









# Minutes

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

<b>Meeting Time and Date</b>	<b>1730 on Wednesday 30 March, 2022</b>	
<b>Meeting Location</b>	<b>Crystal Palace Park / Zoom Online</b>	
<b>Members</b>	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  Alex Lane Ralph Luck OBE Heather Marks Sarah Moreland MBE  Stephen Way Alison Yates
<b>Principal</b>	Malcolm Goodwin	
<b>Staff Governor</b>	Sarah Seery	
<b>Student Governors</b>	Rosie Evans Michael Sinnett Layla Jane Rashid 	
<b>Senior Leadership Team</b>	Christine Bianchin (Academic) James Bryan (HR)  Denise Cheng-Carter (Finance) David Scott (Estates)	
<b>Minute Taker</b>	Joanne Coffey (Clerk)	
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	<b>Action</b>
<p><b>1. Welcome and Apologies</b></p> <p>1.1. The Chair introduced the Full Governing Body meeting and reiterated that Malcolm Goodwin had tendered his resignation as Principal and Chief Executive. This would be further discussed in a confidential AOB Item 14, for which, apart from the Executive Director of HR, staff and students would not be present.</p> <p>1.2. Apologies were received for John Gayer, Alison Yates, Alex Lane, Robert Howard, Rosie Evans, Michael Sinnett and Malcolm Goodwin.</p>	
<p><b>2. Declaration of Interests</b></p> <p>2.1. Guy Jones-Owen for Item 8, Search, Governance and Remuneration minutes.</p> <p>2.2. David Domoney for Item 13, Farewell to David Domoney.</p> <p>2.3. Christine Bianchin for Item 14, AOB.</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 15 December 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 Principal (Decision)</b></p> <p><b><u>Academic performance</u></b></p> <p>5.1. Although it was too soon for the 2021-22 results to have been reported, predicted grades were being moved from manually-derived to systems-generated.</p> <p>5.2. Overall achievement for 2020-21 was down, at a historical low. This was despite adult and high education students achieving 88% and 89% respectively, close to Capel’s notional bar for ‘outstanding’.</p> <p>5.3. The national issue of low outcomes in maths and English continued to impact on performance outcomes. This had been further impacted by uplifted school predicted grades in 2020-21, which had led to some students entering College without sufficient maths and English skills.</p> <p>5.4. Internal performance boards are keeping a close reign on student attendance and the College are confident that recent new strategies will continue to make measurable improvements.</p> <p>5.5. Last year’s academic performance was brought down by lower than expected results for some specific u19 courses and a sharp drop in functional skills. The Academic Committee have agreed to replace functional skills with GCSEs from September 2022. This is expected to improve students’ morale due to the more personalised approach that GCSEs afford each student, along with the wider grading, over pass and fail, that provides a more motivating step-by-step route to achievement.</p> <p>5.6. It was confirmed that all students at risk of failing are tracked and flagged by the College’s ProMonitor software.</p> <p>5.7. Governors requested that comparative data for maths and English results are collected to benchmark against, to ascertain where the College sits within the London region.</p> <p><b><u>Student recruitment</u></b></p> <p>5.8. Apprenticeship recruitment has fallen by a third in the last 5 years. To turn this around, a new manager has been successfully resolving historical issues, including streamlining the on-boarding process and making significant industry links, which has created a renewed confidence in the revitalisation of the Apprenticeships programmes.</p> <p><b><u>Audit and compliance</u></b></p> <p>5.9. The College received an extensive funding assurance audit (by RSM on behalf of the ESFA) between November 2021 and February 2022. The audit delayed publication of the financial statements until 28 February 2022. The RSM audit resulted in no funding errors for</p>	<p style="text-align: center;"><b>Academic (21 Jun 2022)</b></p>

<p>16-18 funding, one error for adult funding (clawback £908) and two errors for Apprenticeship funding (clawback £18,183).</p> <p>5.10. The outcome is a loss of over £19k from the College's funding and a lesson about the collection, recording and reporting of evidence, especially in the Apprenticeship area, will need to be learned.</p> <p>5.11. A thorough investigation has led to an action plan that will significantly improve the paperwork process. This is also being supported by the new Apprenticeship manager, who worked closely with RSM on the audit. Additionally, in May 2022, a data verification exercise will be carried out to add another layer of security to the process.</p> <p>5.12. The first set of internal audits have been completed by the College's Internal Auditors, Scrutton Bland, for: Budget Setting and Control (Strong); Commercial Activities (Interim Significant until more progress can be measured); Student Attendance and Progress Monitoring (Significant). IT Infrastructure was currently in process.</p> <p>5.13. Governors queried the strong opinion given to Budget Setting and Control, given that the outturn for 2021-22 had required the £19k revision. As this may have been dependent on a different scope, outside of where the shortfall fell, Scrutton Bland to be contacted for further interpretation.</p> <p><b><u>Sustainability</u></b></p> <p>5.14. The College is aiming to be at 'least net-zero by no later than 2030'. To meet that objective, the College has taken on a specialist consultancy, Bemari, to benchmark the starting position and set out a roadmap for carbon reduction.</p> <p><b><u>Leases</u></b></p> <p>5.15. The College is negotiating with the Greater London Authority (GLA) / Transport for London (TfL) regarding long-term leases for Capel's Crystal Palace Park (CPP) campus and the ongoing tenure of the stadium until alternative facilities are available.</p> <p>5.16. The College is seeking a 99 years' tenancy and it was noted that the GLA were also keen for a resolution to Capel acquiring the lease.</p> <p><b>Layla Jane Rashid left the meeting.</b></p>	<p><b>Finance (22 Jun 2022)</b></p>
<p><b>6. Report of the Finance Director (Decision)</b></p> <p><b><u>Period 7 Management Accounts</u></b></p> <p>6.1. Since the Flex 2 forecast, several material issues have been uncovered which will potentially impact negatively on the Flex 2 full year forecast by £329k:</p> <p>a) A reduction in HE income of £60k. The Royal Agricultural University (RAU) and the College's interpretation of students who progress from a Foundation to a top-up degree are somewhat different. However, following a meeting with the RAU to seek a solution to the issue, the RAU has agreed that subject to the College providing evidence that the offer letter sent to students states the higher fees of £7,500, they will</p>	

<p>issue additional invoices to the students which will resolve this issue and this shortfall will not materialise.</p> <ul style="list-style-type: none"> <li>b) Reduction in advanced learner loans and bursaries of £100k.</li> <li>c) Additional agency costs of £20k for the Finance Director recruitment, which will be deferred to 2022-23.</li> <li>d) Caseworks employee related costs of £20k.</li> <li>e) Apprenticeship clawback from the funding audit of £19k.</li> <li>f) National skills Fund clawback of £40k.</li> <li>g) Additional costs of £70k for curriculum delivery, in order to meet the allocation.</li> </ul> <p>6.2. To mitigate for these costs, strategies are in place to:</p> <ul style="list-style-type: none"> <li>a) Review all current staff vacancies, to ensure that only essential posts are filled.</li> <li>b) Defer all critical, non-urgent staff recruitment processes to begin post-Easter, to be in place by August/September when the 2022-23 budget begins. This is estimated to generate £85k savings.</li> <li>c) A reduction of casual and agency staff is estimated to generate £95k savings.</li> <li>d) Continue to reduce large expenditure by all requests requiring approval by the Executive Director of Finance.</li> </ul> <p>6.3. It was confirmed that this would not be to the detriment of learners, animals or plants, which are at the heart of Capel.</p> <p>6.4. A further forecast will take place at Period 9 which will provide a clearer picture of the College's turnover.</p> <p><b><u>Resources</u></b></p> <p>6.5. Although RAU required expensive equipment to be resourced, most were supplied. Any additional costs would be taken into account when contribution rates are examined (as part of curriculum planning) to ensure that course resources do not go beyond 50-55% of the income it produces.</p> <p>6.6. Governors felt that retaining courses that required minimal resources may be prudent until income growth had stabilised.</p> <p>6.7. It was agreed that staff should be included in discussions about the resources needed for the growth of Mottingham, to ensure that there is clarity on what will be available and what additional options are affordable.</p> <p><b><u>Future strategies</u></b></p> <p>6.8. The monthly management accounts were now providing timely information to be able to immediately act on, which had not been possible in previous years as there had been a retrospective approach.</p>	
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<p>6.9. Governors felt that the best strategy was to aim to break even for 2021-22 by living within income and reducing costs as necessary and only drawing on reserves if obligated. The budget for 2022-23 needs to be robust, based on strong evidence of achieving targets, recruitment and adequately resourced.</p> <p>6.10. It was confirmed that any reduction in planned maintenance would crucially have no impact on health and safety at the College.</p> <p>6.11. It was clarified that property assets declared in the management accounts were on an historical basis, which was standard practice in FE.</p> <p>6.12. The College's energy contract with Bulb remained fixed for 2021-22. The expected rise in energy costs will, however, impact 2022-23 but could not yet be estimated.</p>	
<p><b>7. Report of the Clerk (Decision)</b></p> <p><b><u>Timetable of Meetings</u></b></p> <p><b>Resolved to</b></p> <p>7.1. <b>Approve and adopt the updated timetable of meetings for 2022-23.</b></p> <p><b><u>Chair's Action</u></b></p> <p>7.2. Chair's Action was taken on 9 March 2022 to approve the Staff Pay Award.</p>	
<p><b>8. Search and Governance Committee minutes (Decision)</b></p> <p><b><u>Annual Review of the board management system</u></b></p> <p>8.1. The Governing Body have been successfully using a paperless board management system since March 2019.</p> <p>8.2. Savings to the College since the inception of a paperless system in March 2019 are £2,346, and this would increase to £3,560 if the recommended system were adopted for a further year.</p> <p>8.3. Savings to the environment, so far, equate to 13.5 trees-worth of paper and that would increase to 18 trees.</p> <p><b>Resolved to</b></p> <p>8.4. <b>Agree that the licences for the Decision Time paperless board management system are renewed for 12 months from 1 April 2022.</b></p> <p><b><u>External reviews</u></b></p> <p>8.5. The new external reviews will be carried out by private companies on a fee basis, for which the AoC will be publishing an appropriate list of providers and a framework for consistency. The providers will need to be changed after, at least, every two reviews.</p> <p>8.6. The Board concurred with the Committee that it would be prudent to begin these reviews in 2022-23 when ground work has been established and reviews of the reviewers can be taken into account.</p>	

**Audit Committee**

**Resolved to**

- 8.7. **Agree to expand the Audit Committee to 4 members, including the Independent Member and amend the College's Instrument and Articles as follows:**
- *I&A 6.2. The audit committee shall consist of ~~at least~~ up to ~~three~~ **four** persons and may include members of staff at the institution with the exception of senior postholders, and shall operate in accordance with any requirements of the funding agency.*
- 8.8. **Note that other members of Committees can now additionally serve on the Audit Committee, apart from in the capacity of Chair of Audit, and that will result in a revision to the Audit Committee's Terms of Reference:**
- *Up to ~~At least~~ **34** members*
  - *The Chair of Audit ~~Who~~ should not be **a** members of other Committees of the Board.*

**Terms of Office**

- 8.9. **David Domoney** was due to retire at the end of the meeting where he would be conferred Honorary Fellow.
- 8.10. **Guy Jones-Owen's** first term of office was due to end on 30 March 2022. Guy is Vice Chair of Audit and the potential successor to Robert Howard, who will be retiring from his exceptional term of office in summer 2022. Guy has agreed to serve a second term of office.
- 8.11. Heather Barrett-Mold nominated that Guy Jones-Owen serves a second term of office and Stephen Way seconded the nomination.

**Resolved to**

- 8.12. **To agree that Guy Jones-Owen serves a second 4-year term of office from 30 March 2022.**

**Vice Chairs**

- 8.13. The role of Vice Chairs was being re-assessed to ensure that they fully reflected the supportive nature of the position.
- 8.14. A draft Vice Chair role description would be considered at the next round of meetings.

**Link Governors**

- 8.15. A pre-Governing Body training session would be held prior to the process to appoint Link Governors. This would take place at the next appropriate Board meeting.
- 8.16. As the Link Governors for Career's Guidance needed to be in place by July 2022. Governor, Stephen Way, who has experience in this area, kindly offered his support in fulfilling this role.

**Resolved to**

- 8.17. **Agree that Stephen Way is nominated as Link Governor for Career’s Guidance from 30 March 2022 until the end of his Term of Office.**

**Annual Report of Skills, Training, Equality and Diversity 2021-22**

Training and Compliance

- 8.18. Governors fulfilled all required compliance declarations including annual membership, trustees’ automatic disqualification, register of interests and DBS checks.

Skills Audit 2022

- 8.19. Governors were asked to score their knowledge of 33 areas within: Business and Finance; Land Based; Student Services; Education and; College campuses/regions.

Results of the skills audit:

- 8.20. **Breadth of cover:** Crystal Palace/South London and Brooks Farm/East London required improved knowledge.

- 8.21. This Full Governing Body was held at the Crystal Palace Park campus, which included a tour to familiarise current Governors with the site which may lead to more Governors acquiring specialist knowledge. As Brooks Farm is not large enough to facilitate a Governors’ meeting, this will be included in future presentations.

- 8.22. **Depth of cover:** Animal Care, Veterinary and Zoology; Saddlery and the Leather Centre; Arboriculture and Forestry and; Brooks Farm required urgent knowledge.

- 8.23. Fundraising; Legal Services; Agriculture, Farming and Countryside; Horticulture; Regents Park/Central London; Mottingham/South-East London; Crystal Palace/South London and; Gunnersbury Park/West London required improved knowledge.

- 8.24. Future training sessions will include the urgent areas first, along with fraud prevention which did not get completed in 2021. The summer 2022 Full Governing Body meeting will be taking place at the Gunnersbury Park campus.

Conclusion

- 8.25. To align with the 2022 Skills Audit, new Governor vacancies will specifically target the following skills: **Animal Care; Veterinary and Zoology; Saddlery and the Leather Centre; Arboriculture and Forestry.**

Equality and Diversity of the Governing Body

- 8.26. Governors took part in an Equality, Diversity and Inclusion exercise in spring 2022 via an anonymous survey. This is in line with the College’s Equality and Diversity Policy and the Code of Good Governance for English Colleges to comply with ‘a regular review of the existing board to ensure that it has the appropriate diversity of skills, experience and backgrounds to provide strong governance...’

Results of the Equality and Diversity survey:

<p>8.27. <b>Gender balance:</b> Governors' gender gap has now fully closed over the past year, resulting in a stronger female representation which better reflects the gender distribution amongst the staff, students and the FE sector, all of which remain slightly female dominant.</p> <p>8.28. <b>Age:</b> The average age of Governors has continued to remain more closely aligned with College staff, following significant improvements over the past 3 years.</p> <p>8.29. <b>Length of service:</b> Governors' length of service now demonstrates a stronger diversity of Governors due to the reduction from 3 terms of office, down to 2, following new requirements that the Governing Body put in place to limit any exceptional terms of office.</p> <p>8.30. <b>Ethnicity:</b> Diversity in ethnicity of Governors remains a strong requirement at Capel, where a diverse workforce is one of the College's strategic objectives.</p> <p>8.31. Improvements have been made over the past year which aligns more closely to the College's staff and student population, and this will continue to remain at the fore-front of all Governor recruitment strategies.</p> <p>8.32. The Clerk is now a member of the Black FE Leadership Group; whose goal is to engender a truly antiracist FE system.</p> <p>8.33. <b>Sexual Orientation:</b> Sexual orientation diversity has continued to reduce over the past two years. It remains aligned with College staff and the FE sector, but significantly lower than with College students.</p> <p>8.34. <b>Disability:</b> College students have significantly higher disability declarations compared to the sector. As the Boards' disability declarations reduced further in 2022, this remains a strong requirement.</p> <p>8.35. <b>Religion:</b> Diversity of religion has not significantly changed compared to the previous year, and continues to align more closely with College staff than students, where 60% have not adopted a religion.</p> <p><u>Improving diversity of the Board</u></p> <p>8.36. Diversity remains a challenge in the FE Governance sector and the AoC has issued a report on the lack of diversity in Governance <a href="https://www.aoc.co.uk/news/lack-diversity-college-boards-revealed-in-new-report-alongside-steps-improve-diversity-in-governance">https://www.aoc.co.uk/news/lack-diversity-college-boards-revealed-in-new-report-alongside-steps-improve-diversity-in-governance</a></p> <p>8.37. The College's website advertisement will be updated to reflect the results of the skills audit, and will continue to amplify how strongly the College wishes to encourage Black, Asian and Minority Ethnic (BAME) and LGBTQ applicants, along with those with disabilities.</p> <p><b>Resolved to</b></p> <p>8.38. <b>Adopt the Annual Report of Skills, Training, Equality and Diversity 2021-22.</b></p> <p><u>Complaints Against the Corporation</u></p> <p>8.39. No changes were proposed to the Complaints Against the Corporation policy.</p>	
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<p><b>Resolved to</b></p> <p>8.40. <b>Adopt the standing Complaints Against the Corporation policy to the Governing Body.</b></p>	
<p><b>9. Academic Committee minutes</b></p> <p>9.1. The main theme of the Committee meeting, and also discussed at the Strategy Away Day, was that staff turnover, recruitment and the wider implications of this, was one of the main current challenges at the College.</p> <p>9.2. The new Super SAR had been effective and was being accommodated into the College in a variety of ways.</p> <p>9.3. For students who needed to re-sit maths and English, the College was looking to move away from a mixed delivery model of both Functional Skills and GCSEs, to enrolling all students onto GCSE's.</p> <p>9.4. The College were involved in two successful bids under the Mayor's Green Skills Academy Programme. It was noted for the full Board to be aware of College bids for grants, given that Governors may have existing connections that provide for opportunities to promote the College.</p> <p><b><u>Ofsted readiness</u></b></p> <p>9.5. The Committee received the updated <a href="#">Ofsted Readiness guidance to staff</a> and, to assist further, the Clerk has compiled a list of <a href="#">themes and questions that have been asked of Governors by Ofsted inspectors during 2021</a>. This information would be particularly useful to any Governors who may be invited to be interviewed during an inspection.</p> <p>9.6. At a Landex peer review session, planned for 21-22 April 2022, the College would be testing its readiness for Ofsted. It was agreed that an internal training session for Governors would be held, via Zoom, following this exercise to further prepare Governors.</p> <p>9.7. It was explained that position statements would also be provided to Governors, with the most up to date KPI data, prior to any Ofsted visits. This would include a commentary about the College's strategies to improve maths and English outcomes.</p> <p><b><u>Quality Improvement Plan (QIP) 2021-22</u></b></p> <p>9.8. The College's Quality Improvement Plan for 2021-22 was progressing well.</p> <p>9.9. Staffing shortages at management level had impacted some of the delayed actions.</p> <p>9.10. Progress against QIP targets, particularly around learner tracking within the School of Arboriculture, Agriculture and Environmental Conservation, have been hindered by these staffing challenges. External management cover was now in place and substantial improvements had been made.</p> <p>9.11. The College is forming a working group to address the issue of poor student attendance levels, to analyse what may be behind the absences and to find new strategies for improvement. Governors will</p>	<p><b>Clerk / Academic (Apr/May 2022)</b></p>

<p>be invited to join this group to add to some of the excellent suggestions that were made at the Strategy Away Day.</p> <p>9.12. Overall College attendance stands at 87% which is above the national average. However, for maths and English, attendance continued to be a challenge at 62.6%. Improvements were now beginning to be made due to a renewed focus, and a timelier withdrawing of absent students will further increase attendance levels.</p> <p>9.13. It was also recognised that, as we come out of the pandemic, student confidence was continuing to grow, with attendance slowly recovering, week on week.</p> <p>9.14. Minute 10.5 was corrected to 'land-based <i>weighting</i>' rather than <i>waiting</i>.</p> <p><b>Resolved to</b></p> <p>9.15. <b>Approve the updates to the QIP 2021-22.</b></p> <p><b><u>RAU update</u></b></p> <p>9.16. The College had a very successful meeting with the RAU in March 2022. This resulted in a 5-year contract being agreed, rather than the historic 3-year renewal.</p> <p>9.17. The RAU were extremely keen to continue working with Capel to grow its HE provision. There were also keen for HE to be developed at the Mottingham campus, which would begin with Animal Management degrees.</p>	
<p><b>10. Finance and Resources Committee minutes (Decision)</b></p> <p><b><u>Six Month Management Accounts 31 January 2022 and year end projection</u></b></p> <p>10.1. The Governing Body had approved an operating surplus for the full 2021-22 year of £325k in July 2021.</p> <p>10.2. The mid-year point operating forecast Flex 2 is in line with Flex 1 with an operating surplus now projected at £6k.</p> <p>10.3. The master budget had been flexed, resulting in the current year forecast for commercial income being outdated, the total expected income in the new budget was now £999k, comprising Catering £215k, Farming £375k and Other Income Generating Activities £409k.</p> <p>10.4. As the Internal Audit on Commercial Activities had an interim opinion of Significant, this data to be shared with Scrutton Bland in order for them to confirm their opinion.</p> <p><b>Resolved to</b></p> <p>10.5. <b>Approve the Group P6 management accounts to 31 January 2022, together with the revised Flex 2 forecast.</b></p>	<p><b>Finance (22 Jun 2022)</b></p>
<p><b>11. Estates Committee minutes (Information)</b></p> <p><b><u>Mottingham build</u></b></p>	

<p>11.1. Fusion, the Project Managers for the Mottingham build presented at the Committee meeting, with a view to also attaining approval to move to the next RIBA Stage 4 of the process. However, as the cost is £300k, the decision was deferred until June 2022, when the outcome of a capital grant will be known and tenders will have been received.</p> <p>11.2. It was noted that tendering for any capital project was currently high risk due to the unknown cost of materials.</p> <p>11.3. If the capital fund was not granted, it was important to use strategies that would maintain the College's financial health.</p> <p>11.4. Governors agreed that delaying completion to July 2023 was a more realistic option, although it would only provide 2 months in which to test buildings before the beginning of the 2023-24 term.</p> <p>11.5. The Staff Governor encouraged as much preparation time as possible for staff, once the funding decision is known, so that they can put in place strategies for their students, as well as their own personal logistics.</p> <p>11.6. Prior to the planning outcomes, it was also important to keep staff aware of why there are delays, so that expectations can be managed with clear communication, which may also provide opportunities for helpful feedback and potential solutions.</p> <p>11.7. It was agreed that staff would be updated when the Working Group visit Mottingham and Crystal Palace, to ensure that any concerns are fully discussed.</p> <p>11.8. Minute 6.17 was revised to clarify that the new buildings at the Mottingham campus, being restricted to use by 16-18 year olds only, was not mandatory, but an optional method to reduce VAT.</p>	
<p><b>12. Audit Committee minutes (Decision)</b></p> <p><b><u>Evaluation of the performance of the external auditor: 2020-21 and annual re-appointment 2021-22</u></b></p> <p>12.1. Buzzacott continues to provide a high standard of service and the Audit Committee recommended their reappointment for 2021-22.</p> <p>12.2. Governors felt that the grading system table should be revised to no longer define what Good etc. meant, in terms of the College's expectations, as this added an unnecessary layer of subjectivity.</p> <p><b>Resolved to</b></p> <p>12.3. <b>Confirm the reappointment of Buzzacott as Financial Statement auditor for the current financial year 2021-22.</b></p>	
<p><b>13. Farewell to David Domoney</b></p> <p>13.1. David Domoney retired from the Governing Body, having served as Governor since 2014.</p> <p>13.2. David was made an Honorary Fellow and was gifted a hand-made leather secateurs holder, made at Capel's Leather Centre, together with a superior pair of secateurs.</p>	

<p>13.3. Heather Barrett-Mold thanked David for his excellent time on the Board and expressed her sadness to be losing him from the Governing Body, but was pleased that he could continue to support Capel as an Honorary Fellow. David had helped to build the College's reputation and had assisted with its marketing, as well as supporting the horticulture sector in general.</p> <p>13.4. Roger McClure thanked David on behalf of the Board for all that he had done for the College, and in how he became Co-Opted to the Strategy Committee to provide further support.</p> <p>13.5. David thanked the Board for playing such a crucial part in the Education Sector to get young people involved in horticulture. He had seen the College evolve to include animal care, and it had been his absolute privilege to see kids and mature students learning and engaging, and seeing them again in the industry. Ultimately it is about people and about passing on the passion. David stated that it had been an honour to serve Capel as a Governor.</p>	
<p><b>14. AOB – Retirement of the Principal (Decision)</b></p> <p><b>Christine Bianchin, David Scott, Denise Cheng-Carter and Sarah Seery left the meeting.</b></p> <p>14.1. Governors were updated on the details of the Principal's resignation.</p> <p>14.2. The matters of his departure and the consequent interim arrangements for the leadership of the College were discussed by a special meeting of the Search, Governance and Remuneration Committee on 29 March 2022.</p> <p>14.3. It was amicably agreed that Malcolm Goodwin would step aside early to allow the College maximum time to sort out its plans in the run up to September, and to prepare for the next academic year. Malcolm has also agreed to remain available as needed over the next few months, for which the Board were grateful. Malcolm's last day of employment at the College would be Friday 1 April.</p> <p>14.4. Governors were grateful to Malcolm for his considerable efforts to make progress on many fronts and, particularly, for seeing the College through the worst of the pandemic.</p> <p>14.5. The Board unanimously agreed that Christine Bianchin be appointed Interim Principal with effect from 2 April 2022 until a substantive appointment could be made. Christine was keen to rise to this challenge and the Board were confident that she would do well.</p> <p>14.6. To raise staff morale and engagement and minimise disruption, it was considered more desirable to have a leader who knows the College and many of the issues that need to be addressed rather than delaying the process of improvement with an external interim principal appointment.</p> <p>14.7. As interim Principal, Christine will be tasked with securing cover for the Vice Principal role as soon as possible. It was judged that this more specialist role could be filled and managed more readily by an interim appointee.</p> <p>14.8. Christine will have the full support of the Board and the Senior Leadership Team, particularly from a financial perspective, where</p>	

<p>Denise Cheng-Carter, who joined the College in February, is a fresh and very experienced Interim Executive Director of Finance. Christine will also be supported by a coach and mentor from another college.</p> <p>14.9. Governors were reassured about all of the details of the Principal's retirement and were confident that all protocols had been correctly followed, and that Malcolm was in full agreement with the outcome.</p> <p>14.10. Governors felt that the interim arrangements were an excellent option which they fully supported. It was now felt that there was the potential for new energy and resolve in Capel's leadership team, which would boost staff morale and stabilise the College, thereby enabling the problems of the pandemic and related concerns over finances and academic performance to be positively addressed.</p> <p><b>Resolved to</b></p> <p>14.11. <b>Approve the proposals for the departure of the Principal and the interim management arrangements whilst a search is commenced for a new permanent Principal and Chief Executive Officer for the College.</b></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 13 July, 2022 from 1600.</p>	

APPROVED MINUTES			
<b>CHAIR:</b>	Roger McClure	<b>DATE:</b>	13 July 2022
<b>APPROVAL:</b>	<p>Remote confirmation: Approved</p> <p>Or signed:</p>		