



Company number 8098956

**MINUTES**  
**BRIDGWATER & TAUNTON COLLEGE TRUST**  
**BOARD MEETING**  
**26<sup>TH</sup> MAY 2022**

**Actions from BTCT Board Meeting on 25<sup>th</sup> May 2022**

Item reference	Action	Person responsible	Date Due
2.1.8	Investigate the future Senior Leadership structure of the central team to include a Head of People. Task & finish group to review structure and job descriptions of the central team.	PLE	22/09/22
3.5.2	Mechanism for trustee induction / mentoring.	PLE/GSJ	29/09/22



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**MINUTES**  
**BRIDGWATER & TAUNTON COLLEGE TRUST**  
**BOARD MEETING**  
**26<sup>TH</sup> MAY 2022**

Meeting was held at the Holiday Inn Taunton and started at 8.00am

**Members:**

✓	Andy Berry	(AB)	Chair	<i>Bridgwater &amp; Taunton College</i>
✓	Alan Belsey	(Abe)		<i>Parent Trustee</i>
	Bob Brown	(BB)		<i>Independent Trustee</i>
✓	Carole Chevalley	(CC)		<i>Independent Trustee</i>
✓	Kom Djouba	(KD)		<i>Parent 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)	(from 8.54am)	<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>

(✓ *In attendance*)

The chair welcomed everybody to this virtual meeting.

Item	Description	Action
<b>1</b>	<b><u>Procedural matters</u></b>	
<b>1.1</b>	<p><b>Apologies</b>  Apologies were accepted from Bob Brown, Richard Hawkins, Mike Robbins and Nic Mould.</p> <p>The Clerk confirmed that with 9 of the 11 Trustees present that the meeting was quorate (30%).</p>	

Item	Description	Action
1.2	<b>Declarations of Interest</b> Greg Jones – Clerk to Governors at Brookside Academy.	
1.3	<b>Minutes of the previous meeting</b>  <b>The minutes of the board meeting of 7<sup>th</sup> April 2022 were accepted as a true record.</b>	
1.4	<b>Matters arising</b> <b>1.4.1</b> 2.1.1 – Raising the awareness of the work of the trust will continue to be part of the regular conversations with the Regional School Director.	
1.5	<b>Conference Feedback</b> The Trust Leader (Peter Elliott) highlighted the main points of the conference feedback report circulated with the papers for this meeting.  This was a very positive experience to reconnect with colleagues. There will be a similar event next year on 16 <sup>th</sup> & 17 <sup>th</sup> March 2023.	
2.	<b><u>Trust Leader Reporting</u></b>	
	<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.  <b>2.1.1 Covid-19 update</b> The impact of Covid-19 has reduced significantly which has been good for participation in the GCSE examinations.  <b>2.1.2 Short Term Alternative Provision</b> The implementation of this “test and learn” project has had a positive impact on reducing Fixed Term Exclusions. The project will continue throughout the summer term after which it will be reviewed to see if it will continue in the Autumn term.  <b>2.1.3 Risk Management</b> A new format Risk Register has been produced for review at the next Audit Committee meeting. This document now includes a separate Issues register.  There is an increasing risk from inflation to capital projects and energy costs. It was noted that the trust has fixed price energy contracts for the next 18 months.  <b>2.1.4 Potential Sale of Property</b> An application has been made to the Education, Skills, Funding Agency (ESFA) for approval in principle for the sale of the Lodge at Brymore. The ESFA have acknowledged receipt and indicated that a decision may be made by the end of the calendar year.  <b>2.1.5 Financial Position – Month 7</b> The Month 7 management accounts indicate an end of year surplus of £670k which will offset the overspend on capital	

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	<p>projects due to inflation.</p> <p><b>2.1.6 Maiden Beech Academy</b> See Director of Education's report below</p> <p><b>2.1.7 Apex South</b> Opening September 2022. Students from Stanchester Academy are starting to be allocated places.</p> <p><b>2.1.8 Head of People</b> The Human Resources function is being managed very well on a day to day basis. The Trust should investigate the introduction of a Head of People role to give it the strategic Capacity to develop our people.</p> <p>Trustees discussed the need for a significant strategic role to aid recruitment and retention. They noted the difficulty in competing with other local employers for support staff roles.</p> <p><b>ACTION</b> – Investigate the future Senior Leadership structure of the central team to include a Head of People. Task &amp; finish group to review structure and job descriptions of the central team.</p> <p>It was noted that this should be a board appointment if the role goes ahead.</p> <p><b>2.1.9 Brookside Academy</b> Members of the central team have visited Brookside and a group of 8 Trustees from Brookside have visited several trust schools.</p> <p><b>2.1.10 Capital Projects</b> The programme of capital works is being refreshed to reflect the impact of inflation on the cost of materials. It was noted that some projects may be deferred until next year.</p> <p><b>2.1.11 BTCT Strategic Residential</b> See above.</p>	<b>PLE</b>
<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 Outcomes for 2021-22</b> The data included is still cautious until there are some external results to measure our performance against.</p> <p>Key Stage 5, Key Stage 4, Key Stage 2</p> <p>A Trust assessor is now in place to identify and prepare the students who need extra time in their examinations.</p> <p><b>A Governor asked about the availability of invigilators in the schools?</b> The Department of Education has relaxed the</p>	

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	<p>regulations to allow schools to use members of staff to provide support to students with special access arrangements.</p> <p><b>2.2.2 Inclusion and Education Collaborative Work</b> Work has been carried out to see how ambitious the trust is for students with SEND at Stanchester and Hamp.</p> <p><b>2.2.3 Maiden Beach Primary Academy</b> This is the focus of the Quality of Education committee meeting later today (26/05/2022)</p> <p><b>2.2.4 Growing Great Teachers</b> An update has been presented to the Local Governing Bodies this term.</p> <p><b>2.2.5 Growing Great Schools</b> An update has been presented to the Local Governing Bodies this term.</p>	
<b>3.</b>	<b><u>External Review of Governance</u></b>	
	<p><b>3.1 Whole Board Appraisal report</b> The chair (Andy Berry) noted that the review had been a big piece of work by an external organisation.</p> <p>This is an effective Board, but it needs to take account of these reports and the recommendations included in the summary.</p>	
	<p><b>3.2 Board Meeting Observation report</b> Trustees noted the contents of the report circulated with the papers for this meeting.</p>	
	<p><b>3.3 Skills Assessment report</b> Trustees noted the contents of the report circulated with the papers for this meeting.</p>	
	<p><b>3.4 Board Pack Quality report</b> Trustees noted the contents of the report circulated with the papers for this meeting.</p>	
	<p><b>3.5 Summary report / recommendations</b></p> <p><b>Board Appraisal</b></p> <p><b>3.5.1 The Board to clarify and define goals for its own performance.</b> Set some annual performance criteria for the board that includes attendance and other Key Performance Indicators.</p> <p><b>3.5.2 Provide formal 1 to 1 feedback for board members including feedback form internal and external stakeholders.</b> Need a consistent approach for new and experienced trustees. 360 review of the chair. Introduction of mentors / opportunity to talk with other Trustees. <b>ACTION</b> – Mechanism for trustee induction / mentoring.</p>	<b>PLE/GJ</b>

Item	Description	Action
	<p><b>3.5.3 The board to receive a clear dashboard with emerging issues and risks.</b> Regular circulation of the Risk Register to all trustees. Trust Leader to include the top emerging risks in his reports.</p> <p><b>3.5.4 The board to ensure they have adequate time outside of formal meetings to build rapport and relationships.</b> Make this part of the mentor / training process. Annual Strategic residential event.</p> <p><b>8.54am – Marie Goddard joined the meeting</b></p> <p><b>Skills Audit</b></p> <p><b>3.5.5 The board to conduct an assessment exercise to establish the degree of which the board skills are being used.</b> The risk of placing a burden on trustees with professional skills was noted. But it was felt that relevant experience should be used where it existed alongside the professional retained by the Trust. Annual Risk Assessment process.</p> <p><b>3.5.6 Consider assessing and monitoring of the boards diversity to ensure a wide representation, particularly when recruiting new board members.</b> Trustees discussed the incorporation of the student voice, and that of other stakeholders. They noted that there can be unseen disabilities amongst board members and local governors.</p> <p><b>3.5.7 The board to integrate any training needs identified in the report to training calendar.</b> The board seeks training needs at the end of each academic year to inform the training programme for the following year.</p> <p><b>Board meeting observation</b></p> <p><b>3.5.8 The diversity of the board could be improved in relation to ethnicity and gender of trustees, and should be considered in future board recruitment.</b> The Search committee keep this under review at all of their meetings.</p> <p><b>3.5.9 Risk should become a standard agenda item with appropriate time at each meeting.</b> This will be a standing item in the Trust Leaders report.</p> <p><b>3.5.10 The board should reduce the time spent on performance and compliance issues to create more time for discussion, debate, and challenge on strategic areas.</b> Trustees felt that the is time for this when you look at all the meetings in the last year. It was just that the snapshot in this meeting was skewed towards performance and compliance.</p> <p><b>Board Pack Review</b></p> <p><b>3.5.11 Consider an alternative structure to the agenda that provides greater clarity and prominence to ensure that related items are considered together.</b></p>	

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	<p>Trustees were happy with the contents of the agendas.</p> <p><b>3.5.12 A board cover report could be included for each report item on the agenda to enable trustees to easily identify salient feature and key implications.</b> It was noted that title pages were included where possible without placing an extra burden on the author.</p> <p><b>3.5.13 Develop an annual board planner ad share with the board of Trustees.</b> The Clerk noted that there is an annual planner that is incorporated as an appendix in the Governance Policy.</p> <p><b>3.5.14 Allocate and record times for each item on the agenda.</b> The clerk will add timings to the agenda that will help highlight the relevance of each item.</p> <p><b>Summary</b> Trustees were pleased with the report and noted the recommendations that would strengthen the work of the board.</p> <p>They welcomed the opportunity to hold informal discussions between trustees that could be included in a mentoring programme.</p> <p><b>Trustees decided that as there is no prescribed frequency for external reviews that the board will look at it again in 3 years' time (September 2025)</b></p>	
<b>4.</b>	<b><u>Papers for Information</u></b>	
	<p><b>4.1 LGB Observation reports</b> Trustees noted the contents of the LGB Observations reports circulated with the papers for this meeting. It was noted that the reports had been discussed at each relevant LGB meeting.</p>	
<b>5.</b>	<b>Any Other Business</b>	
	<p><b>5.1 Whistleblowing Policy</b></p> <p><b>Carole Chevalley proposed that Trustees approve the Whistleblowing policy. Seconded by Jane Gillespie and approved by all present.</b></p>	
	<p><b>5.2 Managing Allegations Against Staff policy</b></p> <p><b>Denys Rayner proposed that Trustees approve the Managing Allegations Against Staff policy. Seconded by Sid Gibson and approved by all present.</b></p>	
	<p><b>5.3 Stanchester Anti-Bullying policy</b></p> <p><b>Jane Gillespie proposed that Trustees approve the Stanchester Anti Bullying policy. Seconded by Marie Goddard and approved by all present.</b></p>	

Item	Description	Action
6.	<b><u>Next meeting</u></b>	
	Trust Strategy Event Thursday 7 <sup>th</sup> July 2022 Bridgwater & Taunton College	
	<i>The meeting finished at 9.19am.</i>	

Signed.......... 7<sup>th</sup> July 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.