

**MINUTES OF THE MEETING OF  
THE CORPORATION  
HELD ON WEDNESDAY, 1 APRIL 2020**

Present:

Dr James Sarmecanic (Chairman)  
Jane Dodsworth (Vice-Chair)  
Jeff Alexander  
Marilyn Billingham  
Dr Roy Bowden  
Steve Cooper  
Tom Crowley  
Andy Davies - Staff Governor  
Margaret Eva OBE  
Nick Fox  
David Hobson  
Helen Kilpatrick CB  
Shelagh Legrave OBE DL  
Sophie Sargent - Student Governor  
Nick Sutherland  
Ria Voice - Student Governor  
Caroline Wood

In Attendance:

Sally Challis-Manning, Deputy Principal, Quality, Principal of Brinsbury College  
Steve Coulthard, Chief Financial Officer  
Andy Green, Executive Principal  
Vicki Illingworth, Principal, Crawley College  
Julie Kapsalis, Managing Director (Commercial)  
Paul Riley, Principal, Worthing College and Haywards Heath College  
Catherine Vinall, Clerk to the Corporation

**WELCOME AND INTRODUCTIONS**

80. The Chairman welcomed Ria Voice to her first Corporation meeting.

## **APOLOGIES FOR ABSENCE**

81. Apologies for absence were received from Anne Curle, Ryan Sallows and Paul Wright.

## **DECLARATION OF INTERESTS**

82. The Chairman drew the attention of Governors and those in attendance at the meeting to the requirement to declare any interests they might have in any of the items on the agenda, as detailed on the agenda sheet. On the declaration of Julie Kapsalis, the Corporation noted Julie's role as Vice-Chair of the Coast to Capital Local Enterprise Partnership Board.

## **MINUTES**

83. The Minutes of the Meeting of the Corporation meeting held on Wednesday, 11 December 2019 were taken as a correct record.

## **CCG RESPONSE TO CORONAVIRUS**

84. Shelagh Legrave stated that she would cover this as part of her presentation under the next agenda item.

## **CHIEF EXECUTIVE'S TERMLY PROGRESS REPORT - SPRING TERM 2019/20**

85. Shelagh Legrave gave a presentation to update the Corporation on progress against the objectives in the Strategic Plan. The Corporation also received a report to provide an overview of progress against the key performance indicators in the Group's Strategic Plan.

Copy attached at APPENDIX 1.

86. Shelagh stated that the first objective related to outstanding teaching, learning and assessment, progress against this objective would be covered by the performance report to be presented by Andy Green under the next agenda item. The second objective related to the Group's curriculum offer, in the main the objectives were reported later in the year. In relation to the performance indicator focussing on routes in to higher education, Shelagh confirmed that there were areas where there was no progression route, for example some courses in Construction. Where this was the case opportunities were being developed to introduce a specialist HE qualification such as site management. Objective number three related to providing an education fit for employers and the community.

- Andy Green would report progress on the achievement for apprentices. For the second indicator, the ESFA had announced that there would be no employer survey for 2020. As such it would not be possible to report against this objective.
87. The fourth objective related to the growth of commercial businesses. For the start of 2019/20 Anglia, First Steps and International & Accommodation had been progressing well against budgets, however since the coronavirus outbreak all these areas had seen a significant impact. Julie Kapsalis stated that for Anglia some exams were online and were being taken, in some countries it was doubtful whether exams would be taken due to lockdown restrictions and the fact that there was little appetite for online exams. Objective number five was linked to staff satisfaction. The key performance indicators were not reportable at this point in the year as the staff surveys at Crawley, Chichester and Brinsbury would be launching imminently. For Worthing College there was work to do to address issues raised in the 2019 survey before the 2020 survey took place in the summer. Shelagh confirmed that the same questions would be asked across the Group. The sixth objective was to create a strong College Group, again these indicators were measured at different points in the year. The last objective was linked to financial performance, a report on the Group's financial position would be given later in the meeting.
88. Moving on to provide an update on funding allocations for 2020/21, Shelagh reported that 16 - 18 cash had increased by around ten per cent (excluding Haywards Heath and pension income) as there had been an increase in student numbers. For Adult Skills there had been a slight decrease in the Group's allocation, this was manageable as the Group would continue with the strategy to reduce subcontracting.
89. Shelagh provided an update on the Group's response to the coronavirus outbreak. Shelagh reminded the Corporation that FE colleges had been asked to remain open for learners whose parents/carers were key workers and other learners as defined by the government, such as those with an Education, Health & Care Plan. Small numbers of students in these groups had elected to continue to come to College, this support would continue over the Easter holiday. A huge amount of innovative work was taking place to continue to teach online. First Steps also remained open, again for children of key workers, there were around 30 children still attending across the all the settings. Woodlands Halls of Residence had closed, although around 16 students were living in Westgate Halls. In response to a question from the Corporation, Shelagh confirmed that that a safeguarding rota was in place to continue to provide support to students. In response to a question about nursery fees, Julie Kapsalis confirmed that fees had been frozen, this was in line with most other nurseries. First Steps continued to receive free entitlement income as this had been

- guaranteed by the government. In response to a question about the impact of the virus on staff, Shelagh stated that around 13 per cent of staff were self-isolating at present and a number of staff were shielding. With regard to commercial operations, Julie Kapsalis stated that teams were looking proactively at all activities which could resume when the lockdown was lifted.
90. With regard to the Group's Ofsted inspection, it had been confirmed that Ofsted would not be publishing reports at present, it was understood that inspectors would be redeployed to other work in the education sector. On behalf of the Corporation, the Chairman thanked all staff for the fantastic effort and hard work they had given in the lead up to and during the inspection in March 2020.
91. Finally, Shelagh returned to the College's mission to change lives through learning and shared some of the Group's good news stories. Two students from Brinsbury, Finlay Champion and Jamie Kennard had been named in WorldSkills UK's 2021 squad. At Brinsbury, there had a farm safety event from the Farm Safety Foundation and at Chichester art students had taken part in an exhibition at the Oxmarket Gallery. Hair students at Chichester received a masterclass from head judge of TV's Extreme Hair Wars, Martyn Holmes. Two Chichester students had represented England, having been called up to the England Colleges' Women's and Men's squads. Around 30 students had taken part in the first Erasmus trip to Seville where they had enjoyed the culture of the city and taken part in four football matches. At Crawley College, Shelagh was pleased to report that, despite the lockdown, the STEM development was continuing, although a couple of weeks behind schedule. In part this was due to social distancing guidelines. Year 7 pupils from Oakwood School had taken over the kitchens at Crawley College for a special hospitality taster event. At Worthing College, the netball team won the England Netball National Schools tournament. The men's football academy travelled to Salou in Spain for their winter training camp and Worthing College student Tom Latos published his first collection of poems with the aim of 'inspiring others, especially LGBT youths.

## **CHICHESTER COLLEGE GROUP PERFORMANCE REPORT 2019/20**

92. The Corporation received a presentation to provide an overview of performance at Chichester College, Brinsbury, Crawley and Worthing College during the spring term 2019/20.
- Copy attached at APPENDIX 2.
93. Andy Green stated that the attendance rate to date for Chichester and Brinsbury was 88.9 per cent. For Crawley attendance to date was 82 per

cent and at Worthing College it was 95 per cent. Andy reported that during the Ofsted inspection inspectors had looked closely at attendance at Crawley, as it was lower than other Colleges in the Group. Data from Crawley had shown that although attendance had dipped, a range of strategies were in place to support the retention of learners and achievement rates had continued to improve at Crawley. In response to a question from the Corporation, Vicki Illingworth stated that attendance at Crawley was impacted by a number of issues. A significant number of learners at Crawley were from disadvantaged areas and had previously had negative experiences at school. The College had developed a range of bespoke programmes, some on reduced timetables to support learners to get back in to education. The other variable was that a significant proportion of the offer at Crawley was Entry Level to Level 2, often the learners in those areas presented with greater challenges.

94. The retention rates for Worthing, Chichester and Brinsbury and Crawley were as follows:
- Chichester and Brinsbury for 16 - 18 learners retention was 97.5 per cent and for 19+ learners it was 97.8 per cent.
  - Crawley for 16 - 18 learners retention was 96.3 per cent. At 19+ it was 98.6 per cent.
  - Worthing for 16 - 18 learners retention was 97.5 per cent. For 19+ learners it was 94.9 per cent.
  - Overall retention for Chichester College Group for 16 - 18 learners was 97.9 per cent and for 19+ learners 98.3 per cent.
95. The Corporation noted the exceptional increase in retention at Worthing College. This had been an area of particular focus and was a credit to the holistic approach to supporting learners.
96. With regard to the analysis of equality and diversity data for attendance and retention, at Chichester and Brinsbury learners from non-disadvantaged areas had higher attendance from those from disadvantaged areas. At Crawley attendance was higher for 19+ learners, at Worthing attendance for 16 - 18 learners was higher than 19+ learners, as was retention. All gaps of more than two percentage points for attendance, retention and achievement were investigated through the curriculum area progress meetings.
97. With regard to apprenticeship performance, Andy stated that for Chichester and Brinsbury the prediction was an achievement rate of 74 per cent. For Crawley the prediction was an achievement rate of 72.9 per cent and for Worthing 86.2 per cent. At Group level this gave a prediction of 73.2 per cent. This indicated a further decline in apprenticeship performance. In part this was due to the cut in partner delivery where achievement was higher due to the types of

apprenticeships offered. The introduction of Apprenticeship Standards was also impacting achievement. This was demonstrated by a national average of only 46 per cent achievement for Apprenticeship Standards. There had also been a change in funding rules which meant that where an apprentice lost their job they had 24 hours to find a new role. This had been increased to 30 days and, in light of the coronavirus outbreak, increased again.

98. The Corporation thanked Andy for his presentation and congratulated the Principals and staff across the Group for the performance of teaching and learning.

### **RISK MANAGEMENT REPORT**

99. The Corporation received for consideration a presentation to give a special update on Risk Management.

Copy attached at APPENDIX 3.

100. Steve Coulthard stated that following the Audit & Risk Committee meeting and in the light of the developing crisis relating to the coronavirus outbreak, further work had taken place to update the top level Risk Register. The overall risk environment had been moved to very high, with seven of the 15 strategic risks rated as very high. The Group had put a number of actions in place including a COVID-19 Business Continuity Plan and daily conference call for key managers across the Group. The hardest hit areas were the commercial areas where there had been a significant impact on the business.
101. Turning to the specific risk areas, Steve stated that the score for the risk relating to government policy had been increased to the highest level. At present guidance relating to COVID-19 was changing daily. It was not yet clear whether the Group would be eligible for any of the job retention schemes introduced as a result of the coronavirus outbreak. There was also considerable uncertainty around the impact on apprenticeships. For Governance & Reputation the score remained the same at moderate. For HR & Corporate Services, the scores for the staff recruitment risk, capital investment and major capital projects risks had all been increased to very high as a result of the pandemic. The scores under Quality & Curriculum had largely remained the same with the exception of competitive advantage which had been reduced. Finally, the score for Commercial & Growth had been increased to the highest level as most commercial operations, with the exception of First Steps had been closed due to lockdown. In response to a question from the Corporation, Steve stated that it was not yet clear whether there would be any support for commercial operations. It was hoped that the Group might be able to

access the furlough scheme for some staff. However, the impact on International operations and the Sports Centre would be significant. On behalf of the Audit & Risk Committee, Helen Kilpatrick thanked Steve Coulthard for the additional work which had been undertaken to review the risk position. It was

### **Resolved**

**That the strategic risk levels, as set out in APPENDIX 3, be approved.**

### **MANAGEMENT ACCOUNTS TO 31 JANUARY 2020 AND MID-YEAR UPDATE 2019/20**

102. The Corporation received the Management Accounts for the period to 31 January 2020 and the Mid-Year Update for 2019/20.

Copy attached at APPENDIX 4.

103. Steve Coulthard confirmed that the Management Accounts to the end of January 2020 included a detailed mid-year forecast with all budget holders. At the mid-year point the Group had been travelling reasonably well, there was a negative variance of £128,000 against the budgeted position. The forecast had been that the position would increase to around £240,000 by the end of the year. At that time the impact of the coronavirus outbreak had started to show in the Group's commercial areas, the crisis had since had a considerable impact on the Group's finances. In the accounts to the end of February 2020 the operating deficit had opened out with commercial operations showing a £484,000 deficit to the budgeted position. The Finance Team had been worked to produce a post-COVID forecast for 2019/20. This showed a significant deterioration in the financial position of around a further £1.9m by the year-end.
104. For International operations, Julie Kapsalis stated the team had worked very hard to support students who had been stuck in the UK due to lockdown restrictions. The focus had been to support learners to return to their home countries. For commercial and conferencing it was clear that it would take time for the business to recover, plans were in place to re-start courses as soon as this was possible. First Steps remained open for the children of key workers, albeit with far fewer children. To date there had been good feedback from parents and carers on how the nurseries were managing the virus outbreak and the service they were providing. Similar to International, Apprenticeships had been making good progress prior to the outbreak of the virus. The Sales Team had sustained the SME market and picked up some good levy contracts. In response to a question from the Corporation, Steve confirmed that the forecast for commercial areas had assumed no real pick up in business before the end

of the academic year. Looking forward to 2020/21, Steve confirmed that it was forecast that the impact would be similar to that in the current year. In response to a question, Steve confirmed that there was capital support for the STEM centre at Crawley College and the work required at Haywards Heath. The crisis would impact the Group's cash position. Whilst the Group was fortunate to have cash reserves this was not a satisfactory position going forward.

105. Finally, Steve summarised the key challenges which were all associated with the coronavirus outbreak. The Corporation thanked Steve and the Finance Team for the additional work which had taken place to revise the financial forecast. It was

#### **Resolved**

**That the position in the special forecast produced as a result of the coronavirus outbreak be noted.**

#### **APPOINTMENT OF CORPORATION MEMBERS**

106. Catherine Vinall reminded the Corporation that there would be two vacancies for Corporation members from the beginning of August 2020. Both Governors leaving the Corporation at the end of July were educational experts who had been key members of the Corporation's Quality & Stakeholder Boards. In the light of these vacancies the Governance & Search Committee had recommended the appointment of David Jones as a new Governor. David Jones had a background in 11 - 18 secondary education and had been Head Teacher at a large secondary school in Bognor Regis. David was familiar with the issues faced by educational establishments, particularly in relation to resources. David's experience included as a senior leader and school governor, both as a staff governor and governor of a local primary school. Interviews for the second vacancy would take place during the summer term.
107. The Governance & Search Committee had also recommended the appointment of a new Student Governor, Ria Voice, Student President at Crawley College. Ria was studying a Level 3 qualification in Creative Media at Crawley and had been appointed as Student President for the academic year 2019/20. It was

#### **Resolved to Recommend**

- i) **That Ria Voice be appointed as a Student Governor of Chichester College Group from 1 April 2020 until the end of her term of office as Student President at Crawley College.**



- ii) That David Jones be appointed as a Governor of Chichester College Group, for a four year term of office from 1 August 2020.

#### **CHICHESTER COLLEGE GROUP CORE VALUES AND BEHAVIOURS**

108. The Corporation received for consideration the revised Core Values and Behaviours for Chichester College Group.

Copy attached at APPENDIX 5.

109. Shelagh Legrave stated Chichester College's core values had been in place for a number of years. Given the recent merger with Worthing College a review of the core values had taken place and staff across Chichester, Brinsbury, Crawley and Worthing had been consulted for their views. It was proposed that there would be five core values, which were supported by a set of behaviours:

- Learning is our number one focus;
- Excellence in all that we do;
- Trust, respect and integrity;
- Opportunities for all;
- Celebrating our vibrant inclusive community.

110. In response to a comment from the Corporation, it was suggested that further discussion on the values should take place with the Student Executives. Both Student Governors felt the values reflected College life and how their College's operated. It was

#### **Resolved**

**That Chichester College Group's Core Values and Behaviours, as set out at APPENDIX 5, be approved.**

#### **CHICHESTER COLLEGE GROUP EXTERNAL AND INTERNAL AUDIT CONTRACTS**

111. Steve Coulthard stated that a procurement exercise for the Group's internal and external audit contracts had been started before the coronavirus outbreak. In light of the growing crisis related to coronavirus, it was proposed to extend the internal and external contracts for a further year. In response to a question from the Corporation, Catherine Vinall agreed to check best practice on the rotation of auditors. It was

## **Resolved**

- i) That the external audit contract with RSM UK Audit LLP be extended to include the audit for the year 2019/20.
- ii) That the internal audit contract with Mazars LLP be extended for the year 2020/21.

## **CORPORATION CALENDAR OF MEETINGS 2021**

112. The proposed dates for Corporation meetings in 2021 were approved as follows:

Wednesday, 31 March 2021;  
Wednesday, 7 July 2021;  
Wednesday, 8 December 2021.

## **MAZARS LLP INTERNAL AUDIT REPORTS**

113. The Corporation received for information the Internal Audit reports for Business Continuity and International Income.

Copies attached at APPENDIX 6.

114. Helen Kilpatrick stated that the internal auditors, Mazars LLP, had reviewed four areas since the last Corporation meeting. The reviews for Safeguarding and Health & Safety would be presented to the summer term Corporation meeting. The review of Business Continuity had concluded that adequate assurance could be placed the effectiveness of internal controls. Actions had been agreed to address two significant and three housekeeping recommendations. The review of International Income had concluded that substantial assurance could be placed on the effectiveness of internal control, one housekeeping recommendation had been made. Helen confirmed that no fundamental recommendations had been made for either reviews.

## **HAYWARDS HEATH COLLEGE**

115. Shelagh Legrave stated that Chichester College Group had secured a short term lease for the Haywards Heath campus which would enable fit out of the building. Decorating work had started and contractors were working to repair fire and water damage following a fire in one of the dance pods at the end of January. It was hoped that demolition of the old college building would start in May. In response to a question from the

Corporation, Shelagh confirmed that the boundary would be agreed once demolition work had been completed. It was planned that there would be a second entrance to the site, this would be negotiated as part of the long term lease agreement.

116. To date there had been 529 applications from prospective students and interviews were taking place. In response to a question from the Corporation, Shelagh confirmed that the plan for the first year had been based on a cohort of 300 students. The conversion rate between applications and starters would be key. In terms of staffing, the Vice-Principal, Ben Frier, had been appointed, as had the Head of Learning, Cris Mummery. There had been considerable interest in teaching roles at the campus and the recruitment process had started with assessment centres.

#### **ESFA INTEGRATED FINANCIAL MODEL 2018/19 TO 2021/22**

117. The Corporation received and noted the Integrated Financial Model (IFM) 2018/19 to 2021/22 for Chichester College Group. The IFM was submitted to the ESFA at the end of February 2020.

Copy attached at APPENDIX 7.

#### **SUMMARY OF COMMITTEE BUSINESS**

118. The Corporation received and noted a summary of the business which had been undertaken by the Committees and Boards during the spring term 2019/20.

Copy attached at APPENDIX 8.

119. James Sarmecanic thanked Governors, staff, students and other stakeholders who had committed their time to take part in Corporation, Committee and Board meetings. Governors were welcome to observe any of the Committee or Board meetings. If they wished to attend they should contact the Clerk to make arrangements.

#### **DATES OF FUTURE MEETINGS**

120. It was noted that the next meeting of the Corporation would take place on Wednesday, 8 July 2020. The date for the next Corporation Development/Strategy Event was Monday, 18 May 2020.

## **ANY OTHER BUSINESS**

### **Ofsted Inspection March 2020**

121. Shelagh Legrave thanked the Corporation for their support during the Ofsted inspection that had taken place at the beginning of March 2020 and in particular the group of Governors who had met with the inspectors as part of the review of leadership and management at Chichester College Group.

### **First Steps Chichester Ofsted Inspection**

122. Shelagh Legrave reported that First Steps at Chichester had been inspected by Ofsted in February. The team were delighted to be graded as outstanding in every area and the Group was very proud of the outcome. On behalf of the Corporation, the Chairman congratulated the staff at First Steps Chichester and thanked them for their work.

## **CONFIDENTIAL BUSINESS**

123. It was

### **Resolved**

**That, in view of the confidential nature of the business to be dealt with, the Minutes for the remainder of the meeting be recorded on a confidential basis and remain so unless and until they become public in the ordinary course of the Corporation's business.**