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Full Governing Body
Minutes

Meeting Time and Date	1730 on Wednesday 15 December, 2021	
Meeting Location	Enfield / Zoom Online	
Members	Roger McClure (Chair)  Heather Barrett-Mold OBE (Vice Chair)  Paulina Balogun Sheila Cunningham Beryl De Souza  Peter Doble  David Domoney  John Gayer 	Robert Howard  Guy Jones-Owen Joanne Laban  Ralph Luck OBE  Lady Milnes Coates  Sarah Moreland MBE  Stephen Way 
Principal	Malcolm Goodwin 	
Staff Governor	Sarah Seery 	
Student Governors	Rosie Evans Michael Sinnett Layla Jane Rashid	
Senior Leadership Team	Christine Bianchin (Academic)  James Bryan (HR)  Damien Fallon (Finance)  David Scott (Estates) 	
External Auditors	Katharine Patel (Buzzacott), Item 3 only 	
Minute Taker	Joanne Coffey (Clerk) 	
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	Action
<p>1. Welcome and Apologies</p> <p>1.1. Katharine Patel of Buzzacott was welcomed to the meeting to present to the Board.</p> <p>1.2. The Principal's new PA, Rehema Springer, was introduced to the Governors but did not attend the meeting.</p> <p>1.3. Apologies were received for Guy Jones-Owen, Sheila Cunningham, Paulina Balogun, Rosie Evans, Michael Sinnett and Layla Jane Rashid.</p> <p>1.4. The Chair opened the meeting by thanking the Chairs of the Committees for their Committee's work during the autumn term.</p>	
<p>2. Declaration of Interests</p> <p>2.1. Roger McClure, the Principal and Clerk for Item 8, Search, Governance and Remuneration minutes.</p> <p>2.2. Lady Coates for Item 16, Farewell to Lady Milnes Coates.</p>	

<p>3. Presentation by Buzzacott (Decision)</p> <p>3.1. Following new guidance by the Education and Skills Funding Agency (ESFA), Katharine Patel of Buzzacott, the College’s external auditors, presented their audit findings to the Full Governing Body.</p> <p>3.2. There had been no points of concern to raise from the audit process for 2020-21, with no financial control weaknesses found and only a marginally higher surplus outturn from the forecast budget.</p> <p>3.3. The Finance Director and Team were thanked by Buzzacott for ensuring a smooth audit process during 2020-21.</p> <p>3.4. The College was randomly selected for an audit by the Education and Skills Funding Agency (ESFA) of its 2020-21 ILR to be conducted between 22 and 26 November 2021, with a deadline of 31 January 2022 for the final report to be with the ESFA.</p> <p>3.5. As the results of the ESFA audit are not expected until February 2022, Buzzacott could not sign the audited financial statements until the outcome of the ESFA audit has been reported.</p> <p>3.6. As the ESFA audit restricted the signing and submission to the ESFA by the 31 December 2021 deadline, an extension had been sought and granted by the ESFA to submit by 28 February 2022.</p> <p>3.7. Buzzacott did not expect any significant changes to be required but will adjust the accounts as necessary.</p> <p>3.8. The main queries that had, so far, been raised were around paperwork filing. A full analysis would be conducted in February to ensure that appropriate systems and training are in place.</p> <p>3.9. The Governing Body agreed that, once the outcome of the audit was known, and any impact on the annual financial statements had been considered by the Audit and the Finance and Resources Committees, that final approval by the Governing Body would be sought by email.</p> <p>Katharine Patel left the meeting.</p>	
<p>4. Minutes (Decision)</p> <p>4.1. Governor, John Gayer, ex-Student Governor, Jarryd Russell, and the Vice Principal were thanked for their work on re-writing the Student Code of Conduct and Disciplinary Policy.</p> <p>4.2. John Gayer was also thanked for his assistance in re-wording some of the Whistleblowing Policy, to improve tone and encourage legal representation.</p> <p>Resolved to</p> <p>4.3. Approve the minutes of the Full Governing Body meeting held on 14 July 2021 as a correct record and authorise the Chair to confirm them.</p>	

<p>5. Matters Arising (Information)</p> <p>5.1. No matters arising from the minutes were discussed.</p>	
<p>6. Report of the Principal (Decision)</p> <p><u>Academic and quality</u></p> <p>6.1. The College had recruited approximately 1,572 adults with plans to recruit more in the new year, with a reasonable expectation of reaching 2,000.</p> <p>6.2. Recruitment of under 19s had reduced from an initial 1,104 in early December to 1,047 due to recent student withdrawals. This was still nearly 5% up on the previous year but not close enough to the College's 10% goal.</p> <p>6.3. This rise remained interesting as feedback from the Association of Colleges (AoC) suggested that most colleges had a downturn in recruitment of school leavers, especially in urban areas.</p> <p>6.4. Capel's overall academic achievement has been steadily improving for three years until last year, when sadly it has declined by 3%. This is for several reasons, primarily:</p> <ul style="list-style-type: none"> a) The pandemic affected some students resit opportunities for English and maths exams and functional skills results fell by 29% points to 39%. The FE Commissioner had recognised that this was in national decline, and that Capel may even be exceeding that, but it still did not hide the College's disappointment for its students. b) Other students expected teacher-assessed grades (TAGs) so did not prepare as well as usual for exams and overall level 1 results fell from 90% to 70%. c) Some RHS exams were cancelled and teaching carried forward into this year which meant the courses were technically recorded as "fails" in last year's results. <p>6.5. The pandemic's ongoing impact on attendance rates, which was at 83% and 65% for English and maths, remained a challenge to the College's 90% goal. As these rates were based on authorised attendance, rather than actual attendance, which may reduce further, Governors requested that future reports showed both attendance rates.</p> <p><u>Pay increase</u></p> <p>6.6. In order to ensure that staff are properly remunerated and that the right people join Capel, a range of increases are being explored for affordability and the impact they may have on staff retention, motivation and recruitment. The outcome of this work, with a recommendation to the Governing Body, will be proposed as soon as it becomes available.</p> <p><u>66 Ridgeway consultant</u></p> <p>6.7. A proposal to thank the consultant, who was crucial to acquiring the £600k compensation payment from the release of a covenant on the College's land at 66 Ridgeway, remained in progress. A</p>	<p>Academic</p>

recommendation will be made to the Governing Body in due course.

FE Commissioner's visit to Mottingham on 9 December 2021

- 6.8. The FE Commissioner visited the Mottingham Campus on 9 December 2021, following Capel's acquisition of the campus from Hadlow College in December 2019.
- 6.9. The visit was a huge success and the staff and students provided an impressive insight to the FE Commissioner and her team on the positive impact that Capel had had on the Mottingham campus for its students, staff, animals and plants.
- 6.10. The letter from the FE Commissioner to the Chair of Governors can be found [here](#).
- 6.11. The staff, students, SLT, the Chair of Governors and Clerk were thanked for their contributions and enthusiasm.
- 6.12. The Chair of Governors also gave thanks to the staff at Mottingham who sensitively managed a student's personal medical emergency, which demonstrated their commitment to their students.

Covid

- 6.13. The new Omicron variant, and the possibility of other Covid variants, remains a significant risk to teaching and learning but the College is confident in its ability to adapt to full or partial lockdowns through its hybrid-operating model.
- 6.14. The College had bolstered its protocols, including a return to mask wearing indoors, and would be paying close attention to Omicron's impact on London.

Finance and funding

- 6.15. Overall, for 2020-21, the College's total comprehensive income rose to over £17.4m, part of an upwards trend against which Capel retains a surplus of £426k (from its audited financial statements) which is added to its reserves.
- 6.16. The College finished the year with no long term debt, and cash totalling around £5.3m.
- 6.17. Looking ahead for 2021-22, the latest forecast is for total comprehensive income of £17.5m (subject to review of income and funding) and a surplus of £606k (including the £600k compensation payment received from the release of the covenant for 66 The Ridgeway).

Marketing, commercial activities and fundraising

- 6.18. A Governor local to Enfield noted how the Enfield campus gardens had seen a substantial rise in visitor numbers since the pandemic began, with a broader, diverse mix of people, who appeared to really enjoy the gardens which had also been reflected in higher TripAdvisor ratings.
- 6.19. This was likely due to people appreciating their local area and attractions after being used to spending more time at home.

<p>7. Report of the Clerk (Decision)</p> <p><u>Timetable of Meetings</u></p> <p>Resolved to</p> <p>7.1. Approve and adopt the updated timetable of meetings for 2021-23.</p> <p><u>Student Governors</u></p> <p>7.2. The following Student Governors and Reserves were selected for appointment for 2021-22:</p> <p><u>Student Governors:</u> Attends Academic Committee, Academic Board, Estates Committee and Full Governing Body and training events.</p> <ul style="list-style-type: none"> • Rosie Evans who is studying FdSc Animal Management and Zoology at HE Level at Enfield. • Michael Sinnett who is studying Foundation Diploma in Animal Management at Level 3 at Mottingham. • Layla Jane Rashid who is studying Extended Diploma in Animal Management at Level 3 at Enfield. <p><u>Reserve Student Governors:</u> Attends training events, invited to step-up as Student Governor at next available opportunity.</p> <ul style="list-style-type: none"> • Jill Sinclair who is studying through the Royal Horticultural Society at Level 2 at Gunnersbury Park. • Liana Cala who is studying Extended Diploma in Animal Management with Science at Level 3 at Enfield. • Bradley James Hannigan who is studying Diploma in Animal Care at Level 1 at Gunnersbury Park. <p><u>Chair's Action</u></p> <p>7.3. No Chair's Actions had been made since the previous Governing Body meeting on 14 July 2021.</p> <p><u>College Seal</u></p> <p>7.4. The College seal had not been applied since the previous Governing Body meeting on 14 July 2021.</p>	
<p>8. Search and Governance Committee minutes (Decision)</p> <p><u>Current membership</u></p> <p><u>Lady Milnes Coates retirement</u></p> <p>8.1. Lady Milnes Coates was retiring from the Governing Body following this meeting after serving 9 years as a Governor. The Board gave thanks at the end of the meeting (see Item 16).</p> <p><u>Chair of Estates Committee</u></p>	

8.2. As membership of the Estates Committee was now complete, the Committee recommended that Ralph Luck was nominated as Chair of Estates.

- a) John Gayer nominated Ralph Luck
- b) Peter Doble seconded the nomination.

Resolved to

8.3. **Appoint Ralph Luck as Chair of the Estates Committee from 15 December 2021.**

Chair of Governors succession plan

8.4. The post of Chair of Governors is expected to be relinquished in July 2024. In order to plan ahead to recruit for this key role, an executive search agency will be engaged during 2022 to begin a formal recruitment process.

New membership

8.5. At 15 December 2021, the Governing Body had three vacancies for new Governors.

8.6. All three recommended new Governors had applied in the summer 2021 and remained committed to becoming a Governor.

Alex Lane

8.7. Alex Lane was successfully interviewed on 5 July 2021 and attended a tour at the College on 14 July 2021. Alex is a qualified solicitor and General Counsel of a renewable energy company. Alex had also provided helpful advice to the College on sustainability and had recently visited the Enfield campus. Alex lives close to the Mottingham campus.

Heather Marks

8.8. Heather Marks was successfully interviewed on 13 December 2021. Heather has over 20 years' experience in the FE and skills sector, including as an Ofsted inspector and as an acting Deputy Principal. Heather has expertise in horticulture and floristry which has won her medals and awards. She has also represented senior management at Board level.

Alison Yates

8.9. Alison Yates was successfully interviewed on 13 December 2021. Alison has senior Human Resources experience in financial services and representing senior management at Board level. Alison has also been secretary to a Remuneration Committee. She has also completed courses at Capel in Garden Design and has an interest in art.

Resolved to

8.10. **Appoint Alex Lane, Heather Marks and Alison Yates as members of the Governing Body for a full term of office from 15 December 2021.**

Effectiveness of the Governing Body

8.11. The College remained fully compliant with the current AoC Code of Good Governance for English Colleges in 2020-21.

8.12. The Governing Body surpassed its performance targets for Committee attendance in 2020-21 but fell short on Corporation attendance by 5%. This was likely due to the Extraordinary Meetings, required to respond to changes in Government Covid-19 policy, which tended to have less attendance due to their last minute nature.

8.13. The Governing Body had surpassed its overall attendance average at 95.7%, which was well above the mean average overall attendance rate at UK colleges of 87.8% (from research conducted by the Clerk's Network of 99 UK colleges for 2020-21).

Resolved to

8.14. **Agree that the Governing Body had remained effective during 2020-21.**

Corporate Code of Conduct 2021-22

8.15. The wording had been amended for clarity and to highlight safeguarding.

8.16. The Principal Responsibilities of Good Governance was revised to align with the updated Code of Good Governance for English Colleges.

8.17. The most significant change was for Governors to:
'Oversee the design of a robust environmental sustainability strategy and adopt standards and frameworks which enable effective implementation.'

Resolved to

8.18. **Adopt the revised Corporation Code of Conduct.**

Review of Patronage and Support

8.19. Although the current system of patronage and support recognised the long service of members, it did not establish any other particular criteria, and the system did not allow the College to benefit from association with other people who, as leaders in their fields, could support in a variety of ways, the College's aspirations.

8.20. There could also be an opportunity to allow former Governors, who wished to maintain a different, but active, association with the College to have a title reflective of that new role.

8.21. The Governing Body agreed that the new system should be revised.

Resolved to

- a) **Discontinue the title of Senior Vice President and Vice President.**
- b) **To use the term Honorary Fellow to recognise career achievement and/or important past or future contributions to the College.**

<p>c) Ensure the remaining titles of Senior Vice President and Vice President are clearly understood as honorary and not executive in any sense.</p> <p>8.22. The Governing Body were satisfied with the appraisals and remuneration of the Senior Post Holders.</p>	
<p>9. Audit Committee minutes</p> <p>9.1. It was confirmed that the Chair of Finance and Resources was content for the post-COVID scenario testing exercise to be carried out during the internal audit of the Business Continuity Plan, as the first audit for 2022-23.</p> <p>9.2. This was technically an Estates audit, under David Scott, but as business continuity affected the curriculum and other areas of the College, it would be conducted by Heads of School and overseen by all of SLT.</p> <p><u>External Audit Service</u></p> <p>9.3. Buzzacott continued to provide good challenge regarding the College's accounting treatment of transactions whilst providing technical support in the interpretation of the regulations, accounting standards and accounts direction with which the College must comply.</p> <p>9.4. Buzzacott have been the audit partner for three years. This is the time interval at which the Committee considers the need to go out to tender or seek Governing Body approval to extend the existing appointment for a further number of years. Recent ESFA guidance is for tenders to be undertaken every five years.</p> <p>9.5. There were some exceptional reasons for considering an extension to the external auditor at this time. The current Chair of the Committee was approaching the end of his term in summer 2022 and the Finance Director would also be retiring in 2022.</p> <p>Resolved to</p> <p>9.6. Agree an extension of the existing contract with Buzzacott for the external audit services for a further period of two years.</p> <p><u>Regularity Audit Self-Assessment Questionnaire 2020-21</u></p> <p>9.7. The ESFA requires all colleges to appoint their Financial Statements Auditor to provide an opinion on the regularity of the College's expenditure, regardless of the source of the funds being spent.</p> <p>9.8. In support of this audit, the College is required to annually review and update its self-assessment of regularity and provide a documentary file of evidence for audit review.</p> <p>9.9. The Governing Body were satisfied with the self-assessment.</p> <p>Resolved to</p> <p>9.10. Approve the Regularity Audit Self-Assessment Questionnaire for 2020-21 and its submission to the Education and Skills Funding Agency.</p>	

Review of Areas Susceptible to Fraud

- 9.11. As part of the financial statements audit, the auditor is required to obtain a representation from the Governing Body that:
- a) It acknowledges its responsibility for the design and implementation of internal control to prevent and detect fraud;
 - b) It has disclosed the results of its assessment of the risk that the financial statements may be materially misstated as a result of fraud; and
 - c) It has disclosed its knowledge of fraud or suspected fraud affecting the College in terms of misappropriation and financial reporting.
- 9.12. Buzzacott and Scrutton Bland were confident in the security controls that the College had in place and how it had clearly presented this in SLT's responses in the Fraud Review Schedule.
- 9.13. The Governing Body will be receiving anti-fraud training in 2022 by Governor, Guy Jones-Owen, and his team from Metro Bank. It was also noted that the Audit Committee received solid challenge on fraud from the banking experience of its Governors and their Independent Member.

Resolved to

- 9.14. **Adopt the Review of Areas Susceptible to Fraud report for 2020-21:**
- a) **Appendix A: Current year and three-year history**
 - b) **Appendix B: Buzzacott Fraud Assessment 2020-21**
 - c) **Appendix C: College Review of Areas Susceptible to Fraud 2020-21.**

Post Audit Management Reports 2020-21

- 9.15. The external auditor (Buzzacott) issued a clean report in respect of the post-audit reports for the College, Capel Manor Limited and Forty Hall Community Vineyard Limited (FHCVL).

Resolved to

- 9.16. **Approve Buzzacott's Post-Audit Management Reports issued in respect of Capel Manor College, Capel Manor Limited and FHCVL for the year ended 31 July 2021, pending any revisions following the RSM audit.**

External Auditors' College Letter of Representations 31 July 2021

- 9.17. The Governing Body has a responsibility to confirm to the financial statements auditor (Buzzacott), via a signed letter, the representations received from management in completing their audit of the accounting records on which they rely in forming their opinion on the financial statements.
- 9.18. The Audit Committee has specific responsibility for Sections 4 (Fraud) and 16 (Regularity assurance) of the College letter of representation.

<p>Resolved to</p> <p>9.19. Authorise the Chair of Governors and the Principal to sign the Letter of Representations in respect of sections 4 and 16 for the year ended 31 July 2021 on behalf of the Corporation, pending any revisions following the RSM audit.</p> <p><u>Report and Financial Statements 31 July 2021</u></p> <p>9.20. Buzzacott had reviewed the College’s Report and Financial Statements and confirmed that they were in good order.</p> <p>9.21. As the Report was prepared prior to the outturn, it had been pre-empted that achievement had increased. The Finance Director agreed to moderate this statement, to clarify the outturn of achievement, and agree it with the Chair of Governors prior to signing.</p> <p>Resolved to</p> <p>9.22. Approve the Statement of Corporate Governance and Internal Control, the Governing Body’s Statement on Regularity, Propriety and Compliance and the Statement of Responsibilities of the Members of the Corporation included in the College Report and Financial Statements 31 July 2021.</p> <p>9.23. Approve the audit opinions as expressed by the auditor in respect of the financial statements for the year ended 31 July 2021 for Capel Manor College (once the achievement outturn had been revised), Capel Manor Limited and Forty Hall Community Vineyard Limited, pending any revisions following the RSM audit.</p> <p><u>Evaluation of the Internal Audit Service</u></p> <p>9.24. Overall, Scrutton Bland continued to provide a high standard of service and their reappointment for the 2021-22 year was agreed.</p> <p>Resolved to</p> <p>9.25. Appoint Scrutton Bland to provide an internal audit service to the College for the 2021-22 year at static daily costs of £535.00, exclusive of VAT; 2021-22 cost £20,865 ex VAT (39 days), 2020-21 £18,725 ex VAT (35 days).</p> <p><u>Annual Report of the Audit Committee 31 July 2021 (Decision)</u></p> <p>9.26. The Post-16 Audit Code of Practice (ACOP) requires the Audit Committee to produce an annual report, which must be submitted to the Corporation before the Statement of Corporate Governance and Internal Control sections contained in the annual accounts are signed.</p> <p>9.27. The ACOP states that “the audit committee must assess and provide the corporation with an opinion on the adequacy and effectiveness of the corporation’s assurance arrangements, framework of governance, risk management and control processes for the effective and efficient use of resources, solvency of the institution and the safeguarding of assets.”</p>	<p>Finance</p>
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<p>9.28. The Annual Report demonstrated that the Committee had fulfilled its responsibilities.</p> <p>Resolved to</p> <p>9.29. Adopt the Audit Committee Annual Report 31 July 2021.</p>	
<p>10. Finance and Resources Committee minutes (Decision)</p> <p><u>Group Management Accounts 31 July 2021</u></p> <p>10.1. The budget outturn for 2021 had generated a £542k surplus and the College was in Outstanding financial health.</p> <p>Resolved to</p> <p>10.2. Accept the group management accounts for the year ended 31 July 2021 and recommend them to the Governing Body for approval.</p> <p><u>External Auditors' Letters of Representation 31 July 2021</u></p> <p>10.3. The Letters of Representation for Capel Manor College, Capel Manor Limited (CML) and Forty Hall Community Vineyard Limited (FHCVL) confirm to the financial statements auditor (Buzzacott), the representations received from management in completing their audit of the accounting records that they rely on in forming their opinion on the financial statements.</p> <p>10.4. The Finance and Resources Committee had responsibility for the content of all the letters other than the sections on Fraud and Regularity assurance within the College letter, which remain the responsibility of the Audit Committee.</p> <p>Resolved to</p> <p>10.5. Agree that the Chair of Governors and the Principal be authorised to sign the Letter of Representation in respect of the College.</p> <p>10.6. Agree that the Principal be authorised to sign the Letters of Representation in respect of Capel Manor Limited and Forty Hall Community Vineyard Limited in his capacity as director of those companies, pending any revisions following the RSM audit.</p> <p><u>Report and Financial Statements 31 July 2021</u></p> <p>10.7. The Finance and Resources Committee had responsibility for the Strategic Report and the financial pages with accompanying notes of the College accounts and for the full content of the Capel Manor Limited and Forty Hall Community Vineyard Limited (FHCV) accounts.</p> <p>10.8. The Chair of Governors' signing of the Report and Financial Statements was subject to revision of the achievement outturn as in minute 9.21.</p> <p>Resolved to</p> <p>10.9. Approve the accounting policies and the Financial Statements of Capel Manor College (once the achievement outturn had been revised – see 9.21), Capel Manor Limited and Forty Hall</p>	

<p style="text-align: center;">Community Vineyard Limited for the year ended 31 July 2021, pending any revisions following the RSM audit.</p> <p><u>Three Month Management Accounts 30 October 2021 and year end projection</u></p> <p>10.10. The operating surplus is £1.2m for the first quarter which was £115k below the phased budget. The net asset position on the balance sheet had increased by the surplus for the period by £1,245k.</p> <p>10.11. The College had received £600k gross (pre legal fees of just over £12k) for the granting of access rights to the College's land at 66 The Ridgeway, Enfield.</p> <p>10.12. The projected year-end surplus had decreased significantly from £325k to £6k and the Governing Body noted the importance of not letting it slip back any further into deficit.</p> <p>10.13. High needs learners had increased to 223, compared to the previous year of 184, this would increase funding from local authorities and the College would manage the need for matching resources to minimise equivalent costs.</p> <p>10.14. The events and commercial team had returned to full operations and had been generating good profits from its new events programme.</p> <p>10.15. The need to properly remunerate staff would be reflected in the outcome of the pay award (see minute 6.6).</p> <p>Resolved to</p> <p>10.16. Approve the group management accounts for the first calendar quarter to 31 October 2021.</p> <p>10.17. Approve the revised revenue budget for the year ended 31 July 2022.</p>	
<p>11. Academic Committee minutes (Decision)</p> <p>11.1. The overall self-assessment grade recorded for the College for 2020-21 was Good.</p> <p>11.2. The School of Floristry, Floral Design and Balloon Artistry self-assessed as Outstanding (Grade 1).</p> <p>11.3. All other Schools were graded as Good (Grade 2). Following extensive discussion at Academic Board, Apprenticeships and Business Development had self-assessed as Requires Improvement (Grade 3).</p> <p><u>New Statutory Careers Guidance for Schools and Colleges</u></p> <p>11.4. Statutory guidance for schools and colleges was updated in July 2021 and is useful for the College as it places far more emphasis on the 'Baker Clause' (Section 42B of the Education Act 1997) which makes school's responsibilities very clear with regard to</p>	

facilitating access for their students to all post-16 options, including apprenticeships and technical options such as T levels.

- 11.5. Ofsted must now report on [career guidance provision](#) at schools and colleges to 16-18 year-olds and students aged up to 25 with an education, health and care plan (EHCP) in every inspection report.
- 11.6. In addition, the College must have a named Governor who takes a strategic interest in careers education and guidance and encourages employer engagement. The guidance states the responsibilities of Governors to ensure the careers programme and name of the Careers Leader are published on the website. This new requirement will be reviewed by the Search, Governance and Remuneration Committee.

Self-Assessment Report (SAR)

- 11.7. The creation of the College's Principal SAR, which consists of overarching statements, had proved accessible to a variety of different audiences and would be utilised further at the Strategy Away Day.
- 11.8. The Vice Principal was thanked for constructing this useful strategic measure.

Resolved to

- 11.9. **Approve the 2020-21 SAR.**

QIP 2020-21

- 11.10. Over the last academic year, there were 92 individual specific actions for improvement across all six College centres and six curriculum areas. 88 were complete and 4 remained unresolved.

Resolved to

- 11.11. **Approve the final update of the QIP 2020-21.**

QIP 2021-22

- 11.12. The Governing Body were satisfied with the first presentation of the QIP for 2021-22.

Resolved to

- 11.13. **Approve the QIP 2021-22.**

Academic Performance

- 11.14. Overall achievement in 2020-21 was 84.8% (2.6% above national average) a 3.1% decrease on year. For 16-18 year olds it was 81.8% (at national average and 6.3% decrease on year), and adult achievement was at 88.3% (5% above national average and 0.7% increase on year).
- 11.15. Low overall achievement was partly due to poor Functional Skills results 38.5% (52% English, 28% maths), 29.2% decrease on year. Delays to Government decisions regarding the cancellation of exams for 2020-21 resulted in Functional Skills exams eventually going ahead when GCSE's were cancelled. Students, therefore, had limited opportunities for re-sits, with many only sitting the exam

<p>once, which impacted on their results. Contingencies for forthcoming exams were being considered.</p> <p>11.16. All significant Covid related issues were not expected to be repeated once the pandemic had subsided.</p> <p>11.17. As Ofsted's report for working to Outstanding places importance on community engagement, Governors encouraged any opportunities for the College to work with charities to build on community involvement.</p>	
<p>12. Estates Committee minutes (Decision)</p> <p><u>Estates Strategy</u></p> <p>12.1. An outline of the new Estates Strategy was agreed by the Governing Body, following a thorough re-draft by the Estates Committee and the Strategy Committee.</p> <p>Resolved to</p> <p>12.2. Agree to the content of the high-level Estates Strategy.</p> <p><u>Estates Policies</u></p> <p><u>Health and Safety policy</u></p> <p>12.3. The College's Health and Safety Policy now included the College's mitigation for legionella and asbestos. Separate policies were also created to deal with the detailed processes involved.</p> <p><u>Legionella and Asbestos policies</u></p> <p>12.4. The Legionella Policy and Management Plan and the Asbestos Management Policy are new policies to the College. There is no legal requirement for either of these policies but they provide transparency that the College properly manages these areas.</p> <p>12.5. The policies provide the practical framework necessary to meet statutory requirements, including specific staff responsibilities.</p> <p>Resolved to</p> <p>12.6. To approve the Health and Safety, Legionella and Asbestos policies.</p>	
<p>13. Strategy Committee minutes (Information)</p> <p>13.1. A first draft of a new Fundraising Strategy had been prepared by the College's Fundraiser to ensure an ethical framework.</p> <p>13.2. As Governors now only attended the College for Governing Body meetings at the end of each term, it was deemed more appropriate to host the Strategy (Away) Day on 7 February 2022 at the Enfield campus.</p>	
<p>14. AOB</p> <p>14.1. No other business was discussed.</p>	
<p>15. Date of Next Meeting</p>	

<p>15.1. The next Full Governing Body and Training will take place on Wednesday 30 March, 2022 from 1600 at the Crystal Palace Park campus.</p>	
<p>16. Farewell to Lady Milnes Coates</p> <p>16.1. Lady Coates was thanked for her commitment to the College, particularly in the expertise she had given to the Saddlery school and her links to the Worshipful Companies had been invaluable, along with her previous role as Safeguarding Lead Governor.</p> <p>16.2. Beryl de Souza gave a speech on behalf of the Governing Body, noting how enjoyable Lady Coates' company had been at College events, along with her enthusiastic, elegant, firm but calm influence at Committee meetings.</p> <p>16.3. The College presented Lady Coates with a specially made leather key ring, and the Principal expressed how her contributions had been incisive and valued over the 9 years that she had served Capel.</p> <p>16.4. Lady Coates thanked the Governors for making her so welcome and giving such tremendous support. She was proud to have been part of the Capel team and looked forward to returning as a visitor when she could.</p>	
<p>17. Final Governing Body meeting of the Finance Director</p> <p>17.1. The Executive Director of Finance and IT, Damien Fallon, would be retiring in February 2022. As this would be his final Full Governing Body meeting, the Chair of Governors thanked Damien for his outstanding contributions to the College's finances, in sustaining outstanding financial health for the last 12 years.</p> <p>17.2. Damien had enjoyed his time working closely with Governors and would see them for a final farewell at the Strategy Day on 7 February.</p>	

APPROVED MINUTES			
CHAIR:	Roger McClure	DATE:	30 March 2022
APPROVAL:	Remote confirmation: Or signed:		