






















Minutes

Remote Access Symbols

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-  Online

Full Governing Body
Minutes

Meeting Time and Date	1700 on Wednesday 31 March, 2021	
Meeting Location	Zoom Online	
Members	Roger McClure (Chair)  Heather Barrett-Mold OBE (Vice Chair)  Sheila Cunningham  Beryl De Souza  Peter Doble  David Domoney	John Gayer  Robert Howard Guy Jones-Owen  Joanne Laban Lady Milnes Coates  Sarah Moreland MBE  James Wisdom 
Principal	Malcolm Goodwin 	
Staff Governor	Sarah Seery 	
Student Governors	Claus Matthews  Lauren O'Leary Jarryd Russell 	
Senior Leadership Team	Cengiz Ali (HR)  Christine Bianchin (Academic)  Damien Fallon (Finance)  David Scott (Estates) 	
Minute Taker	Joanne Coffey (Clerk) 	
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	Action
<p>1. Welcome and Apologies</p> <p>1.1. Apologies were received for David Domoney, Robert Howard, Joanne Laban and Lauren O'Leary.</p>	
<p>2. Declaration of Interests</p> <p>2.1. Heather Barrett-Mold for Item 6, Search, Governance and Remuneration minutes.</p>	
<p>3. Minutes (Decision)</p> <p>Resolved to</p> <p>3.1. Approve the minutes of the Full Governing Body meeting held on 16 December 2021 as a correct record and authorise the Chair to confirm them.</p>	
<p>4. Matters Arising (Information)</p> <p>4.1. The College to contact Barking Riverside Limited to follow up on its concept for development.</p>	Principal
<p>5. Report of the Clerk (Decision)</p> <p><u>Timetable of Meetings</u></p>	

<p>Resolved to</p> <p>5.1. Approve and adopt the updated timetable of meetings for 2021-22.</p> <p><u>Patricia Brown</u></p> <p>5.2. Patricia Brown resigned from the Governing Body on 23 March 2021, due to conflicting work pressures. Pat is thanked for her contribution since she joined the Board in December 2019.</p> <p><u>Staff Governor</u></p> <p>5.3. As the current Staff Governor's two-year Term of Office will end following the summer 2021 Full Governing Body meeting, a nominations process will be carried out during May 2021.</p> <p><u>Chair's Action</u></p> <p>5.4. Chair's Action was taken on 2 March 2021 to authorise DC Development Consultancy LLP to support the College negotiations over the potential sale of 66 The Ridgeway.</p> <p><u>Association of Colleges (AoC) EDI survey</u></p> <p>5.5. The College has taken part in the AoC's Equality, Diversity and Inclusion on Boards Survey, 2021. This is an important priority for the sector in its understanding of the diversity and inclusion picture on college boards.</p>	
<p>6. Search and Governance Committee minutes (Decision)</p> <p><u>Chair of Academic Committee</u></p> <p>6.1. As James Wisdom was retiring at the end of this meeting, nominations were requested for Heather Barrett-Mold, as current Vice Chair of the Academic Committee, to be appointed Chair of the Committee.</p> <p>6.2. This Term of Office would run until spring 2023, for further review following the end of Heather's second term of office.</p> <p>6.3. Malcolm Goodwin nominated Heather Barrett-Mold and Lady Milnes Coates seconded the nomination.</p> <p>Resolved to</p> <p>6.4. Appoint Heather Barrett-Mold as Chair of the Academic Committee until spring 2023.</p> <p><u>Instrument and Articles: Membership</u></p> <p>6.5. From 31 March 2021, the Governing Body had five vacancies for new Governors, including two that are held open for the Education and Skills Funding Agency (ESFA).</p> <p>6.6. To preserve the available membership of up to 22 members for Governors, the Committee agreed that the Instrument and Articles should be amended to state:</p> <p><i>As the Learning and Skills Act 2000 (Section 11) states that a funding agency may appoint up to two of its members to the</i></p>	

Governing Body, this would be in addition to the total of up to 22 members.

Resolved to

- 6.7. **Amend the Instrument and Articles (Section 2: Composition of the Corporation) to state that if a funding agency chooses to appoint up to two of its members to the College board, that this would be in addition to the total membership of the Corporation.**

Stephen Way

- 6.8. Stephen Way applied for the position of Governor, via the website advertisement, on 11 February 2021.
- 6.9. Stephen is very local to Enfield with experience in IT and systems experience internationally. He has extensive experience as a Governor at a local school and university technical college. He has also worked as a Chair of Audit, with skills in IT, digital transformation, business and project management.
- 6.10. Stephen also has family links to horticulture of which he also has an interest.
- 6.11. A meeting was held by Zoom on 25 February 2021 with the Chair of Governors, Principal and Clerk. As a result of this interview, it was apparent that Stephen would be an excellent new member of the Governing Body as he has extensive and much needed IT and project management skills, plus very valuable knowledge and experience of governance as part of the National Leaders of Governance programme. He is very active in Enfield and north London with an extensive network of potentially valuable contacts.

Resolved to

- 6.12. **Appoint Stephen Way as a member of the Governing Body for a full term of office from spring 2021.**

Ralph Luck

- 6.13. Ralph Luck was recommended by former Governor, Pat Brown, as being helpful to the College's major capital programmes and estates development.
- 6.14. As the Principal believed the candidate to be a very strong addition to the Board, based on the referral and his CV, the Committee agreed to recommend his appointment, pending a successful interview with the Chair of Governors. This meeting was held via Zoom on 11 March 2021, with the Chair, Principal and Clerk, who all felt that Ralph would make an excellent Governor.

Resolved to

- 6.15. **Appoint Ralph Luck as a member of the Governing Body for a full term of office from spring 2021.**

Estates Committee membership

- 6.16. As the Estates Committee has a total membership of 8, the Committee felt it was appropriate to recommend extending the membership to 9 members, as the Estates Committee membership:

- a) had been based on the same membership total as the Health and Safety Committee, which had not taken into consideration that the Estates Committee would cover both Estates and Health and Safety matters
- b) included Staff and Student Governors as two members.

Resolved to

- 6.17. Extend the total membership of the Estates Committee to 9 members.**

Review of the effectiveness of the altered arrangement to remote governance

- 6.18. Since March 2020, Governance at Capel has continued in its full capacity with the use of email, Decision Time and Zoom for remote video-linked meetings.

Zoom remote meetings

- 6.19. The online committee and Extraordinary meetings held via Zoom have continued to be very effective with all able to contribute. There is some tacit evidence that there is a more even contribution from attendees during the online meetings and attendance was significantly higher over the course of 2020.

Board management system

- 6.20. The process of publishing papers on Decision Time continues to be effective and a clear improvement on the previous paper system. All Governors have been able to access the papers or the accompanying, occasionally lengthy and detailed, information. The written resolutions have also worked effectively.

Online Committee meetings

- 6.21. To facilitate Governors being able to use their time better, having a mixture of online meetings combined with in-person Board meetings would allow for additional, bespoke visits to the College for individual Governors.

- 6.22. The following system was considered:

- a) The Full Governing Body meetings to take place (as at present) at Enfield for the autumn meeting, and other campuses for the spring and summer meetings. Although Governors would all be encouraged to attend in person, the Enfield meeting could also be joined by Governors, via Zoom, due to the video conference facility, or by conference call at the other sites.
- b) All Committee meetings and Extraordinary meetings to take place via Zoom Online – with the H2 video conferencing room available to SLT, Staff and Student Governors, and any Governors who may already be onsite or prefer to attend in person.
- c) Governors would be encouraged to come onsite to: support SLT, staff and students as part of any Charing or lead Governors roles; for College events; estates tours and; for any other appropriate key meetings.

- 6.23. Governors agreed that the continuation of online Committee meetings were a very good idea, which would put the emphasis on better use of Governors' time when they could be on campus, and would open up more Governor engagement opportunities with staff and students.
- 6.24. Governors recognised the importance of face-to-face bonding and were keen to attend at any suitable opportunities.
- 6.25. The annual strategy event could also be extended to include a pre-meeting event and overnight stay, if this suited the majority of attendees.
- 6.26. For the in-person Board meetings, it was recognised that, occasionally, some Governors may also need to attend online. This would work well at the Enfield site, where video conference facilities were now in place, but may be more of challenge at smaller sites. This would be managed through the use of available technology.
- 6.27. Governors also reiterated the importance of the Vice Chairs of Committees who can assist Chairs when managing online meetings.

Resolved to

- 6.28. **Confirm that remote Governance, using Zoom, continued to be effective and recommend its continued use to the Governing Body.**
- 6.29. **Recommend that, for when the College fully reopens to Governors, the Governing Body confirm their approval to:**
- **Host all Full Governing Body meetings onsite (with remote options)**
 - **Host Committee meetings online, with the flexibility to have occasional onsite meetings, as appropriate.**

Annual Review of the board management system

- 6.30. The Governing Body have been successfully using a paperless board management system since March 2019.
- 6.31. Savings to the College since the inception of a paperless system in March 2019 were £966, and this would increase to £2,346 if the recommended system were adopted for a further year.
- 6.32. Savings to the environment, so far, had equated to 9 trees-worth of paper and that would increase by 4.5 trees each year.
- 6.33. The Clerk has undertaken research and concluded that the selected system (Decision Time) remained fit for purpose compared to other available packages.
- 6.34. Governors agreed that there was no valid reason to switch to another platform at this time and that Decision Time had served them well.

Resolved to

- 6.35. **To renew the licences for the Decision Time paperless board management system for 12 months from 1 April 2021.**

<p><u>Annual Report of Skills, Training, Equality and Diversity 2020-21</u></p> <p>6.36. Governors fulfilled all required compliance declarations including annual membership, trustees' automatic disqualification, register of interests and DBS checks.</p> <p>6.37. The results of the 2021 Skills Audit were that both new appointments of Governors, and training for existing Governors, will incorporate: Human Resources, Information Technology, Legal, Architecture, Floristry and Event Styling and Special Educational Needs Disabilities (SEND).</p> <p>6.38. Governors took part in an Equality and Diversity exercise. The areas where diversity needed significant improvement were in ethnicity and disability.</p> <p><u>Standing Orders revised re. confidential items/minutes</u></p> <p>6.39. The Standing Orders were amended to update procedures to reflect that Governor meetings, reports and minutes no longer include a Part II, confidential split of information.</p> <p>Resolved to</p> <p>6.40. Adopt the revised Standing Orders.</p> <p><u>Complaints Against the Corporation</u></p> <p>6.41. The policy was reformatted to the new College style, expanded for clarity and revised to state that complaints against the Senior Postholders are covered within the College's Whistleblowing Policy.</p> <p>Resolved to</p> <p>6.42. Adopt the revised Complaints Against the Corporation policy.</p>	
<p>7. Audit Committee minutes</p> <p><u>Evaluation of the performance of the Financial Statement and Regularity Audit Service external auditor: 2019-20 and annual re-appointment 2020-21</u></p> <p>7.1. The performance of Buzzacott, the College's External Auditors, had been scored by SLT as Adequate (the second highest available).</p> <p>Resolved to</p> <p>7.2. Confirm the reappointment of Buzzacott, the financial statements auditors, for the 2020-21 year.</p> <p><u>Teachers' Pension Scheme Audit 2019-20</u></p> <p>7.3. Buzzacott had quoted for the required audit of the deductions and contributions made in running the Teachers' Pension Scheme (TPS) for the 2020-21 tax year.</p> <p>7.4. The Audit Committee had agreed that the estimated fee of £1,550 exclusive of VAT, was prudent.</p> <p>7.5. The final fees will be confirmed at the summer 2021 meeting.</p> <p>Resolved to</p> <p>7.6. Approve the fee estimate of £1,550 exclusive of VAT for the completion of an audit of the deductions and contributions the</p>	

<p>College has made in running the Teachers' Pension Scheme (TPS) for the 2020-21 tax year.</p> <p><u>Internal Auditors</u></p> <p>7.7. The Internal Audit reports for Marketing and Fixed Assets had showed significant assurances.</p> <p>7.8. The 2020-21 audit plan had now been reorganised so that audited areas were more appropriate to the needs of the remainder of the year.</p>	
<p>8. Finance and Resources Committee minutes (Decision)</p> <p>8.1. The College's Financial Regulations were being amended to negate the need for Governors to approve the list of budget holders, as this did not serve any logical purpose and was not a statutory requirement.</p> <p>8.2. The new website for the College (capel.ac.uk) had been live for nine months and continues to bring improvements and increased traffic, with 6,913 prospects enquiring / registering interest and 2,464 applying online since launch. This is an increase in users of 108% and an increase in sessions of 96%.</p> <p>8.3. Commercial activities were planned to gradually restart from 12 April 2021, with a full programme from 21 June.</p> <p><u>Capital Projects</u></p> <p>8.4. The College were continuing to have regular briefings with their banking contacts in respect of mitigating for any funding needs that may arise from the Mottingham and Crystal Palace capital projects.</p> <p>8.5. An application had been submitted by the College for match funding by the Education and Skills Funding Agency (ESFA)'s Further Education Capital Transformation Fund for the Mottingham and Crystal Palace projects.</p> <p><u>Six Month Group Management Accounts and Revised Budgets 2019-20</u></p> <p>8.6. Management accounts were now pre-assessed on a monthly basis via a working group, consisting of the Finance Director, Principal, Chair of Finance and Resources and Chair of Governors.</p> <p>8.7. Monthly management accounts have been made available to Governors since December 2020. They will continue to be provided through the management accounts area of the Decision Time Library, on a monthly basis for the months of September to July.</p> <p>8.8. The operating surplus for the period was £76k below the phased budget.</p> <p>8.9. The original full year forecast surplus of £646k was reduced to £82,700.</p> <p>8.10. As 2020-21 16-19-year-old recruitment was impacted by the pandemic, the ESFA's funding allocation for 2021-22 will be £8.2m, compared to £8.5m in 2020-21.</p>	

<p>8.11. The revised budget was mainly due to the Mottingham / Crystal Palace capital project fees of £429k (which would not repeat in future years), along with the impact of Covid lockdowns on adult funding and the shortfall from the ESFA for apprenticeships.</p> <p>Resolved to</p> <p>8.12. Approve the group management accounts for the half year to 31 January 2021.</p> <p>8.13. Approve the revised revenue budget for the year ended 31 July 2021.</p> <p><u>Sickness Absence Policy and Guidance</u></p> <p>8.14. The Policy at 9.1 to be amended to read: ‘1 month's full pay and, after 4 months' service, 2 month's half pay’.</p> <p>Resolved to</p> <p>8.15. Approve the revised Sickness Absence Policy and Guidance.</p> <p><u>Recruitment and Selection Policy</u></p> <p>Resolved to</p> <p>8.16. Approve the revised Recruitment and Selection Policy.</p> <p><u>Further Education Commissioner Financial Benchmarks</u></p> <p>8.17. The outgoing FE Commissioner, Sir Richard Atkins CBE, had released an update to the FEC financial benchmarks used to measure and monitor colleges' financial health.</p> <p>8.18. A notable change was for a new measure for land-based colleges to demonstrate pay costs as a percentage of income. This measure is set at 55% and will be used “where relevant.”</p> <p>8.19. The Committee agreed that these benchmarks should not be incorporated into the College's KPIs (though should be reported against for information), but to keep the focus on the ESFA's financial health benchmarks.</p>	<p>HR (Completed)</p>
<p>9. Academic Committee minutes (Decision)</p> <p>9.1. The Landex peer review report was due to be formally reported on at the summer 2021 meetings. However, early indications from Governors were that it was a very satisfying report which reflected well on Capel.</p> <p>1.2. Governors expressed their support in the addition of the principal risk of ‘A failure to maintain the safety and wellbeing of staff and students’.</p> <p><u>Super SAR</u></p> <p>9.2. The creation of a Principal / Super SAR, as an overarching review of the long-term and cross-College journey to outstanding, was developing well.</p>	

<p>9.3. The College had fully invested in its delivery and engagement of English and maths, with a new Head of English and maths, and that investment was proving effective.</p> <p>9.4. The Government has recently published its interim response to the Augar Review which reinforces the importance of FE in working with employers linking training and employment, the need for a 'Lifetime Skills Guarantee' and a review of funding systems.</p> <p><u>Quality Improvement Plan (QIP) 2020-21</u></p> <p>9.5. The College's Quality Improvement Plan for 2020-21 had reflected that quality improvement had continued to be demonstrated throughout the pandemic.</p> <p>Resolved to</p> <p>9.6. Approve the QIP 2020-21.</p> <p>9.7. The College was moving to in-house surveys and a new benchmarking system, which with an additional mid-year survey could be used to effect change in year.</p> <p>9.8. Curriculum planning at the College had significantly strengthened since the current Principal and Vice Principal had been in place.</p> <p>9.9. Sarah Seery, Curriculum Quality Manager, had given an insightful presentation to the Academic Committee on pedagogy 'Taking Teaching and Learning Further'.</p>	
<p>10. Estates Committee minutes (Information)</p> <p>10.1. The College was awarded a FE Capital Allocation Grant of £580k for remedial work, repairs and refurbishment of existing premises and facilities on the estate which needed to be complete by September 2021.</p> <p>10.2. The College had received 60 Japanese 'Sakura' cherry trees, via the Japanese Society, which are a gift from the Japanese government to the UK to 'celebrate a new era of UK-Japan friendship and cooperation'. Trees will be planted in 160 parks, gardens and schools across the UK (see https://japanuksakura.org/).</p> <p>10.3. Accidents and health incidents had remained low at the College over 2020-21 due to the low number of students and staff on site.</p>	
<p>11. Report of the Principal</p> <p><u>Covid-19 update</u></p> <p>11.1. From 24-25 February 2021, Governors agreed to an Extraordinary Request for the re-start of on-campus face-to-face tuition from 8 March which was part of the Government's roadmap.</p> <p>11.2. The College had re-opened more fully from that date and ensured that the same principles for timetables and protecting staff and students were applied as when we re-opened in September 2020.</p> <p>11.3. As discussed in the report of the Extraordinary Request, this third re-opening is different for two important reasons. First, there is a</p>	

well-advanced program of vaccination across the country and second, the College has been operating a mass asymptomatic testing programme for students and staff.

- 11.4. The College had offered three lateral-flow tests (LFT) to every student during the first two weeks of re-opening, to provide support and get students used to testing themselves. Testing was now in the next phase where students carried this out at home before travelling to College.
- 11.5. On campus, students and staff have returned to using the COVID-secure protocols that were effective in lockdown one and two. All staff and students have been reminded about the protocols with particular emphasis on social-distancing and ventilation when indoors. The feedback from all campuses is that the vast majority are coping and complying as before, and practical lessons are unaffected.
- 11.6. As with all colleges, Capel were now in the process of adopting centre-based assessments for grading and awarding qualifications rather than exams, with the important exception of functional skills English and maths qualifications. The tutors are familiar with this style of end-assessment for students having used it for most courses in the previous year. Mock exams were currently in process.

Applications and funding

- 11.7. Applications from 16-19 year-olds for courses starting from September 2021 are currently running ahead of the application numbers from a similar time last year (up by 196). However, applications from adults for courses starting from September 2021 are behind a similar time last year (down by 41). Overall, there are approximately 155 more like-for-like applications this year.
- 11.8. In light of the pandemic, ESFA have revised adult funding targets to 90% of their pre-Covid submissions. Although this was well received, it did not appear to fully take account of the impact on this funding stream.

66 The Ridgeway

- 11.9. Negotiations had now concluded in relation to releasing the covenant that the College has on its land at 66 The Ridgeway, that restricts the sale of the adjacent land by a third party, and a formal offer had been accepted by them (subject to contract).
- 11.10. The site map of 66 The Ridgeway was shared with Governors to provide a better visual understanding of the proposals.
- 11.11. The terms of agreements and deeds were now being reviewed by the College's lawyers.
- 11.12. As the land was bequeathed to the College, Governors noted that even though the covenant release would not be impacted by any Reverter of Sites/Trust of Land clause (relating to the recovery of the proceeds of a charitable donation that are not used in the way the donor intended), this would need to be discussed with the

donor's family if the College felt that a sale of the land would be of more benefit to Capel's students.

Capital Transformation Fund

- 11.13. The College has submitted an application for part-funding of the Mottingham / Crystal Palace Park scheme under The Capital Transformation Fund (CTF). The scheme is currently part-funded by the GLA.
- 11.14. The total cost of the Mottingham / Crystal Palace Park project is £8,905,000 with a contribution of £5,363,000 from the LEAP Investment Committee / Skills for Londoners capital fund. The funds needed to complete the overall project are £3,542,000.
- 11.15. The College is applying to the CTF to replace part of the Grade C / D accommodation at Crystal Palace Park with new-build at Mottingham. The College is proposing that the funding from the CTF is based on a percentage of the Gross Internal Area (GIA) that is constructed on the freehold campus at Mottingham. This equates to £2,856,465.
- 11.16. As Stage 1 of the application process decides each project's eligibility for progress to Stage 2, there are some eligibility concerns that the College is currently seeking clarification on.

Mottingham / Crystal Palace Park project

- 11.17. The outline planning application (OPA) for the overall regeneration of the whole of Crystal Palace Park, that included the original scheme 1 / new-build proposals for the College, had been subject to extensive long-term negotiations since 2017.
- 11.18. Finally, on 25 March 2021, members of Bromley's Development Control Committee unanimously approved that the application be referred to the Mayor's Review Panel and the Secretary of State for a final decision. The proposals include the College's original plans for a three storey building on the farm site and the Anerley Hill element. However, both of these proposals have been drastically amended or removed as a result of the acquisition of the Mottingham site and their poor reception at previous planning meetings.
- 11.19. The Crystal Palace Park / Mottingham scheme 2 is progressing to RIBA Stage 3 designs and there are pre-application meetings booked with the GLA and Bromley Council and a Design Review Panel booked with the GLA.
- 11.20. Thorncliffe YourShout have been appointed to help with public consultation and a dedicated website was now live. So far, there had been unanimously positive feedback on Capel's proposals and one neutral comment.
- 11.21. Initial feedback from the Mayor's Review Panel was very positive: they felt the plans were bold and confident.
- 11.22. As both Crystal Palace and Mottingham remained on metropolitan open land, it was imperative that the surrounding landscape integrates well with the buildings, and is aesthetically matched to the wider surroundings.

<p>11.23. Governors expressed their gratitude to the Principal and Senior Leadership Team for all the hard work that has gone into these project plans.</p> <p><u>Educational opportunities</u></p> <p>11.24. As these projects are subject to tight timelines, students could not be involved at the design stage, but the College does endeavour to get them involved in real life projects when the opportunities arise.</p> <p>11.25. Governors suggested that students could also have an educational role to play in supporting local communities through caring for the planned new trees that will be planted as part of the Queen's Green Canopy.</p> <p>11.26. The College is creating a 4-week programme of green education for the unemployed to get them engaging with, and enjoying the outdoors, for their mental and physical health. It will initially involve up to 300 places, recruited to by the Cavendish Group, to pilot the scheme before it is rolled out nationally if successful.</p> <p><u>Safeguarding</u></p> <p>11.27. Each month, the senior leadership team receive a safeguarding report from the Director of Student Support and Experience. Data for "referrals" includes students deemed at risk from threats such as: suicidal ideation; suicide attempts, child criminal exploitation; drugs; alcohol and prescription drugs; physical aggression, mental health or sexual assault.</p> <p>11.28. There was a troubling increase in the number of referrals as students returned to studies after Christmas. However, February showed a more encouraging fall in referrals. The Senior Leadership Team recognised that this was a key issue and will be closely monitoring the safeguarding reports.</p>	
<p>12. AOB</p> <p>12.1. None.</p>	
<p>13. Date of Next Meeting</p> <p>13.1. The next Full Governing Body and Training will take place on Wednesday 14 July, 2021 from 1600 at Mottingham OR online.</p>	
<p>14. Farewell to James Wisdom</p> <p>1.3. James Wisdom retired from the Governing Body after 21 years of service. As the Governing Body meeting was remote, gifts were sent to James on behalf of the College.</p> <p>1.4. James was made a Vice President of the Patron of the College due to his long and outstanding service.</p> <p>1.5. Heather Barrett-Mold had given thanks to James at the end of the Academic Committee meeting.</p> <p>14.1. The Principal, Malcolm Goodwin, gave thanks to James for his kind support and encouragement over the years. James had always put students first with his genuinely good-hearted intent. Capel had been transformed under James' academic guidance with his strong</p>	

<p>focus on quality teaching and learning and Malcolm thanked James on behalf of the students for being such a positive influence.</p> <p>14.2. As James was very active in Gunnersbury Park, the Centre Manager, Matthew Watson, had sent thanks for being an inspiration with his approachable, informative, open-minded and helpful attitude which he communicated at all levels.</p> <p>14.3. The Chair of Governors, Roger McClure, thanked James for his expertise in strategy and Higher Education. Roger felt that James had been a remarkable Chair of the Academic Committee, which had placed Capel on the brink of becoming outstanding, and that Capel owed a debt to James's endurance.</p> <p>14.4. James gave thanks to the Governing Body and the Senior Leadership Team, with some special mentions for Christine Bianchin (Vice Principal), Joanne Coffey (Clerk), Damien Fallon (Executive Director of Finance) and Sarah Seery (Staff Governor and Curriculum Quality Manager).</p> <p>14.5. James felt that Governors had all been hugely impressive during his time on the Board and he promised that he would remain a friend of Capel for many years to come.</p>	
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APPROVED MINUTES			
CHAIR:	Roger McClure	DATE:	14 July 2021
APPROVAL:	Remote confirmation: APPROVED		
	Or signed:		