











# Minutes

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<b>Full Governing Body</b>
<b>Minutes</b>

<b>Meeting Time and Date</b>	1730 on Wednesday 14 July, 2021	
<b>Meeting Location</b>	Mottingham / Zoom Online	
<b>Members</b>	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 Ralph Luck  Lady Milnes Coates  Sarah Moreland MBE  Stephen Way
<b>Principal</b>	Malcolm Goodwin	
<b>Staff Governor</b>	Sarah Seery	
<b>Student Governors</b>	Claus Matthews Lauren O'Leary Jarryd Russell	
<b>Senior Leadership Team</b>	Christine Bianchin (Academic) James Bryan (HR) Damien Fallon (Finance)  David Scott (Estates)	
<b>Minute Taker</b>	Joanne Coffey (Clerk)	
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	Action
<p><b>1. Welcome and Apologies</b></p> <p>1.1. Stephen Way and James Bryan were welcomed to the meeting.</p> <p>1.2. Apologies were received for David Domoney, Robert Howard, Joanne Laban, Ralph Luck, Lauren O'Leary and Claus Matthews.</p>	
<p><b>2. Declaration of Interests</b></p> <p>2.1. None.</p>	
<p><b>3. Minutes (Decision)</b></p> <p><b>Resolved to</b></p> <p>3.1. <b>Approve the minutes of the Full Governing Body meeting held on 31 March 2021 as a correct record and authorise the Chair to confirm them.</b></p>	
<p><b>4. Matters Arising (Information)</b></p> <p>4.1. No matters arising from the minutes were discussed.</p>	

<p><b>5. Report of the Clerk (Decision)</b></p> <p><b><u>Timetable of Meetings</u></b></p> <p><b>Resolved to</b></p> <p>5.1. <b>Approve and adopt the updated timetable of meetings for 2021-22.</b></p> <p><b><u>Strategy Committee Terms of Reference</u></b></p> <p>5.2. The Terms of Reference were restructured for all Committees to provide a clearer layout, an overview showing the key areas of activity and a purpose statement.</p> <p>5.3. The purpose statement for the Strategy Committee is: <b>‘To do all within our powers to develop, maintain and monitor our mission and strategy, so that we become and remain an outstanding provider of relevant, land-based education and training’.</b></p> <p><b>Resolved to</b></p> <p>5.4. <b>Adopt the revised Terms of Reference of the Strategy Committee.</b></p> <p><b><u>Staff Governor</u></b></p> <p>5.5. Sarah Seery’s first term of office was to end on 14 July 2021. A nominations process was opened on 28 April 2021 for three weeks to request nominations for the Staff Governor from 2021-23.</p> <p>5.6. Two nominations were received for Sarah Seery, to serve a second term of office, and for a second staff member. Staff were invited to take part in an election via email voting on 25 May 2021 for a two-week period.</p> <p>5.7. Sarah Seery received the most votes and was elected for another two-year term of office from 14 July 2021 as Staff Governor for 2021-23.</p> <p>5.8. The Chair of Governors congratulated Sarah on her re-appointment.</p> <p><b><u>Chair’s Action</u></b></p> <p>5.9. Chair’s Action was taken on 21 June 2021 to confirm the College’s application to the Post-16 Capacity Fund for capital funds for a new build project at the Enfield campus.</p>	
<p><b>6. Search and Governance Committee minutes (Decision)</b></p> <p><b><u>Review of Terms of Reference</u></b></p> <p>6.1. The purpose statement for the Search, Governance and Remuneration Committee purpose is: <b>‘To do all within our powers to ensure that our governance is fully maintained at all times at the highest standards’.</b></p>	

**Resolved to**

- 6.2. **Adopt the revised Terms of Reference of the Search, Governance and Remuneration Committee.**

**Membership**

- 6.3. At 14 July 2021, the Governing Body had three vacancies for new Governors.

**Paulina Balogun**

- 6.4. A potential new Governor, Paulina Balogun, applied for the position of Governor, via the website advertisement, on 3 May 2021 and was interviewed on 7 July 2021.
- 6.5. Paulina has a finance background and is currently employed as a Maths Lead and Curriculum Manager in an independent SEND school. Prior to that she was employed as a Maths Teacher in a mainstream secondary school, and has a vast amount of teaching experience. The candidate lives close to the Crystal Palace Park campus.

**Resolved to**

- 6.6. **Appoint Paulina Balogun as a member of the Governing Body for a full term of office from summer 2021.**
- 6.7. It was noted that, as Governors should only serve two terms of office, unless there are valid reasons to serve an extraordinary term, that more in-depth focus is required on succession planning.

**Annual Governor Review survey**

- 6.8. The new annual system of Governor Reviews was being introduced in autumn 2021 and would take the form of a survey which would form part of the Review of the Effectiveness of the Governing Body.

**Resolved to**

- 6.9. **Adopt the questions to be included in the Governor Review survey.**

**Governor Development Policy and Procedures (prev. Governor Training Policy)**

- 6.10. The Governor Training Policy had been renamed the Governor Development Policy and Procedures, reformatted to the new College style and fully re-written to include a procedure for: pre-appointment; induction and appraisals; training and; Governors' contribution to the Board and Colleges' development.

**Resolved to**

- 6.11. **Adopt the Governor Development Policy and recommend it to the Governing Body for adoption.**

**Instrument and Articles**

- 6.12. No changes were proposed.

<p><b>Resolved to</b></p> <p>6.13. <b>Adopt the standing Instrument and Articles of the Governing Body.</b></p> <p><b><u>Standing Orders</u></b></p> <p>6.14. Minor changes were agreed to revise the title of the Executive Director of Estates and Facilities.</p> <p><b>Resolved to</b></p> <p>6.15. <b>Adopt the revised Standing Orders of the Governing Body.</b></p> <p><b><u>Statement of Governance</u></b></p> <p>6.16. No changes were proposed.</p> <p><b>Resolved to</b></p> <p>6.17. <b>Adopt the standing Statement of Governance.</b></p> <p><b><u>Whistleblowing Policy</u></b></p> <p>6.18. The Search, Governance and Remuneration Committee to discuss appointing an external arbitrator for further external independence.</p> <p>6.19. Governor, John Gayer, suggested further revisions to the wording of the policy to improve tone and encourage legal representation, which can provide assurance to both the staff member and the College.</p> <p>6.20. The Governing Body agreed for John Gayer to consult with SLT to make these revisions.</p> <p><b>Resolved to</b></p> <p>6.21. <b>Adopt the revised Whistleblowing Policy following the agreed revisions.</b></p> <p><b><u>Governors' leave of absence</u></b></p> <p>6.22. Two Governors, who were not members of Committees, were unable to attend the next Full Governing Body meeting on 14 July 2021, due to work pressures. This would create an absence in excess of 6 months.</p> <p>6.23. As the College's Standing Orders requires permission from the Governing Body for a leave of absence beyond 6 months, it was agreed by the Governing Body to grant a leave of absence to autumn 2021, when both Governors would become available again.</p> <p>6.24. The Governing Body noted that this was an exceptional situation that would not become commonplace.</p> <p><b>Resolved to</b></p> <p>6.25. <b>Grant a leave of absence for David Domoney and Joanne Laban from 14 July 2021 up to December 2021.</b></p>	<p><b>Clerk (Completed)</b></p>
<p><b>7. Audit Committee minutes</b></p> <p><b><u>Review of Terms of Reference (Decision)</u></b></p> <p>7.1. The purpose statement for the Audit Committee purpose is:</p>	

<p><b>‘To do all within our powers to ensure that we have high quality, fully effective controls covering all of our activities’.</b></p> <p>7.2. As the Post-16 Audit Code of Practice 2020-2021 was updated in March 2021, the Terms of Reference were realigned with the revisions.</p> <p><b>Resolved to</b></p> <p>7.3. <b>Adopt the revised Terms of Reference of the Audit Committee.</b></p> <p><b><u>Financial Statements Auditors</u></b></p> <p>7.4. Buzzacott, the College’s External Auditors, provided their External Audit Strategy for 2020-21 along with a revised letter of representation. This incorporated changes in reporting with respect to the Audit code and Accounting reporting standards.</p> <p>7.5. It was confirmed that Buzzacott had served nearly 8 years split between two of the firm’s Partners, having been reappointed during a formal retender process in 2019. The next tender exercise to be carried out in 2023.</p> <p><b>Resolved to</b></p> <p>7.6. <b>Agree the Letter of Representation with Buzzacott and instruct the Principal to sign on behalf of the Governing Body.</b></p> <p><b><u>RSM audit of the College’s Adult education budget grant funded by the GLA</u></b></p> <p>7.7. The College was selected at random by the Greater London Authority (GLA) for this audit which was delivered by RSM Risk Assurance Services LLP.</p> <p>7.8. Management had reviewed the outcome of Satisfactory which is agreeable; this is given where the error rate is below 5% (this being the best possible rating) and Capel’s error rate is less than 1%.</p> <p><b><u>Internal Auditors</u></b></p> <p>7.9. As 2020-21 internal audits were impacted by Covid restrictions, the number of days agreed for 2021-22 had risen from 34 to 39 days in total. This was in recognition of the current operating environment and to compensate for the reduced range of audits completed in 2019-20.</p> <p>7.10. Scrutton Bland, the College’s Internal Auditors, provided either Strong or Significant assurances on all internal audits conducted for 2020-21.</p>	<p><b>Principal (Completed)</b></p>
<p><b>8. Finance and Resources Committee minutes (Decision)</b></p> <p><b>Beryl de Souza joined the meeting remotely.</b></p> <p>8.1. The Chair of Finance and Resources thanked the Finance Team for all their hard work in finalising the documents that were needed to complete the latest funding return for the Education and Skills Funding Agency (ESFA).</p>	

**Review of Terms of Reference (Decision)**

8.2. The purpose statement for the Finance and Resources Committee purpose is:

**‘To do all within our powers to ensure the financial well-being and solvency of the College, so that the College has the necessary resources to deliver our mission.**

**Resolved to**

8.3. **Adopt the revised Terms of Reference of the Finance and Resources Committee.**

**Financial regulations**

8.4. The Finance and Resources and Audit Committees both required revisions to the College’s Financial Regulations, to reflect changes in committee names, job titles and College processes.

**Resolved to**

8.5. **Approve the College’s revised Financial Regulations.**

**ESFA review of the College’s 2019-20 Annual accounts and Finance Record 2019 to 2021**

8.6. The Education and Skills Funding Agency (ESFA) reported their assessment of the College’s financial health of Outstanding for 2019-20 and Good for 2020-21 and provided their Financial Dashboard. No significant financial control concerns were identified.

**Resolved to**

8.7. **Receive the ESFA review of the College’s 2019-20 Annual accounts and Finance Record 2019 to 2021.**

**College Financial Forecasting Return (CFFR)**

8.8. The ESFA has replaced the Integrated Financial Model for Colleges (IFMC) with the College Financial Forecasting Return (CFFR), which is intended to serve the same purpose.

8.9. The College currently scores well on its solvency and borrowing but this could be negatively impacted if updated financial health methodology changes how the surplus is expressed.

8.10. It was explained the importance of keeping track of this to ensure that Capel’s financial health score is not skewed, to avoid unnecessary intervention and borrowing repercussions.

**Revenue Budget 2021-22**

8.11. The revenue budget for 2021-22 had been revised from a £228 to £487k operating surplus, to increase the salary budget by £300k, which would be supported by £160k of an ESFA tuition funding grant.

8.12. Staff costs need to increase in order to increase student recruitment, accelerate the Apprenticeship market and to grow Higher Education.

<p>8.13. To manage these staff resources, the College was being prudent in assuming a flatter income whilst continuing to reduce costs.</p> <p>8.14. Over 2020-21, there had been a consistent message to College leaders for the need to reduce costs, where practical, and staff had been very effective in managing their budgets.</p> <p>8.15. This was overseen by the Academic Committee, through the College's curriculum plan growth which is aligned against staff costs.</p> <p>8.16. The Staff Governor congratulated the Committee and Finance Team on their management of the budgets.</p> <p><b>Resolved to</b></p> <p>8.17. <b>Having previously approved the financial outturn for financial year 2021, and the proposed budget for financial year 2022, approve the proposed budget for financial year 2023 and the commentary for these three financial years.</b></p> <p>8.18. <b>Approve the management accounts (MA), revenue budgets (RB) and capital budgets (CB).</b></p> <p>8.19. <b>Approve that the Principal sign and submit the CFFR to the ESFA by 31 July 2021.</b></p>	<p><b>Principal (Completed)</b></p>
<p><b>9. Academic Committee minutes (Decision)</b></p> <p><b><u>Review of Terms of Reference Decision</u></b></p> <p>9.1. The purpose statement for the Academic Committee purpose is:</p> <p style="padding-left: 40px;"><b>'To do all within our powers to ensure that our students receive outstanding, relevant education and training consistent with our mission'.</b></p> <p><b>Resolved to</b></p> <p>9.2. <b>Adopt the revised Terms of Reference of the Academic Committee.</b></p> <p><b><u>Quality Improvement Plan (QIP) May 2021 Update (Decision)</u></b></p> <p>9.3. Governors noted that the Principal QIP, which provided higher level actions, had been very helpful in their assessments.</p> <p>9.4. Of the 92 individual actions 59 were complete and 18 were in progress and on track.</p> <p><b>Resolved to</b></p> <p>9.5. <b>Approve the updates to the Principal QIP 2020-21.</b></p> <p><b><u>Teacher Assessed Grades (TAG)</u></b></p> <p>9.6. As a consequence of the pandemic and as part of the Government strategy for awarding qualifications in summer 2021, exam based qualifications including GCSE's and qualifications considered equivalent to GCSE's and A Levels, will be awarded Teacher Assessed Grades (TAG).</p>	

<p>9.7. The Governing Body noted how much work this had involved and congratulated the teaching staff and SLT in achieving the targets.</p> <p><b><u>Digital Strategy Policy</u></b></p> <p>9.8. As the College has been successfully embracing digital technology and digital solutions, both in teaching and learning, integration of systems and ways of working, a Digital Strategy Policy had been created.</p> <p>9.9. The College had recently achieved Cyber Essentials certification which is a huge asset that demonstrates Capel's digital infrastructure.</p> <p><b>Resolved to</b></p> <p>9.10. <b>Approve the Teacher Assessed Grades Policy and Digital Strategy Policy.</b></p> <p><b><u>Student Code of Conduct and Disciplinary Policy</u></b></p> <p>9.11. The Student Code of Conduct and Disciplinary Policy was updated to reflect the change in academic structure, allowing the Vice Principal to delegate the holding of formal disciplinary hearings to a Director of the College.</p> <p>9.12. The Vice Principal will retain the role of overseeing the evidence and calling hearings and would ultimately sign off on outcomes.</p> <p>9.13. Governor, John Gayer, felt that some areas, such as sexual misconduct, needed stronger outcomes, on balance with other areas of the policy, such as cyber bullying. It was noted that some areas, such as peer-on-peer sexual abuse, did not provide enough detail. This was due to overlap with the College's Safeguarding policy, where more detail was provided.</p> <p>9.14. Governors noted the importance of promoting professional behaviours and that this should underpin all student policies.</p> <p>9.15. It was agreed that, although the policy had been effective in managing student disciplinaries, that a fuller review would be helpful.</p> <p>9.16. The Vice Principal will arrange a meeting with John Gayer, the Staff Governor and departing Student Governor, Jarryd Russell, to rewrite the policy. The Clerk to then circulate the policy to the Governing Body via email, prior to induction week, to approve it.</p> <p>9.17. All student misconduct is recorded on ProMonitor and reported at each Academic Committee with redacted names.</p> <p><b>Resolved to</b></p> <p>9.18. <b>Receive a revised Student Code of Conduct and Disciplinary Policy for approval by email.</b></p> <p>9.19. The College had gained approval to run a BSc (top-up) in Animal Conservation in liaison with the RAU to run alongside the current BSc (top-up) Animal Management and Applied Zoology for delivery in September 2021.</p>	<p><b>Academic (Completed)</b></p> <p><b>Clerk (Completed)</b></p>
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<p>9.20. The Landex peer review confirmed that the College had retained its full membership of Landex. The accompanying report was one of the best peer reviews that the College had ever received and they had invited Capel to present at the Landex conference to share best practice.</p> <p>9.21. The College were continuing to challenge low attendance rates. Although small steps had been achieved, innovations were continuing in order to raise attendance to a 90% minimum.</p> <p>9.22. The College was now very well placed for tracking attendance but personal circumstances during the pandemic had been very difficult for some students.</p>	
<p><b>10. Estates Committee minutes (Decision)</b></p> <p><b><u>Review of Terms of Reference Decision</u></b></p> <p>10.1. The purpose statement for the Estates Committee purpose is:</p> <p style="padding-left: 40px;"><b>‘To do all within our powers to ensure that our staff, students and the public have excellent, safe and secure facilities for their needs’.</b></p> <p><b>Resolved to</b></p> <p>10.2. <b>Adopt the revised Terms of Reference of the Estates Committee.</b></p>	
<p><b>11. Report on COVID (Decision)</b></p> <p>11.1. Capel’s response to COVID had been good throughout the pandemic, with relatively few COVID cases amongst the students and colleagues and, as far as the College was aware, none directly attributable to a College-acquired infection.</p> <p>11.2. From the new 2021-22 term, it was proposed that some of the existing precautions, introduced during the earlier lockdowns, should remain and sit alongside the new guidelines that have been issued by the Government.</p> <p>11.3. It was agreed to retain the following precautions:</p> <ul style="list-style-type: none"> <li>a) Clear messages about being outside in preference to inside and in well-ventilated environments in preference to closed-environments.</li> <li>b) Seeking to remain socially-distanced if and when possible without harming operational effectiveness or relations (i.e. using good sense).</li> <li>c) Provision of facilities for personal hygiene at each campus particularly hand-sanitising and clear messages about its continued value.</li> <li>d) The optional use of face-coverings so that it is individual choice given individual circumstances (such as pre-existing conditions, sensitivity or anxiety) – (i.e. neither banning nor enforcing).</li> <li>e) Home-working for staff where it is appropriate to do so without negatively affecting operations. The senior</li> </ul>	

<p>leadership team will have the opportunity to review how effective this is during “full working” from September to December 2021 to better judge if, and how, it might be implemented permanently.</p> <p>f) Flexibilities for staff in relation to sickness and leave to recognise the ongoing / lasting effects of the pandemic. James Bryan is leading on adjustments / position statement that describes these flexibilities.</p> <p>g) Staggered start and finish times for the teaching days and staggered break times, where appropriate, to maintain some inherent separation and retain an obvious operational efficiency.</p> <p>h) Timetables to minimise the interaction between student groups and multiple teachers should the guidance revert to “self-isolating bubbles” in the future.</p> <p>i) Some level of home-study where it is in the interests of the student and learning.</p> <p>j) Some facilities for self-testing on each campus in anticipation of Government guidelines (with the hope that it is <u>not</u> mass testing).</p> <p>11.4. The following changes were agreed, based on the new guidelines for introduction from September 2021:</p> <p>a) A return to full campus-based teaching for all subjects and activities for which it makes sense (with at-home teaching and learning where pedagogically beneficial).</p> <p>b) Normal spacing of the classrooms (i.e. less than the current 2 metres) to permit maximum capacity for teaching.</p> <p>c) Permanent discontinuation of the minibus pick-up and drop-off services.</p> <p>11.5. The gardens in Enfield had been fully opened to the public since 21 June 2021, which was the original “freedom day”.</p> <p>11.6. There will be a gradual re-opening Brooks Farm and Crystal Palace Park to the public now that students are finishing but this will depend on staff availability.</p> <p>11.7. Forty Hall Farm remained open, as it had been throughout the pandemic, and continues to be busy on all fronts.</p> <p>11.8. Regent’s Park and Gunnersbury Park will effectively close during the summer and re-open from September 2021.</p> <p>11.9. It was agreed that all commercial activities would be fully operational from September 2021.</p> <p><u>Face coverings</u></p> <p>11.10. Based on both Government guidance and the need to balance a large, diverse group of students, the wearing of face coverings was now optional at the College.</p> <p>11.11. Governors discussed the merits of encouraging students to wear face coverings to protect their peers. As the College successfully</p>	
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<p>promotes personal responsibility for self and others, this ethos was already instilled in students who were, instead, encouraged to make rational choices.</p> <p>11.12. When in confined areas, the College was encouraging students to wear their face coverings to protect themselves and others but this was not mandatory.</p> <p>11.13. Governors discussed the option of continuing to personalise the College Covid guidelines beyond Government advice and require face coverings in enclosed areas. Statutory rights and responsibilities were discussed and Governor, Beryl de Souza, offered to advise on how these liabilities are dealt with in her medical teaching school.</p> <p>11.14. Students had responded well to both rules and advice, particularly to protecting others, due to the nature of a land-based education which involves more health and safety than other types of education.</p> <p>11.15. As the College grows, Governors urged caution in how it accommodates any large classes, to ensure that students can safely distance from each other, particularly if future Government restrictions come back into place.</p> <p>11.16. The College will be operating an updated information campaign including a 'Mind the Gap' message to remind students to keep a safe distance where possible.</p> <p><b>Resolved to</b></p> <p>11.17. <b>Endorse the proposed changes to the College's COVID protocols (as described in 11.3-11.9) to allow a full and safe return to teaching and learning from September 2021 and re-opening of Capel's other income-generating activities.</b></p> <p>11.18. <b>Hold an interim Extraordinary Meeting if circumstances changes that require any formal recommendations.</b></p>	
<p><b>12. Report of the Principal (Decision)</b></p> <p><b><u>New strategic goal for equality, diversity and inclusion</u></b></p> <p>12.1. A new strategic goal was presented, that highlights, both internally and externally, the College's absolute commitment to a fair and equitable community and work place for everyone in, or involved with Capel.</p> <p>12.2. This goal will provide a voice that is recognised and supported by the Governing Body and will become part of the fabric of the College.</p> <p>12.3. There is a lot of good work in Capel relating to equality, diversity and inclusion (EDI). The College's community is, by far, more diverse than any other similar college, and we are very proud of that.</p> <p>12.4. The College's commitment to EDI and its drive to be truly representative of the diverse London communities it serves can be interpreted in Capel's Mission, Vision and Values but recently we</p>	

<p>believe it is not as explicit as we, and our colleagues and students, would like.</p> <p>12.5. Recent events in the US and the UK, as well as issues raised throughout the pandemic has highlighted some disproportionate impacts on certain communities, as well as inequalities and instances of discrimination within our society. The Education and Training Foundation (ETF), Association of Colleges (AoC), and the Black FE Leadership Group have all developed frameworks to assist organisations in identifying and promoting best practice to tackle discrimination and inequality.</p> <p>12.6. In light of these events, the College has reflected on its' practice and driven by key members of the EDI meeting, has sought to review and strengthen our commitment to EDI making it explicit and writ large in our strategic objectives rather than inferred in the value statements. The team, led by Christine Bianchin and Fernanda Chiappinelli, drafted a new strategic goal that has been reviewed by Governors at its Academic Committee.</p> <p>12.7. This new goal and the associated objectives (below) to some extent codifies what the College already does but clearly expresses what we aspire to do. The real significance of it is it will be there for everyone to see at the highest level of the organisation underpinning all aspects of College operations. It will clearly demonstrate our commitment to diversity at the highest level and be the thread of equality that guides and binds every policy and process to that commitment. By adopting the new goals, there will be a significant motivating and unifying effect on colleagues.</p> <p>12.8. The full text of the draft goal:</p> <p><b>Strategic Goal Seven</b> – Lead on equality, diversity and inclusion to be truly representative of multicultural London, embracing and promoting inclusivity in land-based careers.</p> <p><b>Objective A</b> - Actively seek and promote a diverse staff workforce and Governing body, analyse our diversity and inclusion data and proactively implement strategies for change.</p> <p><b>Objective B</b> - Actively seek and promote a diverse student body through raising awareness of land-based careers in multicultural London, analyse our diversity and inclusion data and proactively implement strategies for change.</p> <p><b>Objective C</b> - Evaluate the effectiveness of pedagogy and curriculum content to celebrate inclusivity, embrace opportunities to promote and celebrate differences and prepare students for life in multicultural London.</p> <p><b>Objective D</b> - Create and promote a culture of inclusivity and accountability with a positive narrative, through policies, processes, behaviours and language, where we collaborate to develop and cascade sector best practice.</p> <p><b>Objective E</b> - Ensure fair treatment and positive advocacy of all students, staff and communities through all internal and external communications, policies and practice.</p>	
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<p>12.9. Governors debated the balance of using such terms as ‘multi-cultural’ and ‘multi-ethnic’ being broad enough to capture all of the diverse groups and individuals that make up London, whilst strongly stating how important expanding ethnicity at the College is.</p> <p>12.10. The importance of acknowledging and supporting individuals’ protected characteristics creates equity but it was also agreed that labelling, without the context of why specific groups are under-represented, could be deemed as tokenism.</p> <p>12.11. It was agreed to:</p> <ul style="list-style-type: none"> <li>a) Change the title to ‘representative of the diversity of London’.</li> <li>b) Retain ‘multi-cultural’ within Objective B, as this was the main focus of this objective.</li> </ul> <p>12.12. Governors noted the importance of actively encouraging student and staff conversations around diversity, in order to effect change in motivating and accelerating people who may think they cannot move forward.</p> <p>12.13. Governors were strongly in favour of adopting this new strategic objective which would have a final revision by SLT to be published imminently.</p> <p>12.14. Although the new College’s website contained diverse imagery, Governors felt this could be further improved and it was agreed that this would be communicated to Marketing.</p> <p><b>Resolved to</b></p> <p>12.15. <b>Governors adopt the new strategic goal and objectives as part of our mission, vision and values.</b></p> <p><u><b>Student recruitment</b></u></p> <p>12.16. As at 14 July 2021, student applications for 16-18 year-olds were at 1,050. Adult applications stood at 1,370.</p> <p><u><b>Applications for external funding</b></u></p> <p>12.17. The College had now been informed that they were through to the second round of the bid for the Further Education Capital Transformation Fund (FEETF) for help with the Crystal Palace Park / Mottingham scheme.</p> <p>12.18. The funds needed to complete the project are £3,542,000 and the College has asked for £2,856,465 from the FEETF to complete the works, the remaining £685,535 coming from the College (which has already been spent on professional fees).</p> <p>12.19. Capel had also submitted a bid to the post-16 Capacity Fund, issued to help increase short-term capacity to meet rising 16-19 learner numbers. This would fund construction of a small new building at Enfield that creates two new classrooms for the Foundation Level students (who benefit from having their own familiar places to learn) and frees other space for incoming students.</p>	<p><b>Principal (Sep 2021)</b></p> <p><b>Principal / Marketing (Completed)</b></p>
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12.20. The College is asking for £706k to cover professional fees, construction and other works on a 100% funded basis that is, with no financial contribution from the College.

### **66 The Ridgeway**

12.21. The land and property adjacent to the land bequeathed to the College at 66 The Ridgeway is being sold for development. Capel has a legal covenant attached to its title that restricts sale of their land for any other purpose other than a residential care home for the less-able bodied people, there has been protracted negotiations about the sale and compensation to the College.

12.22. The final sum is a one-off cash payment based on a percentage of the sales value of the adjacent property to release a covenant that College has over the adjacent property. Originally, the developer sold the property unconditionally for £5.25m but that deal collapsed and they have subsequently accepted a bid for £4.25m. The payment to the College changes from the figure previously reported as a percentage of the new agreed sales price and is now expected to be £643,242.

12.23. Finalising the paperwork between the lawyers was taking time but was nearing completion.

### **The Regent's Park**

12.24. A new lease for The Regents Park Campus has been signed and runs to September 2022 for which an increased annual rent of £42k has been paid. The temporary planning consent on the modular building in the Regents Park Queen Mary Garden expires in September 2022. An application to renew or obtain permanent consent will be commenced in early 2022.

12.25. The Chair of Governors has had a very positive contact with the Chair of The Royal Parks to discuss Capel's long-term future and association with The Regent's Park. Early discussions were taking place regarding the inception of a centre for linking research, practice, employers and policy-makers to protect and enhance the green space and ecology of London in response to the effects of climate change, biodiversity loss and population changes. The Board will be updated on progress.

12.26. Three years ago, the College was invited by The Royal Parks to make an expression of interest in The Store Yard for longer term arrangements, although this was subsequently dropped by The Royal Parks because of legal difficulties. This original expression of interest included a much increased footprint, a wider use of existing buildings and creation of new buildings and facilities. These proposals, including issues around tenure and demolition never came to fruition.

### **Enfield**

12.27. Plans for The Gateway building at Enfield had been temporarily put on hold to assist with managing the College's finances, due to the initial planning costs required pre-fundraising. The College will be reconsidering what is needed and how it is delivered.



<p><b>13. Review of Risk (Decision)</b></p> <p>13.1. Governors discussed the risk of not increasing diversity at the College given the challenges of a lack of diversity in land-based industries. By encouraging those industries to improve in this area it would have a knock on effect to the educational institutions that it supports.</p> <p>13.2. The Student Governor felt that, although the College did not yet reflect London, that diversity was still significantly higher than in land-based industries.</p> <p>13.3. To better reflect the diversity of London, Governors suggested more local promotion of what the College does and the apprenticeships that it has to offer.</p> <p>13.4. It was agreed to embed the risk of low diversity into all Principal Risks.</p> <p>13.5. It was agreed to include a Report on Risk at all Full Governing Body meetings, in the same format as for the Committee meetings to focus discussion on any prime areas identified over the current round of meetings. Any resulting recommendations would then go back to the relevant Committee.</p> <p>13.6. Governors suggested that the College be mindful of its own position regarding climate change and how this may, or may not, align with central and local government strategies. It was noted that educational institutions are where change often begins and that this would always remain a challenge.</p> <p><b>Resolved to</b></p> <p>13.7. <b>Agree that the overall assessment of principal risks be updated, as at 13.4, and that they continue to represent the main internal and external risks to the College, and the general approach to risk management remains fit for purpose.</b></p> <p><b>Sheila Cunningham left the meeting.</b></p>	<p><b>Principal (2022)</b></p> <p><b>Principal (Completed)</b></p> <p><b>Clerk (Sep 2021)</b></p>
<p><b>14. AOB</b></p> <p>14.1. Some trees at Enfield and Mottingham were infected with Oak Processionary Moth (OPM) and additional cleaning and PPE had been put in place to protect the students and staff.</p> <p>14.2. External contractors are treating OPM in some key areas / highly populated areas, such as the open gardens, events fields and Forty Hall Farm.</p> <p>14.3. Some treatments had been carried out in-house. Ground staff / gardeners were being encouraged to update their skills / certification for this work.</p> <p>14.4. The Forestry Commission is booked to complete further treatment in 2022.</p>	
<p><b>15. Date of Next Meeting</b></p> <p>15.1. The next Full Governing Body and Training will take place on Wednesday 15 December, 2021 from 1600 at Enfield.</p>	

APPROVED MINUTES			
<b>CHAIR:</b>	<b>Roger McClure</b>	<b>DATE:</b>	15 December 2021
<b>APPROVAL:</b>	Remote confirmation: CONFIRMED		
	Or signed:		