

# Minutes

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## Full Governing Body Minutes

<b>Meeting Time and Date</b>	<b>1700 on Wednesday 25 September, 2024</b>	
<b>Meeting Location</b>	<b>Capel Manor College, Enfield, Room: G1</b>	
<b>Members</b>	Joanne Roxburgh (Chair) Heather Barrett-Mold OBE (Vice Chair) Aaron Davies Sheila Cunningham Darrell DeSouza OBE Peter Doble Lorna Fitzjohn Nikki Barker Paulina Balogun	Guy Jones-Owen Alex Lane Mei Lim Ralph Luck OBE Sarah Moreland MBE Stephen Way
<b>Principal</b>	Peter Brammall	
<b>Staff Governor</b>	Zoe Halfyard	
<b>Student Governors</b>	Richard Elliott Milana Uginciute	
<b>Participants</b>	Denise Lloyd (Vice Principal / Academic) Paul Smith (Deputy Principal / Finance)	
<b>Minute Taker</b>	Jennifer Swift (Clerk)	

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	Action
<b>1. Welcome and Apologies</b> <p>1.1. The Chair welcomed Nikki Barker as a new Governor to the Board meeting.</p> <p>1.2. The Chair welcomed Jenny Swift as the new Director of Governance and Company Secretary to the Board meeting.</p> <p>1.3. Apologies were received for Alex Lane, Mei Lim &amp; Aaron Davies.</p> <p>1.4. The Chair welcomed governors back to a new academic year and explained that this is a smaller meeting where governors will receive an update on achievements, enrolments, data and sectoral changes.</p>	
<b>2. Declaration of Interests</b> <p>2.1. None.</p>	
<b>3. Minutes (Decision)</b> <p><b>Resolved to</b></p> <p>3.1. <b>Approve the minutes of the Full Governing Body meeting held on 10 July 2024 as a correct record and authorise the Chair to confirm them.</b></p>	

<p><b>4. Matters Arising (Information)</b></p> <p>4.1. A governor asked if there had been any update on the previous meeting where a discussion took place over the Senior Post Holder Designation and the Principal confirmed that this would be addressed in his Report.</p>	
<p><b>5. Report of the Principal (Discussion)</b></p> <p>5.1. The Principal explained that this meeting's core purpose was to take stocks of results and enrolments. This will then feed into the upcoming committees and December FGB.</p> <p><b><u>Enrolments</u></b></p> <p>5.2. Enrolment figures appear to be good. There was particular focus placed on 16-18 recruitment which is 40% of the college offer. As this is a funding ratio of 10:1 compared with adults this is crucial.</p> <p>5.3. Current enrolments stand at 1009 (919 prior year).</p> <p>5.4. These figures are increasing and there is another Open Day on 5<sup>th</sup> October. Although this is looking positive there will be the usual caveat of withdrawals.</p> <p>5.5. It is estimated that there will be an increase of between 4-9% on last year's enrolments. This should equate to an extra £300,000-900,000 in the budget.</p> <p>5.6. Adults enrolled are at 1354 and there has been an increase from 35 to 37 HE enrolments.</p> <p>5.7. The final date for applications is mid-October so final numbers will be known and fed through the committee cycle of meetings.</p> <p>5.8. It was explained to governors that the reasons for the lag in numbers are caused by several factors e.g. students joining later due to not settling in their first-choice establishment, changing their minds etc.</p> <p>5.9. It was queried whether late joining would impact students due to courses already starting and it was confirmed that the College is aware this is a risk factor and therefore are careful of how they screen and scrutinise potential students.</p> <p>5.10. As there is only one student enrolled for garden design, this course will not run. Instead, alternative courses will be offered.</p> <p>5.11. It was confirmed that the new addition of studying Business at Capel Manor will remain true to Capel. Wherever there is flexibility on course content, a focus will be paid to factors such as sustainability/environment etc.</p> <p>5.12. It was confirmed the Crystal Palace campus has had a significant increase in numbers which is promising. Likely factors for this are improvements in achievement and experience.</p> <p>5.13. The Campus Lead Role which was introduced at Crystal Palace last year has had a great impact and there have been many improvements to the campus. This sentiment was echoed by the Staff Governor.</p>	

<p>5.14. A discussion took place regarding how the College can cope with a large increase in numbers and whether additional in year funding could be applied for.</p> <p>5.15. A governor queried if the College feels satisfied with their monitoring of attendance. It was confirmed that the College has improved with this ongoing challenge and current figures suggest 4% of registers are unmarked.</p> <p>5.16. Apprenticeship numbers are similar to last year, despite some issues with staff turnover.</p> <p><u>Achievement</u></p> <p>5.17. The headlines are positive and it appears that achievement will be marginally ahead of last year, which had seen a significant increase on the prior year (up 11%) which means that the College has performed above National averages for two consecutive years.</p> <p>5.18. Final figures should be received by mid-October and will then be shared with Governors.</p> <p>5.19. The Principal shared a handout with Governors that outlined the Top 10 Performing courses and Bottom 10 performing courses. A discussion took place about how these figures compared across campuses and the reasons for the difference in attainment.</p> <p><u>Senior Postholder Remuneration</u></p> <p>5.20. The Principal confirmed that the recommendation from the Search and Governance Committee was to maintain the current number of Senior Postholders at the College. These papers had been reshared to show the consideration that took place.</p> <p>5.21. It was suggested that a robust structure for governance should be in place and that the Board can provide a level of assurance that a single line of accountability does not have.</p> <p>5.22. The Principal explained that the current arrangement is a common structure in Colleges and believes this arrangement safeguards other senior managers; particularly taking into consideration the historical context of Governance at Capel Manor College.</p> <p>5.23. It was also pointed out that the College had experienced difficulties with both models but that having another Senior Postholder would allow the Governors to receive another viewpoint and therefore should be considered.</p> <p>5.24. There is an awareness amongst governors that this would need to be managed carefully.</p> <p>5.25. The Principal shared the view that appointing another Senior Postholder had the potential to undermine his ability to lead and this posed a concern as this was not the basis upon which the role was originally described/accepted when agreeing the leadership arrangements needed to tackle the difficulties faced by the College.</p>	
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<p>5.26. Governors believe that having another Senior Postholder would provide them mechanisms to 'get to the truth' and it was considered if having link governors provides another dimension to this.</p> <p>5.27. It was also suggested that the College has clear and robust policies and procedures in place should any issues arise, and that this decision is more about the relationship with the board and the leadership team.</p> <p>5.28. The Chair asked Governors if they were happy to remain as it stands for now, given that there is a functioning system in place and revisit this at a later date.</p> <p>5.29. The Governors confirmed that having heard the Principal's view, and being made aware that he had made it clear upon his appointment that he would have concerns with changing the current arrangements, they were happy to not pursue increasing the number of Senior Postholders at the College.</p> <p><b>Resolved to</b></p> <p><b>Maintain the number of Senior Postholders at Capel Manor College and revisit this later.</b></p>	
<p><b>6. Forthcoming Investment Decisions</b></p> <p>6.1. The Deputy Principal provided an interim update.</p> <p>6.2. It was explained that the strategy was to upgrade the existing buildings rather than build new ones.</p> <p>6.3. Permission was granted in March to progress with the Nottingham and Enfield building projects and IT and Security are also areas that the College would like to invest in.</p> <p>6.4. There was a shortfall in funding those large projects of around £2,500,000 - £3,000,000 and the question arose as to how to fund this: sell unused assets, fundraising or utilising reserves.</p> <p>6.5. The Deputy Principal noted that the Governors agreed to fund the Nottingham Phase 1 project from reserves, but this did not happen as the project was fully funded.</p> <p>6.6. Governors are happy to see some Health &amp; Safety improvements in the farm and asked if this would impact other projects.</p> <p>6.7. The Governors asked what has been done to generate income to improve the farm as they do not believe that the College has maximised the potential with this.</p> <p>6.8. SLT were advised to make submissions now for the funds that are available to farms, and it was confirmed that there is a colleague working on this.</p> <p>6.9. The Governors feel frustrated that there is support out there available that is not being utilised before the funding changes in November.</p>	

<p>6.10. Two governors have offered their help with this and urged SLT to tap into these funds now.</p> <p>6.11. Another Governor also requested that consideration is given into how building upgrades would impact lease arrangements as discovered with higher rental charges at Gunnersbury Park following improvements.</p> <p>6.12. Governors believe that this discussion has given enough steer to inform a more detailed set of proposals in the November meeting.</p> <p><b>Resolved to</b></p> <p><b>Add T level training to be the list of governors' training requirements.</b></p>	
<p><b>7. T-Levels Briefing Presentation</b></p> <p>7.1. The Vice Principal provided context to Governors on T-Levels and informed governors that they had been introduced to offer a high-quality alternative to academic study.</p> <p>7.2. Whilst they attract UCAS points, this comes with a caveat as not all universities allow them. Currently only 48% of HE providers accept T levels, which is a challenge.</p> <p>7.3. 71% of students who applied to HE secured a place which equates to 36% of students who completed a course.</p> <p>7.4. Staff have had to go through significant changes to embed these skills and prepare for delivery, whilst many learners will be restricted due to entry requirements.</p> <p>7.5. There will likely be retention issues due to this being a two-year course as opposed to other courses which are one year, an issue which seems to have been borne out by the data released thus far from early T-Level adopters.</p> <p>7.6. The Vice Principal outlined work underway to secure employer placements and asked governors if they were able to provide any assistance with the work experience demands of T-Levels.</p> <p>7.7. A discussion took place around the greater value of T-Level work experience placements to employers despite the increase in demand of time and investment.</p> <p>Guy Jones Owen and Ralph Luck left the meeting (7:30pm)</p> <p>7.8. It is estimated that the College will move to T-levels by September 2025, although awaited the outcomes from the Curriculum Review to make sure these qualifications remain central to the new government's forward plans.</p> <p>7.9. Governors are required to carry out some training and there is a one hour session via the online platform to do so.</p> <p><b>Resolved to</b></p> <p><b>Arrange T level training for Governors</b></p>	<p><b>Director of Governance/ Vice Principal</b></p>

7.10. There is concern surrounding adults and less academic students not being able to access T-levels and the College must consider how many T-levels they are going to offer and how the future curriculum offer will take account of the government's Curriculum Review.	
<b>8. P12 Management accounts</b>  8.1. The Deputy Principal confirmed that the external audit is due to commence, and final results will be shared in November.  8.2. The headline data suggests that the College is predicted to be slightly ahead with an operating surplus of £265,000.  8.3. The deficit has converted into a surplus alongside all of the investments that have already taken place.  8.4. The results of these accounts will allow the College to look at the budget for the year and assess some of the risks and ability to make additional investments.	
<b>9. AOB</b>  9.1. A student governor raised concerns with the English and Maths teachers and their absence rates and how cover teachers are impacting their ability to access the curriculum and achieve.  <b>Resolved to</b>  <b>The Vice-Principal is aware of these issues and will follow this up with the Student Governor</b>  1.2 The Staff Governor would like to discuss the outcome of the Staff Council meeting and both the Principal and Vice Principal agreed to discuss these at planned meetings.  <b>Resolved to</b>  <b>Continue these discussions with the Staff Governor</b>	Vice Principal           Principal/Vice Principal
<b>10. AOB:</b>	
<b>11. Date of Next Meeting</b>  11.1. The next scheduled Full Governing Body meeting would be on Wednesday 11 December, 2024.  Meeting ended at 7:42pm.	

APPROVED MINUTES			
<b>CHAIR:</b>	Joanne Roxburgh	<b>DATE:</b>	11.12.2025
<b>APPROVAL:</b>	Remote confirmation:  Or signed:		