work has been undertaken on new contracts and these will be issued to relevant staff at Easter. A negotiation on Hourly Paid lecturer contracts is also currently taking place, new working protocols arising from the experience during the pandemic are being finalised, and a task and finish group, led by the Group's Director of Quality, is looking at teacher workloads.

The Group has committed to commence the negotiation on pay for 2022-23 in May 2022.

NEU, representing staff at the Sixth Form College, have submitted a formal letter to register their lack of Confidence in the Group's management, in relation to decision-making, the impact of that and a lack of consultation. The CPO provided specific examples of why this is not recognised by management – including task groups, formal twice termly Joint Consultative Committee meetings, and weekly meetings between the union and the Assistant Principal and Vice Principal.

The CPO agreed to keep the Board apprised of progress.

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d) ESFA Audit

The Group has recently been the subject of a funding assurance audit undertaken on behalf of the ESFA. The outcome of this has yet to be confirmed, but initial findings are that the Group will be subject to a minimal amount of financial clawback. This contrasts with the outcome of the previous audit in 2016, which gave rise to a clawback of £560k, and demonstrates the effectiveness of the improvements to processes that have been implemented since that time. The Chair of the Audit Committee, to which the detailed findings are reported, reaffirmed the progress and the Board commended the management team on the outcome, albeit yet to be finally confirmed.

4.1 01 FOUNDERS UPDATE

This item was subject to a confidential minute.

4.2 STRATEGIC UPDATE

The CEO presented a paper on strategic thinking towards the Group's long-term sustainability, including a plan for developing the Group's commercial strategy. He explained that the Group is on track to achieve the targets in its 2020-23 strategic plan, which set the challenge of creating £3m of commercial activity within three years. This had been intentionally modest to ensure that a solid foundation is established and to ensure that it did not detract from the main priorities of establishing

a consistently good learner experience across the Group and to achieve a financial break-even position on an ongoing basis.

The CEO highlighted the challenges that are likely to arise from increasing pressure from the unions and staff relating to pay awards, and the expected impact of inflationary pressures on other costs. It is possible that the Group can sustain itself based on its current model, for the next 3-5 years, although this would be likely to mean a maximum of a 1% pay award annually. However, over the next ten years, the Group will need to invest to maintain and develop its estate, and 'commercial' activity will not provide sufficient contribution to long-term sustainability unless substantial investment is made to generate profit at a level that is material to the Group's finances.

The CEO acknowledged that there is a breadth of views across members of the Board, and that the GLT wishes to ensure that Board members are able to contribute to thinking as the plan is developed. He therefore proposed a framework that will involve a small working group of Board members who meet regularly to consider ways in which to move the Group's financial sustainability plans forward, with a view to having an agreed plan for implementation from 1st September.

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The Chair stressed that, notwithstanding the opportunity for Board members to contribute, the process is to be executive-led and it is for the executive to present their ideas to Board members for feedback and guidance.

The Chair invited feedback on the proposal and individual board members provided the following comments/input at this stage:

- It is essential to move forward quickly. Whilst the last couple of years have led to a need to be occupied with other matters (the pandemic, industrial relations, the FE Commissioner etc.), the thinking that has been happening over this period is unprecedented. Given the current external context and the challenge of increasing costs, there is a need now to distil this thinking without delay in order to reach agreement on those ideas that are to form the basis of the commercial strategy going forward.
- The past demonstrates the difficulties that other FE colleges have had in implementing a sustainable long-term commercial strategy. Some Board members believe strongly that it is important that the Group's core education provision is sustainable and able to stand on its own, and suggested that this must be possible to achieve, given that it is the basis on which most FE colleges operate. The overall Group strategy should therefore be underpinned by a core provision, based on growth in student numbers, that is at least as sustainable as that of other colleges (generating an Education EBITDA of at least 5%), overlaid by a profitable and sustainable commercial strategy.

5. VISIONNAIRES UPDATE

The Chair welcomed Pablo Lloyd, CEO Visionnaires, who summarised the background to this venture, and presented his update. The Board noted:

- Since moving to the current community interest company model in August 2021, recruitment is behind target due to the slow start of two college partners. The colleges are not particularly known for being the 'go-to' institutions to learn about entrepreneurship and business start-ups. However, an improvement is now being seen and it is anticipated that March will be a record month, reaching the expected level of c. 40 new participants.
- The Visionnaires 'Grow' incubator is on target, having supported eight advanced start-ups. The one that is most advanced (a software business) has just received two offers of 'angel' investment, valuing the business at a seven-figure sum. Others are also demonstrating real investment potential.
- Three priorities have been identified and are being considered by the Visionnaires board:
 - Fundraising with support from the Visionnaires' 'Ambassador Network' to attract philanthropic investment to enable support for more start-ups to go through Visionnaires, and also to establish an investment fund, managed separately from the educational delivery, to invest in those start-up businesses as they become more advanced.
 - Marketing – to raise the Visionnaires profile nationally in order to support the college's local recruitment – particularly using social media.
 - Streamlining - to reduce the bureaucracy of sub-contracting and make the processes less onerous.

The Board commended the success of Visionnaires to date. Sharon Saxton, Chair of the Visionnaires Board, reinforced this, noting the success as being illustrative of what can be achieved outside the traditional education delivery activity of FE Corporations. Having the right skills and leadership has

been key to the success so far.

The Chair asked about what the Board can do to further support Visionnaires at this time and the CEO Visionnaires advised that this would be ensuring clarity of positioning of the Visionnaires programme as part of the Group's overall offering and how it differentiates the Group and adds value to its communities.

6. STUDENT UPDATES

The Chair introduced the student updates, stressing the importance that the Board places upon regular opportunities to hear direct from learners. In addition to the two student Governors, representing WKC and CONEL, the Board welcomed Arda Afsar, a student at CIC, along with the Student Engagement Officers of each college.

The students presented their individual college reports, copies of which had been circulated and which outlined the various forums in place and details of many recent activities and successes, as well as feedback on the things that students consider to be going well and what could be improved.

The Board discussed a number of these areas, particularly focusing on those that are common across more than one of the colleges. These included ensuring support for learners' mental health, the importance of learners feeling safe in their learning environment, and factors that directly affect learners' experience of that environment, such as the quality of wifi, canteen facilities and general condition of the premises in terms of cleanliness etc. Some of these issues were discussed at the recent meeting of the Quality Oversight Committee and are referred to in the Quality Report to this meeting.

Knife Crime, its impact on learners and measures being implemented to tackle this were noted as particularly concerns, and are covered in a separate report later in this meeting.

The Board also noted the important and valued contribution that the student governors make on an ongoing basis as members of the Quality Oversight Committee, particularly ensuring that a learner perspective is brought to bear. Their continued contributions were encouraged.

The Chair thanked the students for their attendance and feedback

7. QUALITY OF TEACHING AND LEARNING

The Executive Principal presented the report, which he advised had been scrutinised and discussed in detail at the recent Quality Oversight Committee meeting. The Board noted:

- a) Attendance and retention: Data for each college in the Group shows that levels are generally below prior year. Ordinarily, this would give rise to significant concern, but the current experience is in line with that across the sector. It is difficult to make comparisons with the same time last year, as colleges were then in lockdown delivering lessons online until the end of March 2021. The next comparable data will not be available until May 2022.
- b) Teaching, Learning and Assessment: Classroom visits are on track. 515 classroom visits had been completed when the written report for this meeting was produced, which has now risen to c.700.
- c) Performance Management: Following further improvement leading to a gradual downward trend since April 2021, the number of teachers under performance management is low, with only c. 2% of teachers being supported through the informal capability process and 2 individual teachers being supported through the formal capability.
- d) Quality Improvement: The 'One Thing' approach to quality improvement, with teachers working with Expert Practitioners, is going well. Approximately half of all teachers have engaged in this process.
- e) Learner Engagement. Various measures have been taken in response to learner feedback, which includes some of the areas highlighted in the student reports received earlier in this meeting, for example, improved wi-fi accessibility and quality, and a review of catering across the various colleges by a task and finish group.
- f) Quality Assurance: Deep dive reviews have taken place into curriculum areas that were identified as being weak during the 2020/21 self-assessment process. The key areas for improvement identified are being addressed as part of the 2021/22 Quality Improvement Plans (QIPs). Additionally, external reviewers were invited into WKC to review Apprenticeships and High Needs provision, following up on an action from the 2020/21 self-assessment validation meeting, in order to determine whether the Outstanding grades, as determined by the Group in respect of these

areas, were realistic. The outcome of the review was that improvements are still needed in aspects of both areas of provision, and actions are being taken to address the issues identified.

- g) Preparation for T Levels: The Group is undertaking preparations, as described in the report, for the delivery of T Levels from the 2023/24 academic year.

The Board also noted current difficulties in filling teaching positions, with Construction and Engineering and Sciences being two particular areas of difficulty, The problem is common across other colleges. The Executive Principal provided examples of approaches being taken to overcome these problems, including developing new teachers – one example being the recruitment two experienced electricians and training them to become teachers in the subject.

The Chair of the Quality Oversight Committee commended the report and the work being undertaken. He advised that discussion at the committee had highlighted that learners achieve the most when they feel safe and secure. Providing an environment that delivers this and meets learners' needs is therefore crucial. The catering offer, cleanliness of toilets and effectiveness of wifi, are all factors that, if they are delivered well, will encourage students to stay in the buildings between lessons. Also relating to students feeling safe, the committee had discussed the important issue of knife crime, which is the subject of the next report to this meeting.

The Chair also highlighted the importance of learners having a sense of pride in the colleges that they attend, which includes ensuring that the external appearance of buildings, signage etc, are well maintained. He noted some instances where this is not currently the case, which the executive agreed to follow up. RO

8. KNIFE CRIME PREVENTION

The Vice Principal WKC joined the meeting and presented the report. The Board noted:

- Since the beginning of this academic year, the Group has recorded 22 knife related incidents. A breakdown of the type and number of incidents at each college was provided. This included both 16-18 and 19+ learners. Tragically, this included a learner at CONEL who had lost his life due to a knife crime incident.
- Whilst the incidents recorded included two sharp instruments discovered (at CONEL and WKC) as a result of effective screening, all other incidents have taken place away from the colleges' premises, and the majority outside of college hours. In the case of those incidents that have taken place away from the college during college hours, but within close proximity of the college, learners have returned to the college, either to receive first aid or because they have viewed the college as a place of safety. This was the case during the incident on 14th March, which had taken place near Kings Cross Station and the learner had made their way to the WKC Kings Cross Centre (KCC) and informed a member of staff, which had enabled the college to put in place interventions, immediately.
- Measures in place to tackle knife crime include college entry screening. Additionally, the Estates team is currently undertaking a comprehensive review covering all aspects of security infrastructure, both external and internal, as well as ingress points. Steps are currently being taken to secure the perimeter at the rear of the Kings Cross Centre by installing cladding to the gates – to address the potential risk of weapons or packages being passed through them. Also, the review is looking to identify hotspots within college premises that may be used as a place to hide weapons or other items.
- With regards to personal development and behaviour and attitudes, the Group has a strong record of putting in place tutorials and activities to ensure that learners are not only aware of the dangers of knife crime, but are also informed about their rights.
- The results of the Autumn Learner Survey show that 97% of the Group's learners feel safe within the college buildings.
- The Group works with a number of external agencies and stakeholders, to ensure a collaborative multi-agency approach in relation to learner safety. For example, in relation to the recent incident at the Kings Cross Centre, the college was working immediately with Camden Violence Reduction Unit to ensure that community police officers were in place, and with the youth offending teams. Ongoing collaboration with these agencies also provides daily intelligence on incidents in the local area and if any of the colleges' learners have been involved in incidents away from the college.
- Other initiatives include mentoring schemes for learners and workshops with Street Doctors to equip learners with the skills to administer first aid to victims of knife crime.

- A number of forthcoming events are planned, including Knife Crime and Youth Violence presentations to be delivered by 'Stand Against Violence' to educate learners about the dangers of carrying knives and about youth violence.
- Additionally, a Knife Crime task and finish group, originally planned prior to the pandemic, is to be re-established.

The Board asked about steps taken to ensure that all learners receive relevant awareness raising. The Vice Principal explained that awareness training is covered as part of the induction programme for all learners. A more targeted approach is adopted in relation to other workshops, at groups of learners where there are known problems, based on intelligence from the police, safeguarding boards and the colleges' own local intelligence.

The use of role models to demonstrate to those who have been involved in knife crime that there are alternative pathways, is also a core part of the strategy. Learners who have been involved in incidents are all supported by the safeguarding team working with external stakeholders, and are provided with a mentor to provide further 'one to one' support.

Board members also noted arrangements for liaison with the police, and that each college is supported by one or more safer schools officers, which the Board encouraged. The need for learners to feel comfortable regarding the approachability of these officers is important.

The Board also noted the importance of staff training and support, which includes not only specialist first aid training, but also supporting staff mental health after they have witnessed incidents. Counselling is made available to staff, through HR, and all members of the safeguarding team have fortnightly supervision.

The Executive Principal confirmed that the Group has in place insurance against negligence claims in relation to any incidents that take place on Group premises.

Board members were keen to understand the experience of other colleges, and whilst noting that they may be reluctant to share data, it was suggested that the police will have data that they will be willing to provide.

The Board recognised that although gang related crime is a national issue, knife crime is a societal issue in London in particular, and it is important that the Group, as part of that society, continues to do all it can to ensure the safety of its learners.

9. FINANCE UPDATE

The CFO provided the Finance Update and the Board noted:

- a) Management Accounts for the 7 months to the end of February 2022
 - Year-to-date income of £61.5m was in line with forecast.
 - Pay and non-pay costs totalled c. £58m, slightly below forecast.
 - These resulted in an EBITDA of £3.3m against a forecast of £3m
 - The year-to-date operating deficit was £2.1m, slightly favourable to the forecast deficit of £2.3m
 - Cash was £12.3m at the end of month 7, equating to 49 cash days in hand, forecast to grow to £15.6m, which is 58 cash days in hand, by the end of the financial year.
- b) Mid-year Financial Re-forecast for 2021-22
 - A detailed mid-year financial reforecast has been undertaken across all Colleges and Cost Centres in conjunction with all budget holders, and has been reviewed by the Financial Oversight Group
 - A breakeven position is still forecast for the full year, although there is no contingency for overspends or for any additional subcontracting and this outcome will require close monitoring, in particular regarding the use of agency staff during the rest of the financial year. Although there is currently a forecast underspend of c. £1.9m in pay (due to vacancies and savings relating to Hourly Paid Lecturers), there has been a significant increase in agency costs. Agency spend is now forecast at £3m compared to the previous forecast of £1.7m. This is reflective of the problems of recruiting permanent staff within FE.
 - The Finance team will be working closely with budget holders to monitor the position through to the year-end.
- c) Financial Health
 - Details of the ESFA financial health scoring matrix was provided, and the CFO highlighted the determining factors: Performance, Solvency and Borrowing.
 - If the mid-year financial forecast is achieved, the 21-22 year-end position will mean that the Group maintains a financial health rating of Outstanding. Confirmation has been received

already that for the 2020-21 financial year, the Group is classified as an Outstanding financial health provider.

d) 2022-23 Budget Planning

- Approval was sought from the Board to place capital works commitments / orders up to £6m to be funded from the capital budget 22/23.
- A detailed capital budget plan is being drafted and will be presented to the Board at the end of May 2022. £7m of expenditure has been prioritised. The approval sought is for £6m of this, so that orders can be placed between now and July 2022 to ensure that lead in times for delivery of goods and materials are met in order that the summer works can be undertaken and completed by the start of term in September.
- The £6m represents forward purchase commitments (£2m of IT expenditure on laptops for staff and students and server upgrades and £4m on maintenance across all Group sites). It is not envisaged that cash outlay is required before the end of July 2022, just the commitment to place orders earlier to meet the needs of the College over the Summer. The cash outflow will take place in the 2022-23 financial year.

The Board advised that it is unlikely to wish to comment on individual items of expenditure. It also does not wish to see delays that will have an adverse impact on the experience of students. Nevertheless, the Board advised that it is uncomfortable in authorising expenditure of this total amount without having a budget in order to assess this in context, especially given the financial challenges that the Group will face over the next year. It was also noted that the request has not been evaluated by the Financial Oversight Group as costings have only been pulled together in the last few days. It was therefore agreed that the CFO will pull together a paper with further detail and the matter will be referred back to the Financial Oversight Group for scrutiny and evaluation.

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10. BRANDING PROJECT UPDATE

The CEO advised that, although work on the rebranding project has continued, the GLT is not yet in a position to make a recommendation to the Board. The Board noted that further discussion on the timing of implementation of rebranding may be necessary, given the challenge of getting students and staff to recognise its importance against the current background of union negotiations, and with the college estate and facilities in need of investment and improvement. The CEO advised that it is nevertheless hoped that a recommendation can be made to the Board prior to the end of the academic year. Once the GLT have considered this issue in more depth, a working group of governors will be convened to review the proposal, prior to a recommendation being made to the Board.

11. KEY PERFORMANCE INDICATORS

The Board received for information and noted the following reports:

- Group Dashboard March 2022.
- 21/22 Attendance and Retention Summary March 2022.
- 21/22 Curriculum and Learner Scorecard March 2022.
- R07 Estimated Funding Report March 2022.

12. GOOD NEWS STORIES

The Board received and noted a summary of news stories with positive media coverage from 1st February 2022 to 18th March 2022.

13. WKC – YOU SAID, WE DID

The Board received a copy of the 'You Said, We Did' response to learner feedback at WKC.

14. 2020-23 CORPORATE STRATEGY

The Board received for reference a copy of the CCCG Corporate Strategy 2020-23.

DATES OF NEXT MEETINGS

Friday 26th May 2022 – 9.30am

Wednesday 6th July 2022 – 9.30am

