



Company number 8098956

**MINUTES**  
**BRIDGWATER & TAUNTON COLLEGE TRUST**  
**BOARD MEETING**  
**1<sup>ST</sup> DECEMBER 2022**

**Actions from BTCT Board Meeting on 1<sup>st</sup> December 2022**

<b>Item reference</b>	<b>Action</b>	<b>Person responsible</b>	<b>Date Due</b>



Company number 8098956

# MINUTES

## BRIDGWATER & TAUNTON COLLEGE TRUST

### BOARD MEETING

#### 1<sup>ST</sup> DECEMBER 2022

Meeting held via Microsoft Teams and 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>
✓	Kom Djouba	(KD)		<i>Parent Trustee</i>
✓	Peter Elliott	(PLE)		<i>Trust Leader</i>
✓	Sid Gibson	(SG)		<i>Independent Trustee</i>
✓	Marie Goddard	(MG)		<i>Independent Trustee</i>
✓	Mike Hodson	(MH)		<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>
✓	Tamsin Grainger	(TG)		<i>Director of Education</i>
✓	Greg Jones	(GJ)		<i>Company Secretary</i>
✓	Mark Thomas	(MT)		<i>Brymore Academy</i>
	Sam Reilly	(SR)	(until 5.54pm)	<i>CoG BCA</i>
	Jason Gunningham	(JG)		<i>CoG Brymore</i>
✓	Siobhan Gallagher	(SG)		<i>CoG Hamp</i>
✓	Martina Forster	(MF)		<i>CoG WSC</i>
	Claire Winson	(CW)		<i>CoG OPS</i>
	Adam Strutt	(AS)		<i>CoG Stanchester</i>
	Jonathan James	(JJ)		<i>CoG Maiden Beech</i>

(✓ In attendance) (v = Virtual)

The vice chair welcomed everybody to this meeting.

He welcomed Siobhan Gallagher to her first meeting of the board as the newly appointed chair of the LGB at Hamp Academy

Item	Description	Action
<b>1</b>	<b><u>Procedural matters</u></b>	

**1.1 Apologies**

Apologies were accepted from Andy Berry, Sam Reilly, Jason Gunningham, Adam Strutt and Claire Winson.

Item	Description	Action
	The Clerk confirmed that with 9 of the 10 Trustees present that the meeting was quorate (30%)	
<b>1.2</b>	<b>Declarations of Interest</b> A copy of the register of interests was circulated with the papers for this meeting.  None	
<b>1.3</b>	<b>Minutes of the previous meeting</b>  <b>The minutes of the board meeting of 13<sup>th</sup> and 19<sup>th</sup> September 2022 were accepted as a true record.</b>	
<b>1.4</b>	Matters arising	
<b>1.4.1</b>	1.4.3 – Formation of The Every Child Foundation has been put on hold	
<b>1.4.2</b>	2.3 – See the Trust Leader report below for details of the BTCT Futures project.	
<b>1.5</b>	<b>Decisions since the last meeting</b> None	
<b>1.6</b>	<b>Trustee Appointments / Resignations</b> Alan Belsey has resigned as a Parent Trustee. The Trust Leader and Clerk will start the process of recruiting a replacement.	

## 2. Trust Leader Reporting

### 2.1 Trust Leaders report

The Trust Leader (Peter Elliott) highlighted the main points of the Trust Leaders report circulated with the papers for this meeting.

#### 2.1.1 Risk Management

The latest version of the risk register was reviewed by the Audit committee at its recent meeting.

#### Increasing Risks

- Inflation
- Bio Security

#### New Risks

- Senior Leader burn out - Increasing demands on headteachers.

**A Trustee what support can be given to the Senior Leaders in all schools?** Headteachers have the opportunity to unload their worries with the Trust Leader.

It was noted that headteachers across the county are saying that they are exhausted.

Trustees discussed the issues that are impacting on the job of a headteacher and how different it is from 10 years ago.

Trustees noted that the headteachers in the trust were lucky to have the support of the central team whereas

Item	Description	Action
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others can be very isolated. The Government has only recruited 40% of the target for new teacher numbers indicating a shortfall of talent and supply in future years.

Trustees noted that succession planning was very important and that the trust must look after people to provide the ability to appoint from within the trust. They discussed the impact of the workload of a headteacher on maintaining a work/life balance and that appreciation of the value of the role must be maintained.

**A Trustee asked about the “headspace” given to headteachers to allow them to think strategically?** The reality is that headteachers spend all their time in school managing the day-to-day operation of the school.

It would be great to give them more time out of school but there are always challenges that need dealing with.

**A Trustee asked what can be done to support the headteachers and other senior leaders?** The Central Team will start a conversation with the headteachers to see if there is any other work that can be taken away from them.

Trustees discussed how other organisations dealt with issues within the leadership structure and what could be changed. E.g. a “Chief of Staff” to work alongside a headteacher.

- Unfunded Pay Award – The announcement of £2bn of new funding may provide some short-term support to the trust budget.
- Capital Developments – Many capital projects have been paused while the trust has used the School Condition Allowance funding to support day to day maintenance,

### 2.1.2 School Updates

- West Somerset College – Nikki Doughty appointed as headteacher.
- Brymore Academy – New catering supplier in place.
- Otterhampton – The “Good” OFSTED report has now been published.
- Hamp Academy – Year 3 cohort have started well.
- Bridgwater College Academy – Our largest and most complex school.
- Maiden Beech Primary Academy – The recent parent survey has shown that 100% of parents in reception are happy with the school.
- Stanchester Academy – Significant traction with the School Improvement Plan this term.

### 2.1.3 Impact of Apex and STOP

There has been a 28% reduction in suspensions from schools in the first part of the Autumn term on a like for like comparison over the same period as last year.

Item Description

Action

### 2.1.4 BTCT Futures Project

The costs for this project have risen in recent weeks and the executive team have decided that they cannot commit to the expenditure required over 5 years at this time. They will continue to monitor the finances to see if it can become affordable in 2024/25.

A Trustee noted that this was a very important initiative as the introduction of online learning across the trust had been very successful during the Covid-19 pandemic.

## 2.2 Director of Education report

The Director of Education (Tamsin Grainger) highlighted the main points of the report circulated with the papers for this meeting.

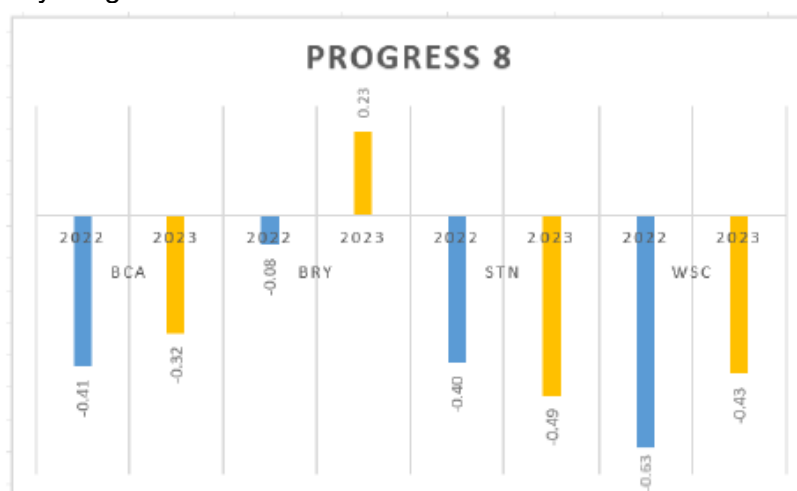
### 2.2.1 Projected Results 2022-2023

- Key Stage 5

Key Stage 5	2019	2020	2021	2022	2023
Number of Students	49	30	69	57	58
Average point score per academic entry	25.86	36.96	36.42	29.86	27.76
Average grade per academic entry	C-	B	B-	C	C-
Students achieving AAB or better %	5.4%	13.3%	17.4%	8.8%	0.0%
Academic value added score	-0.52	0.48	0.24	-0.31	-0.53

Mock exams have been sat recently and meaningful feedback is being given to students.

- Key Stage 4



Target grades have been increased in line with national data. Progress is a key focus for the secondary schools with a sharp focus on “hitting the ground running” from September.

The Gatsby 8 benchmark for careers is at 100% at BCA and WSC and 99% at Brymore. There is no data available for Stanchester yet.

Item	Description	Action
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- Key Stage 2



The target is to achieve positive progress across all subjects.

### 2.2.2 Staff Development

The new trust wide curriculum leads have landed very well in all the schools.

High quality curriculum days have provided good quality CPD for the heads of department.

**A Trustee asked if there will be any Curriculum Development days for primary teachers?** Staff are being supported by the Primary development lead and 60% of those starting the Insights programme are primary teachers.

The first cohort of 19 are starting the Professional Insights Program in January 2023.

**A Trustee asked if all the participants in the Insights programme were volunteers?** Yes - Recruitment took place in October to allow new colleagues time to bed in before applying. The programme ends in December 2023.

Trustees discussed the application process for this programme and the work involved in identifying future stars. They asked the trust to think about an equivalent programme for support staff.

**A Trustee asked about curriculum leads for Modern and Foreign languages and Art?** These vacancies are ongoing.

Leads for Primary Maths and English are also being recruited. Leads have been appointed for the EBAC subjects first.

## 2.3 Confidential Item – Primary School re-organisation

This item is confidential to those present and is contained in a separate minute.

Item	Description	Action
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## End of Confidential Item

### 3. Annual Accounts

#### 3.1 Approval of Annual Accounts 2021-22

The Chief Financial Officer (Nic Mould) highlighted the main areas of the annual account's documents circulated with the papers for this meeting.

#### Summary

<b>Income and expenditure</b>		000's	<b>Balance sheet highlights</b>		000's	000's
(excl Fixed asset funds and pension)		2022			2022	2021
		£			£	£
Unrestricted income		1,087	Net current assets:		1,426	1,471
Restricted income		28,227	Debtors and stocks		3,380	4,586
		29,314	Cash		(2,357)	(2,711)
Unrestricted expenditure		1,905	Creditors (<&>1 year)		2,449	3,346
Restricted expenditure		26,862			(317)	(421)
		28,767	Unspent capital		2,132	2,925
Net operating surplus/deficit per financial statements		547	Fixed asset position		60,570	60,354
Net result for the year		547	LGPS pension		(6,300)	(29,587)
Fixed assets purchased from GAG or other restricted funds		(1,340)	<b>Free reserves</b>			
Net increase/decrease in carry forward		(793)	Reserves brought forward		2,925	
			Net increase/decrease in year		(793)	
			Available reserves carried forward		2,132	
			Being: Unrestricted		1,828	
			GAG and other restricted		163	
			Boarding		141	
			Equivalent to no. months cost		0.9	

The operational surplus and revenue surplus have been used for fixed asset purchases leaving a deficit of £793k.

There is a significant change in the LGPS balance this year due to changes to the discount rate by the actuaries.

Reserves have reduced from £2.9m to 1.8m that equates to 0.9months operating costs.

It was noted that our reserves are slightly higher than other Multi Academy Trusts of a similar size which maintains our strong position in the sector.

A £60k sinking fund has been created to build up a fund for the replacement of the 3G at BCA. (Requirement of Sport England grant to construct it).

#### Harpur vs Brazel

Trustees were informed of the Harpur vs Brazel judgement that creates a liability to pay full holiday pay to part-time employees. The risk to the trust is minimal at about £20k and does not require a provision in the annual accounts.

#### Audit

The audit was clean with minimal audit or regularity issues.

Item	Description	Action
	<p><b>Management Letter</b></p> <p>Two new control observations</p> <ul style="list-style-type: none"> <li>• Trade Debtors</li> <li>• Capital Funds due to be paid to the ESFA</li> </ul> <p>Both of these observations are “Green” and will be accommodated into next year’s accounts.</p> <p>All the prior year’s issues have been resolved.</p> <p><b>Carole Chevalley proposed that Trustees approve the Annual Accounts for 2021-22. Seconded by Sid Gibson and approved by all present.</b></p>	

#### 4. Financial Reporting

##### 4.1 **2022/23 financial update (Month 1)**

The Chief Financial Officer (Nic Mould) highlighted the main points of the Month 1 management report circulated with the papers for this meeting.

- This report is very early in the financial year to produce meaningful figures.
- The Trust Leader is monitoring overtime and absence closely to keep agency costs under review. (A lot of overtime appeared as agency costs last year)
- There is an expenditure lag in month 1 as invoicing comes through later.
- The 1% staffing contingency has been fully allocated as part of the unfunded pay award.
- Staffing is at 84.9% of the budgeted expenditure.

##### 3.2 **Capital Projects**

Capital projects will be reviewed once more certainty is provided about additional income.

**A Trustee asked about the impact of underinvestment in premises for the most pressing repairs?** Once any additional income is allocated to the trust will be able to identify funds that are available for capital repairs.

##### 3.3 **Trading Subsidiary**

The Trading Company is expected to outperform its budget this year. Little Beeches Nursery has started well, with a waiting list for places while more staff are recruited.



Item	Description	Action
<b>5</b>	<b><u>Reports to the Board</u></b>	
<b>5.1</b>	<b>Audit Committee</b> The chair of the Audit Committee (Denys Rayner) highlighted the main points of the committee minutes circulated with the papers for this meeting. <ul style="list-style-type: none"> <li>• Audit programme for 2022-23</li> <li>• Renewal of Internal Audit contract</li> <li>• Robust Risk Register</li> </ul>	
<b>5.2</b>	<b>Finance &amp; Resources Committee</b> The chair of the Finance & Resources Committee (Sid Gibson) highlighted the main points of the committee minutes circulated with the papers for this meeting. <ul style="list-style-type: none"> <li>• End of Year 2021-22</li> <li>• BTCT Trading</li> </ul>	
<b>5.3</b>	<b>Quality of Education Committee</b> The chair of the Quality of Education Committee (Carole Chevalley) highlighted the main points of the committee minutes circulated with the papers for this meeting. <ul style="list-style-type: none"> <li>• Review of 2021-22 results</li> <li>• Focus on Stanchester</li> <li>• Apex South</li> <li>• Student representation at Board and LGBs</li> </ul>	
<b>5.4</b>	<b>Safeguarding Trustee</b> The Safeguarding Trustee (Carole Chevalley) highlighted the main points of the safeguarding reports circulated with the papers for this meeting. <ul style="list-style-type: none"> <li>• Meeting with Trust Safeguarding Lead</li> <li>• High number of safeguarding issues in all schools.</li> </ul> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><b>A Trustee asked if there was a sense of the amount of time that teachers spend dealing with issues that are not related to teaching?</b> Not much time is lost by the class teachers as most non-teaching related issues are dealt with by the Designated Safeguarding Lead or Middle Leaders.</p> </div>	
<b>6</b>	<b><u>Policies for Approval</u></b>	
<b>6.1</b>	The clerk (Greg Jones) noted that the delegation of Policy approval to the committees was working well and that there were no policies for approval by the Board at this time.	
<b>7</b>	<b><u>Papers for Information</u></b>	
	Clerks Briefing	
<b>8.</b>	<b><u>Any Other Business</u></b>	

Item	Description	Action
<b>8.1 Training</b>		
	The Clerk (Greg Jones) highlighted the training available from the Confederation of School Trusts.	
<b>9. <u>Next meeting</u></b>		

Thursday 2<sup>nd</sup> February 2023  
Microsoft Teams

*The meeting finished at 6.12pm*



Signed..... 2<sup>nd</sup> February 2023  
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 BTCT 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.