



Company number 8098956

**MINUTES**  
**BRIDGWATER & TAUNTON COLLEGE TRUST**  
**BOARD MEETING**  
**2<sup>ND</sup> DECEMBER 2021**

**Actions from BTCT Board Meeting on 2<sup>nd</sup> December 2021**

Item reference	Action	Person responsible	Date Due
1.5	Keep the Covid-19 status under review and make a decision on the venue for the next meeting at the time of producing the agenda.	AB/PLE/GJ	11/01/22
2.2.3	Add the number of pupils to the percentage information in the reading age report for clarity.	TG→QofE	10/03/22
2.2.4	Trust Leader to speak with the College about getting access to their digital offer for A level students.	PLE	03/02/22



Company number 8098956

**MINUTES**  
**BRIDGWATER & TAUNTON COLLEGE TRUST**  
**EXTRAORDINARY BOARD MEETING**  
**2<sup>ND</sup> DECEMBER 2021**

Meeting via Microsoft Teams started at 5.00pm

**Members:**

✓	Andy Berry	(AB)	Chair	<i>Bridgwater &amp; Taunton College</i>
✓	Bob Brown	(BB)		<i>Independent Trustee</i>
✓	Carole Chevalley	(CC)		<i>Independent Trustee</i>
✓	Peter Elliott	(PLE)		<i>Trust Leader</i>
✓	Sid Gibson	(SG)		<i>Independent Trustee</i>
✓	Jane Gillespie	(JG)		<i>Independent Trustee</i>
✓	Marie Goddard	(MG)		<i>Independent Trustee</i>
✓	Richard Hawkins	(RH)		<i>Independent Trustee</i>
✓	Denys Rayner	(DR)	Vice Chair	<i>Independent Trustee</i>

**In Attendance:**

✓	Nicola Mould	(NM)	<i>Chief Finance Officer</i>
✓	Tamsyn Grainger	(TG)	<i>Director of Education</i>
✓	Greg Jones	(GJ)	<i>Company Secretary</i>
✓	Mark Thomas	(MT)	<i>Brymore Academy</i>
✓	Mike Hodson	(MH)	<i>CoG BCA</i>
	Jason Gunningham	(JG)	<i>CoG Brymore</i>
	Sam Reilly	(SR)	<i>CoG Hamp</i>
✓	Martina Forster	(MF)	<i>CoG WSC</i>
✓	Claire Winson	(CW)	<i>CoG OPS</i>
	Mike Robbins	(MR)	<i>CoG Stanchester</i>
✓	Jonathan James	(JJ)	<i>CoG Maiden Beech</i>
✓	Carl Winch	(CW)	<i>Maiden Beech Academy</i>
✓	Fran Davis	(FD)	<i>Little Beeches Nursery</i>
✓	Kom Djouba	(KD)	<i>Guest</i>
✓	Alan Belsey	(AB)	<i>Guest</i>

(✓ In attendance)

The chair welcomed everybody to this virtual meeting.  
 He welcomed Alan Belsey and Kom Djouba, attending as prospective Parent Trustees.

Item	Description	Action
<b>1</b>	<b><u>Procedural matters</u></b>	
<b>1.1</b>	<b>Apologies</b> None  The Clerk confirmed that with 9 of the 9 Trustees present that the meeting was quorate (30%).	

Item	Description	Action
1.2	<b>Declarations of Interest</b> None	
1.3	<b>Minutes of the meetings 14<sup>th</sup> October 2021</b>  <b>The minutes of the board meeting of 14<sup>th</sup> October 2021 were accepted as a true record.</b>	
1.4	<b>Matters arising</b> None	
1.5	<p><b>Feedback on Hybrid meeting experience / future meetings</b></p> <p>The Clerk (Greg Jones) highlight the main points of the feedback document circulated with the papers for this meeting.</p> <p>The room should not be too large so that those joining virtually can see who is speaking.</p> <p>The chair noted the difficulty of ensuring that those attending virtually are engaged in the meeting.</p> <p>Wherever possible Trustees should endeavour to attend the meeting in person.</p> <p>It was noted that committee meetings work well when held virtually as they are smaller groups.</p> <p><b>ACTION –</b> Keep the Covid-19 status under review, and make a decision on the venue for the next meeting at the time of producing the agenda.</p>	<b>AB/PLE /GJ</b>
1.6	<p><b>Health &amp; Safety Trustee</b></p> <p><b>Denys Rayner proposed that Marie Goddard be appointed as the Health &amp; Safety Trustee for the forthcoming year. Seconded by Carole Chevalley and approved by all present.</b></p>	
2	<p><b><u>Trust Leader Reporting</u></b></p> <p><b>2.1 Trust Leaders report</b> The Trust Leader (Peter Elliott) highlighted the main points of the Trust Leaders report circulated with the papers for this meeting.</p> <p><b>2.1.1 Covid-19 update</b> The situation with staff absence is worse than at any time during the Covid-19 pandemic. Staff are absent through illness, isolation, or the side effects of the Booster jab.</p> <p>Classes are being covered by supply staff where available, or are having to be doubled up.</p> <p>School improvement work in some of our academies has not moved forward as fast as we would want as a result of disruption from staff absence. Temporary recruitment is taking place to</p>	

Item	Description	Action
	<p>provide extra leadership capacity from January 2022 at Stanchester Academy.</p> <p><b>A Trustee asked about the ability of the Trust to provide extra resources?</b> Members of the trust central team are supporting schools where possible and the trust has recruited 2 extra councillors to provide Mental Health support.</p> <p>It was noted that the Trust is likely to exceed its staffing budget due to the cost of supply staff.</p> <p>A Trustee noted that there was no Safeguarding report included in this meeting due to the Safeguarding lead providing cover at schools within the trust.</p> <p>Trustees were assured that the Trust is meeting its statutory obligations for safeguarding.</p> <p><b>2.1.2 West Somerset College</b> Trustees are aware that the Computer Science Teacher (Stephen Chapple) was tragically murdered on 21<sup>st</sup> November. The Headteacher (Gregg Mockridge), along with his senior team and the Local Authority Critical Incident Team have managed the situation really well for students and staff.</p> <p>Support is being provided by Bridgwater and Taunton College and Taunton School for the students studying Computer Science A Level.</p> <p><b>2.1.3 Maiden Beech – School reorganisation</b> The Judicial review found in favour of the Local Authority and the school reorganisation will proceed. Maiden Beech will be a Primary Academy from September 2022.</p> <p>The staff restructuring is nearing its final stages.</p> <p><b>A Trustee asked if there were opportunities for staff to move to other schools in the area?</b> The Trust Leader is not anticipating any Support Staff redundancies. Potentially there could be two compulsory redundancies for teaching staff. Others will be redeployed to other schools in the area.</p> <p>A new logo and website have been launched for the school. Open days and evenings are being held for prospective parents of children starting in the reception year. The School is expecting between 38 – 45 children, split across 2 classes.</p> <p>Trustees noted that additional funding is in place from the Local Authority to support the low pupil numbers during the transition.</p> <p><b>A Trustee asked about the impact of the changes on current student numbers?</b> There has been a net loss of 20 students across all year groups. They have moved to schools outside of the area.</p> <p><b>2.1.4 Risk Management</b> The main risk areas are:-</p>	

Item	Description	Action
	<ul style="list-style-type: none"> <li>Staffing – recruitment in Cleaning, Catering, &amp; Learning support</li> <li>Continued disruption from Covid-19</li> </ul> <p><b>2.1.6 Appointment of new Trustees and Governors</b>  There were 6 expressions of interests from parents. Two potential Parent Trustees are attending this meeting as guests. Two have been appointed as Parent Governors on BCA and Brymore LGB's.  The Headteacher at Hamp Infants and an Assistant Headteacher at Robert Blake Science College have joined the Hamp LGB.</p> <p><b>2.1.7 Future of the Farm at Brymore</b>  The draft strategic plan has been produced and circulated for comment by the staff and governors.  This remains a working document at this stage and one of the aims is to provide land security.</p> <p><b>2.1.8 Little Beeches Nursery</b>  See item 2.3 below.</p> <p><b>2.1.9 Apex Centres</b>  See item 2.4 below.</p> <p><b>2.1.10 Every Child Foundation</b>  On advice from the Solicitors (Clarke Willmott) the trust aims to establish a Charitable Incorporated Organisation.  Governance will include independent Trustees from outside of the trust.</p> <p>The Trust Leader will discuss this proposal with the Trust Members at their AGM on 6<sup>th</sup> December.</p>	
<b>2.2</b>	<p><b>Director of Education report</b>  The Director of Education (Tamsin Grainger) highlighted the main points of the report circulated with the papers for this meeting.</p> <p><b>2.2.1 Projected Results 2021-2022</b>  Centre Assessed grades are being compared with projected results to show progress from 2021-2022.</p> <p>The Quality of Education committee have interrogated the data in great depth during a meeting this term.</p> <ul style="list-style-type: none"> <li><b>Key Stage 5</b>  Mock examinations results have provided confidence in the progress made. It was noted that the last formal examinations this age group sat were their Key Stage 2 SATs.</li> <li><b>Key Stage 4</b>  There is a dip in 4+ English and Maths at BCA and Stanchester. This is due to the impact of the pandemic on the strategies for raising attainment. Senior leaders have been covering absences and providing exam experience</li> </ul>	

Item	Description	Action
	<p>for students and staff.</p> <p><b>A Trustee asked about the gap in Progress 8 for disadvantaged pupils?</b> The gap widened during the Covid-19 pandemic, but the picture is more positive this year.</p> <ul style="list-style-type: none"> <li> <b>Key Stage 2</b>            Early assessments have shown that there is a stable rate of progress in Year 6. These assessments have helped identify the interventions needed to help progress.             The tools are available to aid progress but attendance, especially at Hamp has been an issue.             The Gap between the expected level and Greater Depth is closing at Hamp.             Trustees discussed the early assessments that were undertaken in September 2021 to provide a baseline for pupil attainment early in the academic year.         </li> </ul> <p><b>A Trustee asked why the GPS Expected standard at Otterhampton were lower than the other schools?</b> There is only a cohort of 10 children and the performance of one child can make 10% difference in these figures. Otterhampton has benefited from help from a Growing Great Schools colleague and the Quantock schools Hub.</p>	
	<p><b>2.2.2 School Improvement Team</b>            The school Improvement team will be expanded been expanded to include a Teacher Development Lead for both Secondary and Primary.            Curriculum development leads will be appointed from existing capacity in some cases and recruitment is taking place.             The importance of expanding the critical function of the central team was noted. The aim is to have these roles filled by September 2022.</p> <p><b>A trustee asked if this process could be sped up?</b> This feeds into the financial planning for school support but recruitment may be earlier if the right personnel are available.</p> <p>It was noted that the Teacher Development Lead for Secondary will cover KS5 at West Somerset College.</p>	
	<p><b>2.2.3 Every Child Reads</b>            Trustees reviewed the Reading ages across the trust.            Early interventions are in place at BCA, Brymore and Hamp.            Reading for Pleasure is being promoted right across the Trust.</p> <p><b>Action</b> – Add the number of pupils to the percentage information in the reading age report for clarity.</p>	<p><b>TG →</b>  <b>QofE</b></p>

Item	Description	Action
	<p><b>2.2.4 The 'Get Ahead' Programme</b>  250 students are attending online teaching each week.  Unfortunately, it is not possible to find metrics for attendance from each school.</p> <p>Trustees noted how user friendly the website was.  All sessions are recorded so that they can be watched later.</p> <p><b>A Trustee asked if there were plans to expand the lessons form Year 12 &amp; 13?</b> This would place a burden on the small team of A level teachers where they may be the only one in the trust.</p> <p><b>Action</b> – Trust Leader to speak with the College about getting access to their digital offer for A level students.</p> <p><b>2.2.5 Growing Great Teachers</b>  Stage one – “Goal Setting” has been completed with the Headteachers and Senior Leaders in each school.</p> <p><b>2.2.6 Maiden Beech Primary Academy</b>  Marketing taking place to parents for places in September 2022.</p>	<b>PLE</b>
<b>2.3</b>	<p><b>Little Beeches Nursery</b>  The Trust Leader (Peter Elliott) highlighted the main points of the Investment Decision document circulated with the papers for this meeting.</p> <p>The opportunity has arisen as part of the conversion of Maiden Beech Academy to a Primary Academy to provide a Nursery for the local community directly alongside the school. Making it much more convenient for families to access early years education.</p> <p><b>Financial Plan</b>  Various financial sensitivities analysis has been completed to inform a business plan for a new nursery. This looks robust and the business plan shows that the nursery will be a going concern that generates a small surplus. The LA will contribute £139k to the development of the nursery to ensure it can provide 0-2YO provision.</p> <p>The options available to the Trustees are:-</p> <ol style="list-style-type: none"> <li>1. 2 to 4 year olds – all start-up costs borne by the Trust</li> <li>2. 0 to 4 year olds – with £139k funding from the Local Authority, but with less revenue over time.</li> </ol> <p><b>A Trustee asked about the revenue implications of including 0 to 2 year olds?</b> Estimated revenue will be reduced from £85k to £49k per annum.</p> <p>The advantage of providing a single Nursery provision for the local community was noted. Along with the contribution to the wellbeing of the local community in Crewkerne from the ease of access to education.</p> <p><b>A Trustee asked if all the running costs have been considered in the financial projections?</b> Yes – staffing consists of 65% of the budget.</p>	

Item	Description	Action
	<p data-bbox="376 170 1334 230">It is much easier to be flexible with staffing to meet the ratios required for different age groups.</p> <p data-bbox="376 271 1334 371">There will be an impact on the operating surplus for 2021/22 of the Trading Company that will run the Nursery as it will bear the set-up costs of the Nursery.</p> <p data-bbox="376 405 1302 506">The Trading Company are putting HR policies and procedures in place in conjunction with Clark Willmott for employing staff ready for the Nursery opening.</p> <p data-bbox="376 539 671 571"><b>Capital Development</b></p> <p data-bbox="376 573 1310 604">£200k is required to develop the learning spaces suitable for a Nursery.</p> <p data-bbox="376 607 1198 638">£30k is required for the purchase of equipment for the Nursery.</p> <p data-bbox="376 672 647 703"><b>Financial Provision</b></p> <p data-bbox="376 705 1254 775">A provision of £40k in the Trading Company budget is needed for a possible shortfall in income in year 1 in 2022/23</p> <p data-bbox="376 808 1286 943"><b>Richard Hawkins proposed that Trustees approve the capital expenditure of £230k on a Nursery for 0 to 4 year olds, on the Maiden Beech Academy site from September 2022. Seconded by Denys Rayner and approved by all present.</b></p>	
2.4	<p data-bbox="376 1021 544 1052"><b>Apex South</b></p> <p data-bbox="376 1055 1222 1144">The Trust Leader (Peter Elliott) highlighted the main points of the Investment Decision document circulated with the papers for this meeting.</p> <p data-bbox="376 1178 1318 1312">An alternative to Permanent Exclusion APEX provision could be established on the Maiden Beech Academy site without any further investment but it would not be able to provide a full suite of opportunities for your people to keep them in mainstream schooling.</p> <p data-bbox="376 1346 1270 1447">Funding of £232k is needed to provide stables, animal shelters, hard standings, etc. Along with CCTV, Livestock, and adaptations to the existing classrooms.</p> <p data-bbox="376 1480 1254 1547">There will be the potential for income from traded places to schools outside of the trust.</p> <p data-bbox="376 1581 1310 1682"><b>A Trustee asked about coping with the dynamics of pupils from different schools?</b> The Campus has 11 classrooms, which will make it much easier to separate pupils into different spaces.</p> <p data-bbox="376 1693 1254 1760">The addition of this provision will provide the opportunity to support pupils in two different areas of the county.</p> <p data-bbox="376 1762 1310 1830">Trustees noted the challenge of transporting students' long distances to access the Apex West provision in Minehead.</p> <p data-bbox="376 1863 1310 1964">A Trustee commented that any investment to reduce Permanent Exclusions in the trust is a good one, and is a good strategic aim for the trust.</p>	

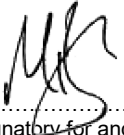


Item	Description	Action
	<p>The Finance &amp; Resources committee will be monitoring the financial contributions to the provision while bearing in mind the visibility of any subsidy provided by the trust.</p> <p><b>A Trustee asked about the capacity in the Central Team to support the provision?</b> The current landscape is for schools to join a MAT. The Trust Leader is conscious of the exposure to the trust of him being the one person who sees everything.</p> <p>The Board is aware of the need to have a succession plan in place and noted the presence of Mark Thomas at meetings to act as deputy Trust Leader if needed.</p> <p><b>Sid Gibson proposed that Trustees approve the expenditure of £232k on Apex South at Maiden Beech Academy from September 2022. Seconded by Jane Gillespie and approved by all present.</b></p>	
2.5	<p><b>Update on Maiden Beech Primary Academy</b> See 2.1, 2.3, and 2.4 above.</p>	
3.	<p><b>Annual Accounts</b></p>	
3.1	<p><b>Approval of Annual Accounts 2020-21</b> The Chief Financial Officer (Nic Mould) highlighted the main points of the Annual Accounts circulated with the papers for this meeting.</p> <ul style="list-style-type: none"> <li>• £400k in year revenue surplus.</li> <li>• £928k planned expenditure from reserves.</li> <li>• 4.4m Pensions loss The pensions liability is shown in the accounts, but it is underwritten by the government. It was noted that there is a triennial review in 2023, that is likely to increase the trust pension contributions.</li> </ul> <p>The CFO noted that more positive achievements had been added to the Trustees report.</p> <p>The Joint Audit and Finance &amp; Resources committee have reviewed the accounting statements and management letter in detail at their meeting on 25<sup>th</sup> November 2021 with the auditors (Bishop Fleming) and recommend approval of the accounts.</p> <p><b>Denys Rayner proposed that Trustees approve the Annual Accounts for 2020-21. Seconded by Carole Chevalley and approved by all present.</b></p>	
4.	<p><b><u>Financial Reporting</u></b></p>	
4.1	<p><b>2020/21 Financial update</b> The Chief Financial Officer (Nic Mould) highlighted the main points of the Month 1 Management Report circulated with the papers for this meeting.</p> <ul style="list-style-type: none"> <li>• Income £120k above budget</li> <li>• Expenditure £258k below budget</li> <li>• Positive Revenue variance of £378k</li> </ul>	

Item	Description	Action
	<p>It was noted that the additional income has come from grant funding for mass testing and an increase in SEN funding.</p> <p>Increased income in Month 2 of £169k has already been received for Catch-up and tutoring.</p>	
<b>4.2</b>	<p><b>Capital Projects</b></p> <p>The Chief Financial Officer (Nic Mould) highlighted the main points of the Consolidated Capital Expenditure include in the Management report circulated with the papers for this meeting.</p> <ul style="list-style-type: none"> <li>• Capital expenditure £2.0m</li> <li>• Capital income £1.3m</li> </ul> <p>The difference has come from reserves as previously approved by the board.</p>	
<b>3.3</b>	<p><b>Trading Subsidiary</b></p> <p>The chair of the Trading Company (Richard Hawkins) gave a verbal update on the end of year position for the company.</p> <p>The trading board is continuing its monthly monitoring of the Trading Subsidiaries financial performance.</p> <p>The Subsidiary made a £8k surplus in 2020/21 and is already £8k above the budget at month 2 of 2021/22,</p> <p>It was noted that a new contract has been agreed with Butlins for access to the training kitchens at West Somerset College.</p>	
<b>5</b>	<b><u>Reports to the Board</u></b>	
<b>5.1</b>	<p><b>Audit Committee</b></p> <p>The Audit committee chair (Denys Rayner) highlighted the main points of the committee minutes circulated with the papers for this meeting.</p> <ul style="list-style-type: none"> <li>• It is the opinion of the Internal Auditors (RSM) that the Trust has an adequate and effective framework for risk management. He noted how encourage the committee were with the performance of RSM.</li> <li>• Restructure of Risk Register to separate risks and issues.</li> </ul>	
<b>5.2</b>	<p><b>Finance &amp; Resources Committee</b></p> <p>The F&amp;R committee chair (Sid Gibson) highlighted the main points of the committee minutes circulated with the papers for this meeting.</p> <ul style="list-style-type: none"> <li>• The committee has focused on the annual financial performance for 2020/21.</li> </ul>	
<b>5.3</b>	<p><b>Quality of Education Committee</b></p> <p>The QofE committee chair (Carole Chevalley) highlighted the main points of the committee minutes circulated with the papers for this meeting.</p>	

Item	Description	Action
	<ul style="list-style-type: none"> <li>Review of the Academy Development Plans with a focus on Hamp and Stanchester. The advantage of schools being able to work together within the trust was noted.</li> <li>Deep dive into Brymore. <ul style="list-style-type: none"> <li>Ethos, Academic performance, Boarding.</li> <li>Strengths and Opportunities</li> <li>Forthcoming Boarding inspection.</li> </ul> </li> <li>Reflection on the first term of Apex West.</li> </ul>	
<b>5.4</b>	<p><b>Health &amp; Safety</b> Trustees noted the contents of the Health &amp; Safety report for 2020/21 circulated with the papers for this meeting.</p> <p><b>A Trustee asked why there were a higher number of incidents recorded at Otterhampton?</b> These are probably playground bumps. The central team will look at the way that these incidents are recorded at the school.</p> <p>Incidents of physical violence at West Somerset College are between two particular year groups</p>	
<b>5.5</b>	<p><b>Greener Governance</b> The Clerk (Greg Jones) highlighted the main points of the Green Governance paper circulated with the papers for this meeting.</p> <p>It is one of the focuses from Cop 26 and The National Governance Association for boards to look at their “greener credentials” as one of their strategies.</p> <p>There will be a discussion at the Board Strategy Event in April 2022.</p>	
<b>6</b>	<p><b>Policies for Approval</b></p> <p>Admissions consultations are required as they have not been consulted on for seven years.</p>	
<b>6.1</b>	<p><b>Hamp Academy Admission consultation</b></p> <p><b>Andy Berry proposed that Trustees approve the Hamp Academy Admissions policy for 2023/24. Seconded by Denys Rayner and approved by all present.</b></p>	
<b>5.2</b>	<p><b>West Somerset College Admission consultation</b></p> <p><b>Carole Chevalley proposed that Trustees approve the West Somerset College Admissions policy for 2023/24. Seconded by Bob Brown and approved by all present.</b></p>	
<b>7</b>	<p><b><u>Papers for Information</u></b></p> <p>Governing a School Trust Clerks Briefing</p>	

Item	Description	Action
8.	<b><u>Any Other Business</u></b>	
	None	
8.	<b><u>Next meeting</u></b>	
	<p>Thursday 3<sup>rd</sup> February 2022  <b><u>5.00pm</u></b>            Venue to be confirmed.</p> <p>The chair thanked everybody for their participation in what had been a busy agenda with some important decisions made for the development of the trust.</p>	
	<i>The meeting finished at 7.02pm.</i>	

  
 Signed..... 3<sup>rd</sup> February 2022  
 Authorised Signatory for and on behalf of **Bridgwater College Trust**

I certify that this is a true, complete and up-to-date copy of the resolutions passed at a duly convened and quorate meeting of the Board of BCT and that the resolutions set out above have not been revoked, rescinded, amended or varied in any manner and remain in full force and effect as at today's date.