

CAPITAL CITY COLLEGE GROUP BOARD: 14TH DECEMBER 2023

PARTICIPANTS	Alastair Da Costa (Chair), Amelia Sussman, Anthony Smith, Chris Hyams, Sharon Saxton, Sanna Jordansson, Asfa Sohail, Toyin Odutayo, Angela Herbert, Nicole Morgan, Jamal Mahumad (Student member), Pablo Lloyd (Interim CEO)
IN ATTENDANCE	Angela Joyce (CEO w.e.f 1 st January 2024), Kurt Hintz (Executive Principal), Rachael White (Chief Financial Officer), Graham Drummond (Director of Governance), Trovone Hartley (HR Director), Amanda Dickens (CEO Visionnaires) [item 5.3], Stuart McKay (MHA – Auditors) [item 4], Sarah Jane Eglan and Michael Davis (Observers), Graham Cooper (Clerk)
APOLOGIES	Vincent Egunlae, Weiye Kou, Nana Brew (Staff member), Rowda Ali (Student member)
DECLARATIONS OF INTEREST	None

The Chair welcomed everyone to the meeting and, in particular, Michael Davis and Sarah Jane Eglan as observers, noting that their membership of the Board starts on 1st January 2024, and Jamal Mahumad, recently appointed CONEL Student member to his first meeting.

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

1. MINUTES OF PREVIOUS MEETING

The minutes of the meeting of 19th October 2023 were approved as an accurate record.

2. MATTERS ARISING

The Board noted:

With respect to item 3 (Board Membership Recommendations) – the issue of whether there should be 2 staff governors is included within the update from the Search Committee for agenda item 10.

With respect to item 4.3 (Market Updates), copies of the AoC CEO letters are being circulated to members.

With respect to item 5.3 (AI in Education), the link to the Executive Principal's podcasts has been circulated to members.

With respect to item 14.1 (AOB – Black History Month), details of the approach and activities across CCG Group are included within the papers for information for this meeting.

3. ANNUAL AUDIT COMMITTEE REPORT TO THE BOARD

The chair of the audit committee presented its annual report. The following was noted:

- The purpose of the report is to advise the Board of the views of the committee on the effectiveness of the Group's risk management, control and governance processes, and to assist Board members in delegating the responsibility to the Chair and Chief Executive to sign the annual Financial Statements.
- With respect to internal audit, a copy of the annual report from RSM was appended to the committee's report and on the basis of the programme of work undertaken, provided a full opinion on the effectiveness of controls: 'The organisation has an adequate and effective framework for risk management, governance and internal control. However, our work has identified further

enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective'. The chair of the audit committee advised that although this was the same opinion as had been given for 2021/22, for that year the internal audit service had considered partially qualifying their opinion. The current year opinion was therefore more positive. There had been only one audit for which a partial assurance had been given (compared to two last year), which was the audit on sickness absence.

- RSM had additionally carried out an audit on the arrangements for subcontracted provision, which was not included in the summary of opinions in the report, as no opinion on the level of assurance was required. The internal auditor had expressed a view, however, that whilst the Group had slightly more remedial actions than comparable colleges, this was likely a reflection of the high number of subcontractors used by the Group.
- The committee has placed significant emphasis on ensuring that recommendations are completed and, as part of its standard operating practice, now receives a regular follow-up from the internal audit service. There has been good progress in ensuring that recommendations are implemented within agreed timescales. In a couple of recent years, an additional audit committee meeting has been convened in January/February in order to review the status of actions, but was not necessary in 2022/23.
- With respect to monitoring and reporting of learner numbers, the difficulty in achieving 100% compliance, given the number of student records, was recognised. This year's internal audit report on learner numbers resulted in 20 recommendations. The committee has monitored resolution of these and noted at its November meeting that only one medium recommendation remained unresolved.
- The external auditors' draft findings report was considered by the committee at its meeting on 22nd November and has been circulated for this meeting. This will be presented by the external auditor in agenda item 4.1. Importantly, the external audit service has confirmed their intention to issue an unqualified audit opinion for the year ended 31st July 2023.
- The committee monitors the College's approach to Health and Safety, for which an annual report was considered in October 2022. With a number of resignations within the Health and Safety team, including the Head of Health of Safety who left in January, the year had been one of consolidation. For part of the year temporary staffing arrangements have been in place, but there is now a full staff complement. There was an increase in the number of incidents reported during the year, but many of these were at the beginning of the financial year. The previous year had been affected by the pandemic. An annual assessment of the Group's Health & Safety arrangements by Britrisk was received at the committee's June meeting. The total scorecard assessment for compliance this year was 69%, which did not compare well with over 80% in previous years. An action plan is in place to bring compliance back up to the previous level and a progress report is due to be presented to the committee at its next meeting.
- A key development during the year has been the implementation of a robust business continuity plan, the quality of which has been a concern for the committee for the past two years. The plan has been re-written and testing has been conducted with the Group Leadership Team. The plan also includes measures to be taken in the event of a cyber attack or ransomware incident that results in the cessation of IT services. The committee was satisfied that the action plan is up to date and has been adequately communicated to relevant members of staff. A significant number of actions are included in the plan and the committee plans to review progress at its first meeting in 2024.

The chair of the audit committee confirmed that the committee is satisfied that the Group's risk management, control and governance processes are adequate and effective for the Board to rely on them, and the audit committee recommends that its report is noted and that the Chair and the CEO sign the Financial Statements for 2022/23.

The question was asked as to what it would take to raise the overall level of assurance to the internal auditors' highest level. The chair of the audit committee advised that the internal auditor had advised that the Amber/Green opinion given is the most common level of opinion for college groups of a comparable size, in view of the breadth of issues faced, and that only a few smaller colleges are given the higher opinion. The chair of the committee advised that a more realistic ambition that he would wish to see fulfilled, is for all individual audits to be rated as providing Reasonable assurance (i.e. none with Partial assurance).

4. 2022/2023 FINANCIAL STATEMENTS

4.1 AUDIT FINDINGS REPORT (FINANCIAL STATEMENTS AND REGULARITY)

The Board received and noted the external audit findings report and the external auditor highlighted the following:

- The audit has been completed without the need for any deviation from the audit planning memorandum presented in advance to the audit committee.
- Matters arising from the audit are included in the report and there is nothing to warrant material concern by the Board.
- The external auditor is content with the Group's proposals with regard to the approach to pension scheme disclosures, which he explained further.
- Recommendations include a number relating to Individualised Learner Records, but these are not substantial and various areas of good practice have been identified during the course of the audit work.
- All current year recommendations have been accepted by management, along with proposals for clearing the one outstanding prior year recommendation.
- The auditor's reporting responsibilities in relation to Regularity have increased this year following the move of colleges to the public sector. No material issues have been identified. A new Financial Handbook is expected to be issued ahead of reporting for the year to July 2024, which will include more definitive requirements, but a review of the Group's financial procedures has shown that these meet all current requirements.
- The external auditor is now ready to issue an unqualified audit opinion on the Group's Financial Statements and also an unmodified Regularity Audit opinion. Confirmation will be required of the approach to be taken in relation to the two subsidiaries City College Enterprises (CCCE) and Apprenticeship First Limited (AFL) in view of uncertainty regarding the going concern of those two entities.
- Going forward, there is the possibility that the accounting year-end for FE colleges may be changed to March, in line with other public sector organisations. It is understood that a pilot study is currently being undertaken.
- In relation to the recent audit reporting requirement on subcontracting standards implemented by the ESFA the Group should expect to hear shortly whether it has met the required standard. The ESFA have acknowledged a misalignment between the reporting that has been implemented and the rules that apply, which has led to some confusion.

4.2 AUDIT REPRESENTATION LETTER

The external auditor advised that the draft Letter of Representation is of standard format, other than additionally bringing to attention the matter relating to the going concern of the subsidiaries and an additional representation relating to the absence of a related party transaction declaration from a former member of the executive.

The Board thanked the external auditor for his report and his attendance at the meeting.

4.3 FINANCIAL STATEMENTS 2022/23

The Board reviewed the Financial Statements 2022/23 and noted:

- The audited financial position is effectively the 2022/23 Group management account operating loss as previously reported (£4.2m) plus subsidiary consolidations and statutory adjustments for the FRS102 pension scheme, resulting in a Deficit for the Year of £8.5m. Further adjustment for the Actuarial Gain on the Pension Scheme of £18.2m results in a bottom line Consolidated position – Surplus £9.7m
- It is reassuring that the operating loss of £4.2m in the Financial Statements aligns with that reported in the management accounts.
- The consolidated Financial Statements include Capital City College Enterprises Limited and VSpark CIC.

The Board APPROVED the Financial Statements 2022/23 and the Letter of Representation for signature by the Chair and the CEO as appropriate.

5. CEO REPORT

The Interim CEO presented his report. It was noted that:

- The interim CEO is to handover to Angela Joyce, incoming CEO, with effect from 1st January 2024, thereafter becoming a strategic adviser. Regular conversations are taking place to ensure an effective transition. The key areas of discussion are under the four key strategic themes: Purpose & Impact (focus on growth and reputation), Learners & Curriculum (focus on improvements & innovation), Colleagues & Culture (focus on leadership effectiveness) and Finance & Targets (focus on deficit turnaround). These incorporate the strategic priorities agreed with the Board, which will continue to be monitored and reported to the Board by the CFO.
- Notable recent events have included:
 - The Prime Minister and Chancellor chose CONEL's Enfield Centre to make key economic announcements on 20th November. The Interim CEO, Angela Joyce and the Executive Principal were given a short private meeting to discuss educational policy and this is to be followed up by Angela Joyce in writing.
 - The Group is a finalist in two City & Guilds Beacon Awards for College Engagement with Employers and Widening Participation
 - Two recent exceptional achievements by CCCG Group students/alumni are:
 - Dante Senior, a City & Islington Student, won a Bronze Medal, at WorldSkills UK's 2023 national Laboratory Technician Competition.
 - Tom Hamblet, a former WKC Hospitality and Culinary Arts Apprentice has been crowned Masterchef: The Professionals Champion 2023

5.1 PAY AWARD

A report was received and it was noted:

- Under the Board's delegated authority, and with support of the Remuneration Committee, a final offer has been made to unions and will be implemented with effect from 1st January 2024. The terms of the award are:
 - 6.5% consolidated increase to employees earning up to £52,026.
 - 4% consolidated increase to all other employees
 - HPL and HPS hourly rates will increase by 6.5%
 - Allowances will not be subject to the pay award increase.
 - The pay award will also apply to staff employed by CCCE.
- This is in addition to the non-consolidated payment averaging £550 per head paid in August.
- CCCG is a high-pay, high-productivity organisation relative to other large college groups. However, the Group is operating at a £4-6m annual deficit. The pay award fully utilises the pay budget of £1m and the additional £3m received from government funding for pay.
- Together with the previous year, the 2-year increase, excluding the non-consolidated payment, for staff under £30k will be 15.5%; other teachers and support staff will be 12.5%; managers 4%.
- The award is in line with AoC National Joint Forum guidance of 6.5% and overall, this keeps CCCG at or near the top of the FE sector.
- UCU and Unison remain in dispute over this offer plus have concerns over workloads. There were 3 days of strike action in November and there remains a risk of further strike action in January.

5.2 01 FOUNDERS

A report was received and the Board noted:

- CCCG owns one third of 01 Founders alongside Founders Forum and 01 Edu. It is designed to train coders aged 19+ using a teacherless model using 01 Edu's machine language learning system. It is marketed to under-represented communities and is free to users. Student selection is based on high cognitive ability.
- CCCG invested £500k as a shareholder in 2021 with the intention of growing a profitable business. However, the market for coders has been weaker than expected and, with CCCG's encouragement, the business model has been adapted to bring learning delivery within CCCG's normal college processes to reduce financial risk for all shareholders. The market is dominated, however, by private providers and is very competitive. The two-year 01 Founders programme is competing against shorter programmes but is constrained from being compressed due to the technical partners learning platform and process. The joint venture has nevertheless been good for the Group's reputation. In terms of destination rates, having just reached the end of the first cohort, those who

have completed the programme have found placements easily – a difficulty has been a high drop-out rate along the way as students have left early to take up opportunities.

- One of the other joint venture partners has just signalled their intention to withdraw and a decision is required on the future – whether CCCG should take over 01 Founders entirely, or whether to sell it on or close it down. These options will therefore be considered and the matter will be brought back to the February Board meeting for consideration/decision following discussion by the Finance Oversight Group. In accounting terms, the 500k invested in 01 Founders remains as an asset in the balance sheet and may need to be written down depending upon the decision taken.

5.3 VISIONNAIRES

The Board received a report and noted:

- CCCG owns 70% of Visionnaires, alongside United Colleges Group (UCG) and Newcastle College Group (NCG). It is designed to reach ‘missing entrepreneurs’ i.e. new business founders who lack social capital.
- The other shareholders have made less use of the programme than CCCG and are unlikely to renew their commitment beyond July 2024, but the Visionnaires Board believes that there is value in CCCG continuing to operate Visionnaires. It has been made clear that this must include generating a positive financial return.
- A potential way forward being considered is ‘white-labelling’ of the Visionnaires model through other organisations which will pay a fee for the curriculum and support, thereby extending the reach to a much wider audience. The Visionnaires CEO advised that there has been considerable interest expressed by other colleges, charities and private business schools. There are issues to be considered as to how this would work in practice. Potentially, running alongside this, CCCG could create its own Business Academy to support students to learn about self-employment.
- A recommendation will be made to the February Board on how to take matters forward.

6. GROUP QUALITY UPDATE

6.1 CURRICULUM AND QUALITY REPORT

The Executive Principal presented the Curriculum and Quality report and highlighted the following:

- 2022/23 was a good year for the Group in relation to Quality. The Draft Self Assessment Report, which reported Grade 2 ‘Good’ across all grading criteria, has been validated at the recent meeting of the Quality Committee, matching the outcome of the December 2022 Ofsted inspection.
- Term 1 2023/24 has progressed well, beginning with good performance in learner recruitment for 16-18 (just over 9,000 compared to 8,300 in 2021/22) and for adult programmes. The impact of this reversal of the decline seen over the past few years has been an increase in market share and also an increase in class sizes, leading to efficiency gains.
- The key performance indicators (KPIs) for term 1 remain on target overall. There have also been a number of significant achievements and awards during term 1, details of the most notable of which were provided. Submissions have also been made for two AoC Beacon Awards; Widening Participation and Employer Engagement, and the Group has reached the final stages due to take place early in the new year, having been highly commended for both.
- The draft 2023/24 Quality Improvement Plan (QIP) is progressing, with a focus on three main areas which are; maths & English GCSE outcomes, Apprenticeship outcomes and A-Level grade performance.
- The latest student survey results show that overall satisfaction rates are similar or better in most of the key statements of the survey when compared to last year. 95% of students rate teaching on their course as Good and the percentage of students who would recommend their course to family and friends has increased to 92% (from 90% last year).
- A successful appeal was made in relation to the provisional ‘Requires Improvement’ outcome of Group’s Teaching Excellence Framework (TEF) submission, resulting in the Group being awarded Bronze.
- An update was provided in relation to various bids for skills funding, including the Group’s success in securing an extension of funding for the Mayors Skills Academies Hubs for a further 12 months from March 2024.

The Board additionally discussed the following:

- In relation to T Levels, the Group has received specialist equipment funds to run T Levels in three pathways and is preparing for a full roll out of T Levels in 2024/25. For the 2023/24 Academic Year,

two T level qualifications are being run: Technical Laboratory and the Supporting the Adult Nursing Occupational Specialisms. Due to low learner recruitment/enrolment numbers, the Digital Production, Design & Development, and the Early Years Education & Care is not being run. To date only a small number of qualifications that are to be replaced have been de-funded, and the Group remains alert to the possibility that a change of Government could lead to a change of policy.

- Board members voiced disappointment that reporting of EDI data continues to include a category labelled as 'other', although the Executive Principal advised that more granular data is collected and he undertook to revise future reporting to the Board.

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6.2 GROUP SELF-ASSESSMENT REPORT

The Board received the Group Self-Assessment Report (SAR) for approval. The Chair of the Quality Oversight Committee advised that the committee has rigorously reviewed the SAR, providing challenge to the management team, which has been met with good responses. The committee has been particularly keen to get a sense of trajectory in relation to quality and focused especially on being satisfied that there has not been a dip in quality post the 2022 Ofsted inspection. The committee has endorsed the Good rating overall and across all themes and areas of provision, together with the 'Strong' rating in relation to meeting skills needs.

The Board APPROVED the Group Self-Assessment Report as presented.

6.3 HIGHER EDUCATION SELF-ASSESSMENT REPORT

The Board also received and reviewed the HE SAR and the Executive Principal explained the different basis of assessment, being whether the OfS Quality and Standards Conditions are met or not. The Quality Oversight Committee has validated the draft HE SAR, which confirms that all conditions are met.

The Board APPROVED the HE Self Assessment Report as presented.

6.4 GROUP QUALITY IMPROVEMENT PLAN

The Board received and noted the Group Quality Improvement Plan (QIP). The Executive Principal highlighted the main areas for improvement, which include maths & English GCSE outcomes, Apprenticeship outcomes and A-Level grade performance. Progress statements were provided in relation to each of these. Details of Rapid Improvement Action Plans were also included. Additionally, the QIP included development areas relating to the Group's Key Strategic Health Indicators.

The Board discussed the challenges relating to the apprenticeship sector in the aftermath of the impact of the pandemic and the length of time being taken for this to recover. It was noted that there has been some discussion by Labour regarding a possible extension to the Apprenticeship Levy, and that the Group should consider opportunities, through its contacts, to have a voice in influencing policy, given its share of the apprenticeship market, whilst noting also that the AoC has a role to play.

6.5 COLLEGE REPORTS

The Board received and noted the individual college reports for CIC, CONEL and WKC, each providing a termly update on highlights and key activities.

7. FINANCE UPDATE

7.1 MANAGEMENT ACCOUNTS

The CFO presented the management accounts for the first quarter to 31st October 2023 and the Board noted:

- A total EBITDA of (£634k) v the forecast year to date (£869K) is reported.
- Total income is £126k higher than forecast year to date. Pay costs are £52k higher than planned mainly due to timing in filling vacancies resulting in an overspend on agency staff. There is a £162k underspend on non-pay costs.
- After depreciation, interest and exceptional restructuring costs, a bottom-line operating deficit of (£2.9m) v a forecast deficit of (£3.2m) is reported at the end of October 2023, a positive variance of £239k.
- The cash position is slightly below forecast due to timing of receipts, but remains strong, which is forecast to continue.

- Whilst the Q1 forecast bottom line operating deficit remains at £6.8m, the income, pay and non-pay lines have seen increases and decreases that have affected the EBITDA percentage. The EBITDA ratio has decreased and is being monitored closely. To ensure the EBITDA ratio does not fall below the 1% threshold, £1.1m savings have been identified and ringfenced and within a central contingency fund, increasing the total contingency to £1.8m. The level of contingency will be reviewed as part of the financial reforecasting throughout the year, with a view to releasing this in order to reduce the operating deficit.

7.2 2023/24 STRATEGIC HEALTH INDICATORS

A report was received and the Board noted:

- Progress is reported, as at December, against the Group's Strategic Health Indicators agreed by the Board. Of the 16 Strategic Health Indicators, good progress has been made on all 16, as shown in the report. No concerns or risks are highlighted at this point.

8. ANNUAL HR REPORT

Trovene Hartley, Group HR Director, presented the annual report and the Board noted:

- In 2022/2023, the HR team had changed significantly in response to the challenges presented.
- The report provided details of the key projects that the HR team had engaged in, in order to enhance the HR experience and to streamline access to information and make it much more straightforward.
- The most recent staff survey received a positive response rate of 64% of staff, demonstrating an overall level of employee engagement in line with benchmark. Emotional engagement is strongest, with nearly all staff reporting that their work is meaningful to them. This suggests a strong foundation to build greater engagement levels for the future. Key drivers of engagement and satisfaction have been analysed and were noted.
- Sickness absence levels, a key priority, improved considerably. The average number of days due to sickness absence was down to 4.5 days in 2022/23, from 9.3 days in 2021/22. This was in line with the AoC reported overall absence rate of 4.4 days per employee in 2020/21. Whilst it is a challenge to identify the reasons for this with certainty, the introduction of the Supporting Absence Policy with a proactive approach to tackle sickness absence when triggers are met, is believed to have contributed, along with a changed processes for how Covid related sickness and self-isolation periods are managed. In excess of 25% of absences were attributed to mental health issues, including stress-related.
- Over the academic year 2022/23, there has been a substantial increase in employment relations casework, with the management of sickness absence cases remaining the highest level of casework. The prioritisation of consistency in application and reporting of the sickness policy mainly drove the increase in cases. However, this has aided in the reduction of sickness absence overall and over time is expected to lead to a more positive employee perception and experience of fair application of the policy overall. Learnings from cases are taken forward and policies are adapted in response to these.
- There has been an increase in utilisation of the Group's Employee Assistance Programme during the past 12 months, which is higher than both the sector average and national average. 44% of staff are registered on the platform, with 850 participants. Stress, workplace stress and depression are cited as being the most frequent reasons for using the services. Approximately 72% of usage is centred around domestic, personal and emotional issues and less than one-third has been related to workplace issues. Overall, significantly more women than men use the service (which is reflective of the make up of the Group's workforce) and all age groups use the service evenly.
- A change is to be implemented in the approach to reporting of Equity, Diversity and Inclusion (EDI), as part of the Group's focus on this area as a key strategic priority. This will also be reported further by way of a separate annual EDI report.
- Key HR priorities for 2023/2024 have been identified, as set out in the report, linked to the Group's strategic priorities.

The Board discussed whether the Group is regarded as an employer of choice, and noted positively the results of the staff survey and the high number of applications received for vacancies, which include applications arising from personal recommendations by existing staff.

The Board commended the HR Director and her team for their hard work and the progress that has been achieved during a period of change in the HR team.

9. CHAIR'S ACTIONS

The Board received a report and noted Chair's actions taken since the last Board meeting:

- i) Signature on the submission of two stage 3 grant applications to the Skills for Londoners Capital Fund for the Soho and Angel sites.
- ii) Appointment of Wilmott Dixon as the Design and Build contractor for the transformational capital fund project at the Centre for Business Arts and Technology (contract value £2,046,019). Procurement was carried out in line with public procurement regulations. The transformation bids and the associated use of capital funds have previously been approved by the Board.
- iii) Signature on a 3 year contract for Tribal to provide EBS (a management information system) at a cost of £278k. A full procurement exercise was conducted in 2019/20 – this is a re-appointment through an extension of contract.

10. UPDATE FROM THE SEARCH AND GOVERNANCE COMMITTEE

The Board received a report from the Search and Governance Committee. The following was noted and agreed:

With respect to Board membership:

- A summary of the current membership was provided.
- Sharon Saxton's first term of office is due to end on 13th March 2024 and Sharon has indicated her willingness to stand for a second term of office. The Search and Governance Committee recommends her reappointment. The Board approved Sharon's reappointment for a second term of four years ending 13th March 2028.
- Sanna Jordansson's first term of office is also due to expire on 13th March 2024. Sanna has indicated that she does not intend to stand for a second term. The Board workshop on 6th March 2024 will therefore be her last meeting.
- The issue of whether there should be two staff governors was raised at the Board's last meeting and the committee was asked to consider this. The committee is of the view that having another staff governor would give capacity to the Board and would help to raise the staff voice. It was agreed that sufficient training and induction will be provided to ensure that staff governors are able to add value, and that a recommendation should be made to the Board that its composition is changed to allow two staff governors to be included within its membership. The Board approved this. Nominations will be called for in the new year and if more than one nomination is received, an election will be held.
- Student Membership: Rowda Ali from Westminster Kingsway (A levels in Psychology, Sociology and Biology) and Jamal Mohammed Mahamud from CONEL (National Extended Diploma in Applied Science) have been nominated to become student governors. An item will be included on the February Board meeting agenda for the start of the meeting so that student issues can be raised and heard.

With respect to governance, it is now a requirement for Further Education Colleges to have an external review of their governance arrangements every three years. The committee has considered the procurement arrangements for deciding which firm or agency will conduct this review. A tender exercise will be conducted in the new year with the intention that the review commences in March and completes by the end of the academic year

11. AUDIT COMMITTEE – SUPPORTING REPORTS TO THE ANNUAL REPORT

The Board received the following supporting reports for information:

- Risk Register – updated by the Group Leadership Team (GLT) on 14th November 2023 and reviewed and scrutinised by the Audit Committee at its meeting on 22nd November 2023.
- Draft minutes of the Audit Committee meeting of 22nd November 2023.
- Regularity self-assessment questionnaire (2022 to 2023)

12. KEY PERFORMANCE INDICATORS

The Board received and noted the following:

- Group KPI Dashboard December 2023
- 2023/24 Attendance and Retention Summary
- 2023/24 R04 Estimated Funding Report December 2023

13. OVERVIEW OF THE COLLEGES' APPROACHES TO BLACK HISTORY MONTH

The Board received for information, following on from a request at the previous meeting, reports from each of the Group's colleges on their approach and their activities to celebrate Black History Month, October 2023.

14. ANY OTHER BUSINESS

The Board thanked and applauded Pablo Lloyd for his contribution to the Group as Interim CEO over the past months. Pablo will be handing over to Angela Joyce, the Group's new CEO with effect from 1st January 2024, although he will continue as a strategic advisor. Pablo thanked the Board and the Executive Team for their support during his tenure as Interim CEO.

DATES OF FUTURE MEETINGS

Friday 9th February 2024 - 9:30am

Wednesday 6th March 2024 – 2:00pm (Workshop)

Wednesday 27th March 2024 – 4:00pm

Thursday 23rd May 2024 – 9:30am

Wednesday 12th June 2024 – 2pm (Workshop)

Wednesday 3rd July 2024 – 4pm