

## THE BOARD OF TRUSTEES OF GODALMING COLLEGE

Minutes of the meeting of the full Board of Trustees of Godalming College  
held virtually on Monday, 29<sup>th</sup> March 2021 at 4.30pm

### Present:

Peter Aitken (PA)	Adam Duce (AD)	Geoff Howes (GH)
Rachel Gray (RG)	Elizabeth Graham, Chair (EG)	Douglas Jack (DJ)
Justin Knight (JK)	Jeremy Pattison (JP)	Shirley Price (SP)
Hannah Radwanski (HR)	Dawn Reves (DR)	Nigel Roberts (NR)
Anne Wakefield (AW)	Helen Warren (HW)	Emma Young, Principal (ELY)

### Apologies:

Hamish Cameron Blackie (HCB)	
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### In attendance:

Sarah Baudains, Finance Director (SB)	Dominic Ferris, Outgoing SU President (DF)
Sharon Harmon, Clerk (SH)	Oliver Stevens, Deputy Principal (ODS)

<b>1.</b>	<b>Apologies for Absence</b>
	Apologies for absence were received from Hamish Cameron Blackie.
<b>2.</b>	<b>Declarations of Interest</b>
	There were no declarations of interest.
<b>3.</b>	<b>Minutes of the meeting held on 7<sup>th</sup> December 2020</b>
	The minutes of the last meeting of the Full Board of Trustees, held on Monday 7 <sup>th</sup> December 2020, were approved by the Board as an accurate record.
<b>4.</b>	<b>Matters Arising from the previous minutes</b>
	There were no matters arising from the previous minutes.
<b>5.</b>	<b>Principal's Update</b>
	The Principal reported to the Board on College activities since the start of the Spring term in January. The Principal provided the Board with a detailed overview of the measures the College has implemented in response to the ever changing position with the COVID-19 pandemic. The Principal explained that following the introduction of the national lockdown in January 2021 the College moved seamlessly from blended learning to fully remote learning. Subsequently with the easing of lockdown for schools and Colleges from 8 <sup>th</sup> March the College has reverted to the blended learning approach. The Principal further explained the rationale for this approach including the need to facilitate the mass testing programme as well as continuing to minimise the risk of transmission. The Principal confirmed that the College would continue with this approach until the end of this term. The College aims to have all students return to full time face to face teaching at the start of the summer term on 19 <sup>th</sup> April 2021.

	<p>The Principal reported that testing was going very well. Over 80% of those invited to test are taking part. There have been no positive cases since face to face teaching resumed on 8<sup>th</sup> March 2021 to date.</p> <p>The Trustees involved with the College COVID-19 mass testing programme noted how well organised and efficiently conducted the testing had been.</p> <p>The Principal provided the Board with a comprehensive overview of plans for the return of full time face to face teaching and additional measures the College was implementing to facilitate a safe as possible environment.</p> <p>The Principal provided an update on the cancellation of the 2021 exams and the introduction of Teacher Assessed Grades. The Principal explained the guidance received to date on the process for Teacher Assessed Grades and outlined the College’s planned approach. The Principal reported that the results days has been moved to 10<sup>th</sup> August 2021 for A Levels / Level 3 BTECs and 12<sup>th</sup> August for GCSEs.</p> <p>The Principal reported that the development of the new College website, which is to be launched in May, is going well.</p> <p>The Principal explained that planning for Going to Godalming days and Open Days was underway and the hope is to conduct both face to face but this will be kept under close review and will be dependent on progress with the government’s national roadmap out of lockdown.</p> <p>The Board discussed student applications, the admissions process and enrolment programme for the 2021 intake of students.</p> <p>The Board further discussed Teacher Assessed Grades and the process for awarding these. The Principal agreed to share the College policy on Teacher Assessed Grades with the Board. The Board discussed the appeal process. The Principal explained that the evidence base is more clearly set out this year and the process is different with the Exams Board also involved in the appeals process.</p> <p><b>Action:</b> ELY to share the Centre Policy for Summer 2021 assessment with the Board of Trustees.</p>
6.	<p><b>Committee Reports</b></p>
	<p><b><u>Finance and Estates</u></b></p> <p>Peter Aitken reported on the meeting of the Finance and Estates Committee on Monday, 8<sup>th</sup> March 2021. The following discussions and actions from the meeting were noted:</p> <ul style="list-style-type: none"> <li>• Reviewed management accounts.</li> <li>• Discussed the College’s Treasury position.</li> <li>• Discussed works to the Art block.</li> <li>• Discussed College Insurance contract and photocopier contract.</li> <li>• Discussed site security.</li> <li>• Discussed at length the College catering facility.</li> <li>• Reviewed and recommend for approval the Financial Regulations and Procedures.</li> </ul>

	<p><b>Audit</b></p> <p>Geoff Howes reported on the meeting of the Audit Committee on Monday, 8<sup>th</sup> March 2021. The following discussions and actions from the meeting were noted:</p> <ul style="list-style-type: none"> <li>• Received two internal audit reports from external auditors Wylie Bisset covering Safeguarding and Financial Controls. The audit of Financial Controls found the level of assurance was substantial. The audit of Safeguarding found the level of assurance was strong.</li> <li>• Reviewed and recommend for approval the Financial Regulations and Procedures</li> <li>• Reviewed updates to the Risk Register and agreed to canvass Full Board for appetite for scrutiny of individual Risks in detail.</li> </ul> <p><b>Curriculum and Quality</b></p> <p>Shirley Price reported on the meeting of the Curriculum and Quality Committee on Monday, 15<sup>th</sup> March 2021. The following discussions and actions from the meeting were noted:</p> <ul style="list-style-type: none"> <li>• Full discussion of Blended Learning, teacher assessed grades and plans for the return to full time face to face teaching.</li> <li>• Received an update on the College coaching scheme.</li> <li>• Received an update to the Prevent Strategy: Audit and Plan.</li> <li>• Reviewed and recommend for approval the Equality, Diversity and Inclusion Policy.</li> <li>• Reviewed and recommend for approval the Exams Policy.</li> </ul> <p><b>Governance and HR</b></p> <p>Douglas Jack reported on the meeting of the Governance and HR committee on Monday, 22<sup>nd</sup> March 2021. The following discussions and actions from the meeting were noted:</p> <ul style="list-style-type: none"> <li>• Noted the Vice Chair of the Board of Trustees vacancy and encourage Board members to consider the role.</li> <li>• Discussed Trustee training and annual conference programme and encouraged Board members to put forward any training requests or conference programme items.</li> <li>• Reviewed and recommend for approval the Admissions Policy.</li> <li>• Reviewed and recommend for approval the Trustees Meetings Etiquette Policy.</li> <li>• Reviewed and recommend for approval the Removal of a Trustee Policy.</li> <li>• Reviewed and recommend for approval the Equality, Diversity and Inclusion Policy.</li> </ul>
7.	<p><b>Board Matters</b></p> <p><u>Trustees Annual Conference</u></p> <p>The Principal advised the Board on plans to schedule the postponed Trustees Annual Conference at the end of the Summer Term. Covid-19 restrictions permitting, the hope is to hold an in-person conference at the College. The proposed programme would consist of a training, strategic planning, Governance Self-Assessment and sector update in the afternoon and the option of College tours and lesson observations in the morning. The Principal encouraged Board members to put forwarded any suggestions they may have for the programme.</p> <p>The Board discussed possible dates and the Principal agreed to look at options around 30<sup>th</sup> June 2021.</p> <p><b>Action:</b> ELY to liaise with SH to confirm the date for the Trustee Annual Conference in the week commencing 28<sup>th</sup> June 2021.</p> <p><u>Vice Chair</u></p> <p>The Board was reminded that there is still a vacancy for the Vice-Chair of the Board of Trustees role and were encouraged to consider the role.</p>

	<p><u>Link Trustee Safeguarding</u> EG reminded the Board of the vacancy for a Link Trustee for Safeguarding and provided an overview of the role.</p>
<p><b>8.</b></p>	<p><b>Catering Options: Outsourced vs In-House</b></p> <p>The Board discussed the options set out in the catering options paper. The Board considered carefully the pros and cons of each option and the associated risks.</p> <p>The Board discussed at length the risks and liabilities, both financial and operational, entailed in bringing the catering operation in-house. SB assured the Board the operation would be factored into the College’s insurance contract and the College would ensure the right level of external scrutiny from experts in the areas of potential concern. The Board further discussed the additional workload entailed to the transaction heavy operation and were reassured the College had considered this aspect and the viability of managing this aspect. Following discussion, the Board were reassured the risks could be mitigated and the benefits of an in-house operation outweigh the risks.</p> <p>The Board discussed the timing of a move to an in-house operation and were reassured that enough time had been allowed for planning and implementation for start of next academic year.</p> <p>The Board agreed the in-house catering option was the preferred option and advised the College to proceed on this basis with the in-house catering operation option.</p>
<p><b>9.</b></p>	<p><b>Documents for approval from the Committee Meetings</b></p> <p><b><u>Financial Regulations and Procedures</u></b> The Board reviewed the Financial Regulations and Procedures. The Board noted this document had been reviewed by both the F&amp;E Committee and Audit Committee and approved by both.</p> <p>The Board had no further questions.</p> <p><b>The Board of Trustees approved the Financial Regulations and Procedures.</b></p> <p><b><u>Exams Policy</u></b> The Board reviewed and discussed the Exams Policy. The Board noted that the Curriculum and Quality Committee had reviewed and approved the policy.</p> <p>The Board had no further questions.</p> <p><b>The Board of Trustees approved the Exams Policy.</b></p> <p><b><u>Equality, Diversity and Inclusion Policy</u></b> The Board reviewed the Equality, Diversity and Inclusion Policy. The Board noted the policy had been reviewed by both the C&amp;Q Committee and GHR Committee and approved by both.</p> <p>The GHR Committee noted there was an action from the meeting to update the policy top sheet to expand the strategy to link to the College Strategic Plan.</p> <p><b><u>Action:</u></b> SNH to advise CXH to update top sheet accordingly.</p> <p>The Board had no further questions.</p> <p><b>The Board of Trustees approved the Equality, Diversity and Inclusion Policy.</b></p>

	<p><b><u>Admissions Policy</u></b></p> <p>The Board reviewed and discussed the Admissions Policy. The Board noted that the Governance and HR Committee had reviewed and approved the policy.</p> <p>The Board had no further questions.</p> <p><b>The Board of Trustees approved the Admissions Policy.</b></p> <p><b><u>Trustees Meetings Etiquette Policy</u></b></p> <p>The Board reviewed and discussed the Trustees Meetings Etiquette Policy. The Board noted that the Governance and HR Committee had reviewed and approved the policy.</p> <p>The Board noted the policy was a standard document produced for the SFCA. The Board had full discussion of a number of aspects of the policy. Following discussion it was agreed the policy was unnecessarily prescriptive, particularly as the Board has a Code of Conduct. The Board additionally agreed the policy was not appropriate for the Board in terms of language and tone. The Board requested that SH explore further guidance and redraft policy to better fit and reflect the values of the Board.</p> <p><b><u>Action:</u></b> SH to redraft the policy and present a revised document for consideration at the next Full Board meeting.</p> <p><b><u>Removal of a Trustee Policy</u></b></p> <p>The Board reviewed and discussed the Removal of a Trustee Policy. The Board noted that the Governance and HR Committee had reviewed and approved the policy.</p> <p>The Board requested that an additional note be added to the policy to acknowledge that both the Members Board and the Secretary of State for Education can also remove Trustees.</p> <p>The Board also requested that it be stated clearly in the policy that, where the Trustee in question is the Chair of the Board of Trustee, the matter should be referred to the Members Board.</p> <p><b><u>Action:</u></b> SH to update policy with agreed amendments and circulate the updated policy to the Board via email for final approval.</p>
10.	<p><b>Management Accounts as at 28<sup>th</sup> February 2021</b></p> <p>The Board reviewed the Management Accounts as at 28<sup>th</sup> February 2021.</p> <p>The Board had no queries and confirmed it is satisfied with the Management Accounts as at 28<sup>th</sup> February 2021.</p>
11.	<p><b>Risk Register</b></p> <p>The Board reviewed the updated College Risk Register. The Board noted the Risk Register had been reviewed by the Audit Committee. The Principal noted that in light of the Board approval to go ahead with the in-house catering option, the Risks in relation to this operation will be added to the Risk Register.</p> <p>Following discussion at the Audit Committee, the Principal canvassed the Board to gauge interest in scrutiny of individual risks in more detail.</p> <p><b><u>Action:</u></b> Trustees to email the Principal with any feedback on the Risk Register.</p>

	<b>Action:</b> Principal to add new risk to Risk Register in relation to in-house catering, now that this way forward has been approved.
<b>12.</b>	<b>Reports from Link Trustees</b>
	<p><b>Safeguarding</b> EG reported that the Safeguarding team continue to support and provide reassurance to students via Tutors, Senior Tutors, the Learning Support team and the Safeguarding Team. EG also reported that the Safeguarding Leads from each of the S7 Colleges have been working collaboratively on various issues. The Safeguarding Lead has also been working with the Student Union to promote safeguarding.</p> <p>The Board discussed activities around student safety, and policies and practices in place. The Board also discussed the importance of cultivating an environment where students felt safe reporting and talking about issues.</p> <p><b>Equality, Diversity and Inclusion</b> SP proposed that a full report on EDI be brought to the next Full Board meeting as a number of activities and initiatives are in train. The Board agreed to receive a full report at the next meeting.</p>
<b>13.</b>	<b>AOB</b>
	<p>The Principal, on behalf of the Board and the College, thanked DJ for his valuable contribution and his support of the Board and the College across a number of areas in his 8 years in post. The Board wished DJ well with his future endeavours.</p> <p>The Principal, on behalf of the Board and the College, thanked EG for her considerable contribution and her support of the Board and the College in her 8 years in post, including the 3 years in the Chair role. The Board wished EG well with her future endeavours.</p>
<b>14.</b>	<b>Dates of the next meeting</b>
	Monday, 5 <sup>th</sup> July 2021 at 4.30pm
<b>15.</b>	<b>Confidential Item</b>
	None

The meeting closed at 6.45 pm

Signed ..... Date.....