



BOARD OF GOVERNORS

MINUTES OF THE FULL BOARD OF GOVERNORS HELD ON TUESDAY 28 JUNE 2022

MEETING COMMENCED: 5.00 pm
MEETING ENDED: 7.02 pm

PRESENT: Derek Randall (Chair), Alan Hunt (AH), Andy Berry (AB), Hannah Lenthall (HL), Mike Westlake (MW), Helen Stapleton (HS), John Alvis (JA), Nick Skyrme (NS), Beverley Hawkins (BH), Lyndon Brett (LB), David Taylor (DT), Andy Berry (AB)

IN ATTENDANCE: Marcus Holder (MH), Louise Rowley (LR), Mark Nettle (MN) (Governance Professional) and Katy Hockings (note taker)

G.04.50.22 WELCOME AND APOLOGIES FOR ABSENCE
DR welcomed everyone to the meeting, apologies for absence had been received from Denys Rayner, David Selway, Adam Collett, Grace Briffitt and Claire Pearce.

G.04.51.22 DECLARATIONS OF INTERESTS
There were no declarations of interest relevant to the meeting.

G.04.52.22 MINUTES OF THE MEETING HELD ON 24 MARCH 2022
The minutes from the meeting held on 24 March 2022 were agreed as a true record of the meeting and were duly approved.

G.04.53.22 MATTERS ARISING
JA Retirement – DR thanked JA for his 12 years' service on the Board, as he steps down as a Governor and as Vice Chair. DR thanked JA for the contribution he has made during his time on the Board, particularly in relation to the land-based provision. JA recorded his thanks to the Board and his enjoyment during his time in service.

Campus Boards and Board Structure - Thanks to Governors who have met to review the structure of the Board and to consider Campus Boards.

Instrument and Articles – DR reported that MN will be reviewing this key document which steers the functioning of the Board, and in response to the discussion regarding campus boards and Board structure, MN will be putting recommendations in place for updates to the Instrument and Articles for consideration at the Self-Assessment meeting in October.

Marketing Briefing – This took place during the hour prior to this meeting, as requested and agreed at the last meeting. The Board recorded its thanks to Matt Tudor, Director of Commercial Development, Strategy and Partnerships and Anthea Kerslake, Head of Marketing, for their input to this and providing a useful update on the marketing strategy for the College.

Governance AOB Item from March meeting – DT recorded that, following the item of Any Other Business he raised at the March meeting, he had a productive and useful meeting with AB and DR, and was very happy with the progress which has been made over the past few months.

G.04.54.22

BOARD AND COMMITTEE MEMBERSHIP

AH nominated DRay for the role of Vice Chair, and DT seconded the motion. MN provided some background information which DRay had submitted as part of the nomination process. AH added that, having worked with DRay as part of the Board, he has not only strong local contacts, networks, and roots, but also a very wide experience and knowledge. DT commented on the strategic discussions which had been led by DRay and he clearly has good experience in relation strategy and planning. DT said he was very pleased to second this appointment. The Board ratified DRay as Vice Chair and he was therefore officially appointed.

MN confirmed that there has been a request for Staff Governor for Bridgwater, replacing Luke Fielder who left in-year.

Sam Harris-Roberts, Senior LSA, and Becky Heath, Curriculum Quality Manager, have both received nominations. A staff election process will now take place to decide which staff member will be appointed.

MN confirmed that additional Governors will be sought in the coming months. A replacement Chair of Audit Committee will be sought in the wake of JA's retirement.

G.04.55.22

REGISTER OF INTERESTS

MN requested that Governors provide their updated register of interests form as soon as possible. This is an annual requirement of being a Governor.

ACTION: All Governors to complete a register of interests form.

G.04.56.22

2021/22 UPDATE

Principal's Update – AB provided a verbal update in conjunction with the written update he had provided prior to the meeting which had been circulated to the Board. He highlighted key points from the report and provided an update on developments since the report had been written. AB highlighted attendance of over 90% for the recent GCSE series, which is a reflection of the hard work by staff in encouraging attendance and the commitment of students. A new initiative for these exams is the introduction of therapy dogs for students to spend time with prior to the exams to alleviate some level of anxiety. AB noted that staff absence continues to be a challenge as Covid has not gone away and there have been some waves of cases within the College among staff. This has provided a challenge for cover. The College will be holding a Curriculum Planning residential for Heads of Department and

Curriculum Managers in mid-July. BH has kindly agreed to provide some training as part of that event, for which AB noted thanks. AB highlighted the change coming with the Unitary Authority now being in place. Bill Revins is the new Leader of the authority. The current Chief Executive will depart the role imminently and AB is part of the panel for the appointment of new CEO for the Unitary Authority. AB invited questions and comments from Governors. DT commented that it is encouraging to hear such positive news in the update. He mentioned the visit of the new leader of Somerset County Council and how useful this will be. DT asked whether there is a risk of industrial action given the current economic context. AB responded to say that he is meeting this week with unions to discuss the pay claim for 2022-23. The College has been able to offer pay awards in recent years but has not been able to agree to meet the request from unions which was made during the May/June half term break for a pay rise of 10%. As a result, the members of the union have been balloted for a vote on industrial action in this regard. The outcome of the vote is awaited. Governors thanked AB for the useful update.

Operating Plan 2021/22 Update – LR presented the key points regarding an update for the operating plan for 2021/22. The majority of the plan has been achieved. The remaining amber items are related to the fact that we will not know the outcome of results until August. The final update will be provided at the Self Assessment meeting in October 2022. The Board noted the updated plan and thanked LR for her update.

Management Accounts 30 April 2022 – The management accounts for the period to 30 April 2022 had been circulated prior to the meeting. MH provided a verbal update with the key points which Governors need to be aware of. He invited questions from the Board. The Board noted the position and thanked MH for a clear update.

MH noted for the Board that the College insurance policy has been renewed, following a tender process, and the cost of this is comparable to the previous premium, but with a new supplier.

G.04.57.22

2022/23 PLANNING

Strategic Planning Framework – AB thanked Governors for their input on the strategic planning discussions over the previous months. From these discussions, SMT had collated the outcomes of these discussions into a coherent strategic plan, which had been circulated prior to the meeting. AB commented that he has given outline of the proposed new vision, along with broad areas for focus to Heads of Department, and this has been positively received. DT commented how well the Governor discussions have informed the final draft. He asked how under cross-cutting theme of Equality, Diversity, and Inclusion, are we getting our targets for recruitment, as it probably needs to represent and reflect the regional population percentages, unless we consider whether we would draw appointments from a wider geographical area. MN thanked DT for this query which would help in identifying KPIs in this area. DT also asked how our recruitment process will change to ensure that these targets are achievable. NS commented that it is positive to see item 1.2 about promoting talent potential specifically. NS asked what action is being taken to ensure we retain staff. AB commented that talent retention, career development and active work

towards these are a key part of the strategic plan, and that a number of initiatives will be embedded within the culture to ensure this is achieved. NSendell and the HR department will be working on specific actions on this part of the plan. LB asked about how staff have been impacted by staff absence due to Covid and areas of the College where there are vacancies. AB commented that there are some areas where vacancies have not been filled as quickly as planned, partly at least due to the impact of Covid but also due to the challenges for the sector with regard to pay scales and competition within the local area. There has been a review of sickness absence, as well as a staff survey which has been sent out recently, to generate some data around the implications and effects of these factors. Further review and analysis is required to enable an accurate picture to be generated. AB agreed to do some further analysis. HL commented that the priorities for action from the Strategic Plan are really useful to feed into the staff appraisal process to provide context and focus and strategy at all levels of the organisation, along with targets for CPD and development. AB thanked HL for these useful comments, which will be fed into the appraisal process review which is currently underway. The Board thanked AB and SMT for their work on the strategic plan.

ACTION: AB to provide some further analysis to the Board regarding the effects of vacancies and sickness absence on staff.

Risk Register – It was noted that the Risk Register for 2021-22 had been reviewed and scrutinised by the Audit Committee earlier in the term. The Board noted the final operating plan outcome for 2021-22. The new Risk Register for 2022-23 will be circulated next term and will be informed by the outcomes of the 2021-22 Risk Register and the new Strategic Planning Framework. AB invited questions. The Board noted the position.

Three-Year Financial Plan – The three-year financial plan, which sets the budget for next year and the estimates for the following two years, had been circulated prior to the meeting, and MH provided a verbal update on the key points. He invited questions and comments. DR commented that it will be useful to compare the budget against targets with the Board, to give a context. MH requested Board approval of the Three-Year Financial Plan. The Board approved the plan as outlined.

G.04.58.22

FINANCIAL REGULATIONS

MH confirmed that the Financial Regulations, which are required to be updated on an annual basis and have been scrutinised in detail by the FP&GP Committee, had been circulated to the Board prior to the meeting. He requested approval for the Financial Regulations by the Board. The Board confirmed its approval.

G.04.59.22

BUSINESS CONTINUITY

MH confirmed that the Audit Committee had scrutinised and reviewed the Business Continuity plan in detail. This document is reviewed and updated on an annual basis.

MH confirmed that there is now an overarching incident action plan, and a number of incident plans had been updated during the year. The Audit Committee requested assurance that the identified incidents have been tested in a robust manner. It was confirmed that there are regular reviews of the procedures, and further testing will be done over the coming year.

G.04.60.22

PROPOSED 2022-23 SUBCONTRACTOR LIST

LR confirmed there have been a number of changes by the ESFA in regard to subcontractors. The oversight of the College's subcontractors is carried out by Quality and Standards Committee; however, the Full Board is now required to approve the subcontractors which will be used by the College in the coming year. AB highlighted The Colleges' Partnership which is a new company on the subcontractors list. This relates to basic training for infantry contracts with the British Army, and is a company jointly owned by the College and Wiltshire College. The ESFA has confirmed this does not represent a conflict of interest. NS asked why there are some national companies listed and why these are not utilised via their local colleges. AB explained that the College is part of Collabgroup, and this is a national organisation whereby we win contracts at a national level via these Collabgroup contracts. The Board reviewed the subcontractors list and unanimously approved the list.

G.04.61.22

REPORT ON SUBSIDIARY AND ASSOCIATED COMPANIES

An update on the subsidiary and associated companies had been provided in advance of the meeting, including South West Institute of Technology, National College for Nuclear, The Colleges' Partnership, Notebook Assessment Services Ltd, and Bridgwater and Taunton College Trust. AB invited questions regarding this report. DT asked about the Every Child Achieves strand of work within the Bridgwater and Taunton College Trust. He suggested that it might be helpful to speak to other schools in the area to look at how these kinds of projects work in practice. AB will follow this up.

ACTION: AB to speak to DT contacts re Every Child Achieves.

NCfN Financial Statements 2020-21 – It was noted that these had been circulated prior to the meeting for review. AB invited questions or comments from Governors. There were none and Governors noted the financial statements.

BTC Corporate Services Limited Management Accounts May 2022 – It was noted that the management accounts had been circulated prior to the meeting for review. AB invited questions or comments from Governors. Governors noted the management accounts.

The Colleges' Partnership – Five Year Plan – It was noted that the five-year plan for TCP had been circulated prior to the meeting. AB invited questions or comments from Governors. The five-year plan was noted by Governors.

G.04.62.22

ESTATES STRATEGY

The Building Projects Committee had reviewed and scrutinised the Estates Strategy and the FP&GP Committee had also reviewed it. Further work will be undertaken on space utilisation over the coming months, and also incorporating more detail with regard to decarbonisation to ensure that we have realistic and achievable targets. There will also be more focus around the impact of increased working from home, and shift in provision going forward to ensure that we are utilising our estates effectively. MH invited questions. AH noted that the text suggests around 40% of the facilities are Condition C and D, however the table below seems to reflect closer to 50%. MH would review and revise this, but confirmed that there are a significant number

of our buildings which do require some degree of work, and this document will help to identify the priorities for action. Governors agreed the strategy.

G.04.63.22

MEETING CALENDAR FOR 2022-23

MN confirmed that the final calendar for 2022-23 would be circulated to Governors by Friday 15 July. DT asked whether Governors will be provided information about when learning walks will take place. MN confirmed the dates of College Inspection Reviews (CIRs) can also be circulated with advice on how to request opportunities for learning walks.

ACTION: MN to circulate finalised calendar, including dates for CIRs / learning walks.

G.04.64.22

REPORTS OF SUBCOMMITTEE MEETINGS

DR asked Governors also to note the minutes of the following committee meetings:

Search Committee held on 27 April 2022 – The minutes were reviewed and ratified by the Board.

Building Projects Committee held on 17 May 2022 – The minutes were reviewed and ratified by the Board.

Health and Safety Committee held on 26 May 2022 - The minutes were reviewed and ratified by the Board.

Quality and Standards Committee held on 7 June 2022 - The minutes were reviewed and ratified by the Board.

Audit Committee held on 14 June 2022 - The minutes were reviewed and ratified by the Board.

BTC Corporate Services Ltd held on 6 June 2022 - The minutes were reviewed and ratified by the Board.

FP&GP Committee held on 15 June 2022 - The minutes were reviewed and ratified by the Board.

G.04.65.22

ANY OTHER BUSINESS

There was none.

G.04.66.22

DATE OF NEXT MEETINGS

The next meeting will be held on Thursday 8 December 2022.

The meeting closed at 7.02 pm.