

## THE BOARD OF TRUSTEES OF GODALMING COLLEGE

**Minutes of the meeting of the full Board of Trustees of Godalming College  
held in the Board Room at Godalming College  
on Monday, 11<sup>th</sup> July 2022 at 4.30pm**

**Present:**

Hamish Cameron Blackie (HCB)	Stuart Hibbert (SH)	Geoff Howes (GH)
Peg Hulse (PH)	Justin Knight (JK) - online	Nigel Roberts, Vice Chair (NR)
Dawn Reves (DR)	Ed Sylvester (ES) - online	Julie Wagerfield (JW)
Helen Warren (HW)	Emma Young, Principal (ELY)	

**Apologies:**

Peter Aitken (PA)	Rachel Gray (RG)
Jeremy Pattison, Chair (JP)	Shirley Price (SP)

**In attendance:**

Sarah Baudains, Finance Director (SB)	Nour El Serry, SU President (NES)
Ken Kehoe, Clerk (KK)	Raphael O'Neill, SU Vice President (RON)
Oliver Stevens, Deputy Principal (ODS)	

<b>1.</b>	<b>Apologies for Absence</b>
	Apologies for absence were received from Peter Aiken, Rachel Gray, Jeremy Pattison, and Shirley Price.
<b>2.</b>	<b>Declarations of Interest</b>
	There were no declarations of interest.
<b>3.</b>	<b>Minutes of the meeting held on Monday 28<sup>th</sup> March 2022</b>
	The minutes of the last meeting of the Full Board of Trustees, held on Monday 28 <sup>th</sup> March 2022, were approved by the Board as an accurate record. GH noted that there was a repeated word in paragraph 4.
<b>4.</b>	<b>Matters Arising from the previous minutes</b>
	There were no matters arising.
<b>5.</b>	<b>Chair's Update</b>
	The Board considered the Chair's report on his meetings, activities and College business since the last meeting.  The Board had no questions.
<b>6.</b>	<b>Principal's Update and College Development Plan 2021/22 – Summer Update</b>
	The Principal briefed the Board as follows: <ul style="list-style-type: none"> <li>• Overall the year has been a really good one and much more 'normal' than the previous two. During the Summer Term, the College held its first in person Future Fridays programme. This included two Careers' Fairs for students to attend. We also have held our 3rd Open Evening of the year (it was the busiest summer Open Evening since 2016). It was also good to be able to hold in person Going to Godalming days for new students.</li> <li>• Exams had taken place with only a small number of COVID absences.</li> </ul>

	<ul style="list-style-type: none"> <li>• This year’s leavers would likely find it harder during clearing process for university places as there was still some demand from students that had received A-levels last year.</li> <li>• The advanced information that had been provided by the Examination Board for A-Level Law was misleading, this had been raised by our students/Department and also nationally. There were concerns in Physics nationally too but none raised by our students. In respect of A Level Law, the Examination Board said that they would take this into account, but it was not yet clear how.</li> <li>• Nationally, examination results would be lower than last year and, reflecting this, the Principal expected some downturn in A-level results. Students would be invited to the College for the Results Day but, as results could now be accessed online, the College did not know how many would attend.</li> <li>• A debate on the future of BTECs would take place on 18<sup>th</sup> July in Parliament. The Principal had written to the local MPs asking them to take part and emphasising the importance of BTECs to post-16 education.</li> <li>• The Principal was less concerned about the future of BTECs than she had been a year ago. No BTECs offered by the College had been selected for defunding in the first round of the review of Level 3 qualifications.</li> <li>• All teachers were in place for the next year, but the Principal highlighted her concern that there would be increasing difficulty in recruiting teaching and non-teaching staff.</li> <li>• The Principal would circulate footage of the Art Show to Trustees.</li> </ul> <p>The Board took note.</p>
<b>7.</b>	<b>Committee Reports</b>
	<p><b><u>Curriculum and Quality</u></b> The Board considered the draft Minutes of the meeting of the Curriculum and Quality Committee on Monday, 6<sup>th</sup> June 2022. Trustees noted that retention rates were slightly lower this year, and marginally less than the target in the Development Plan; ELY explained this reflected factors such as medical issues, the use of Teacher Assessed Grades for GCSEs last year, and the absence of taster days for lower 6<sup>th</sup> students.</p> <p><b><u>Governance and HR</u></b> Nigel Roberts reported on the meeting of the Governance and HR committee on Monday, 13<sup>th</sup> June 2022, including the recruitment and training of Trustees, and the review of HR metrics.</p> <p><b><u>Audit</u></b> Geoff Howes reported on the meeting of the Audit Committee on Monday, 27<sup>th</sup> June 2022. He highlighted the In-Depth Review that the Committee had carried out into Mental Ill Health and the Strong assurances provided by the Internal Audit Reports that the Committee had considered.</p> <p><b><u>Finance and Estates</u></b> Justin Knight reported on the meeting of the Finance and Estates Committee on Thursday, 20<sup>th</sup> June 2022, highlighting that a key driver of College income was student numbers and that the maximum capacity of about 2.6k was largely determined by the availability of social areas.</p>
<b>8.</b>	<b>Financial Reports</b>
	<p><b><u>Management Accounts</u></b> The Board reviewed the Management Accounts to 31<sup>st</sup> May 2022. The Finance Director noted that the College had not been awarded any Condition Improvement Fund monies this year. She also explained that the impact of rising energy prices on the College would be delayed as the College’s energy requirements had been purchased in advance and actions to reduce demand (such as fitting LED lighting) were in hand.</p> <p>The Board confirmed it was satisfied with the Management Accounts to 31<sup>st</sup> May 2022.</p>

	<p><b><u>College Budget 2022-23- and 3-Year Financial Plan</u></b></p> <p>The Board reviewed the proposed College Budget 2022-23- and 3-Year Plan. It was noted the budget was considered and approved for recommendation to the Full Board for approval by the Finance and Estates Committee on 20<sup>th</sup> June 2022.</p> <p>The Finance Director explained that the budgeted P&amp;L position showed an underspend, but that capital expenditure would be flexible, reflecting the needs of the College and the need to reduce cash holdings.</p> <p>The Board had a discussion around the impact of various assumptions including student numbers and staff costs. The Finance Director explained the budget assumed pay increases of 4% per annum and that every percentage point increase above that level cost in the region of £100k. An excess pay award could be funded out of the College’s cash reserves next year but the impact of an excess pay award in the medium term would need to be considered by Finance and Estates Committee as part of their regular review of the 3-year plan.</p> <p>The Board suggested that the potential financial costs of the most significant risks on the Risk Register should be set against the College’s cash holding.</p> <p><b>The Board of Trustees approved the College Budget and 3-Year Forecast and the assumptions on which it is based.</b></p>
9.	<p><b>Strategic Plan 2022-24</b></p>
	<p>The Board considered the draft Strategic Plan for 2022 to 2024. The following points were made in discussion:</p> <ul style="list-style-type: none"> <li>• The Financial KPI should make clear that the objective of a balanced budget referred to the revenue budget, and that capital expenditure will be in line with the Strategic Plan.</li> <li>• Consideration should be given to whether the College was seeking to be the best in the area or the best in S7.</li> <li>• The final aim should be “To enhance further student and staff well-being”.</li> </ul> <p><b>The Board of Trustees approved the Strategic Plan 2022-24, subject to the Board’s comments.</b></p>
10.	<p><b>Documents for approval from the Committee Meetings</b></p>
	<p><b><u>Behaviour and Support Policy</u></b></p> <p>The Board reviewed the Behaviour and Support Policy. The Board noted that the policy had been reviewed and recommended for approval by the Curriculum and Quality Committee.</p> <p>HCB proposed that the Policy should be re-drafted to set out the requirements placed on students; it should be a clear set of rules. It was noted that the requirements that students must meet were set out in the Student Contract and the Code of Conduct.</p> <p>HCB offered to provide a re-draft of the Policy; the Principal agreed to review HCB’s suggested amendments and noted that the Policy, including any amendments, would need to be circulated to the Board for written agreement so that it was in place for the start of the next Academic Year.</p> <p>Action: ELY to review HCB’s proposed re-draft of the Behaviour Policy and to circulate the Behaviour and Support Policy, with any amendments, to the Board for written approval.</p> <p><b><u>Flexible Working Policy</u></b></p> <p>The Board reviewed the Flexible Working Policy. The Board noted that the policy had been reviewed and recommended for approval by the Governance and HR Committee.</p>

	<p><b>The Board of Trustees approved the Flexible Working Policy.</b></p> <p><b><u>Pension Discretions Policy</u></b> The Board reviewed the Pension Discretions Policy. The Board noted that the policy had been reviewed and recommended for approval by the Governance and HR Committee.</p> <p><b>The Board of Trustees approved the Pension Discretions Policy.</b></p> <p><b><u>Bursary Policy</u></b> The Board reviewed the Bursary Policy. The Board noted that the policy had been reviewed and recommended for approval by the Finance and Estates Committee.</p> <p>The Board discussed the income threshold for eligibility and asked the management to consider whether the threshold should be linked to an official income measure such as the median household income published by the ONS.</p> <p>Action: ELY and SB to consider whether, in future editions of the Bursary Policy, the income threshold should be tied to an official income measure.</p> <p><b>The Board of Trustees approved the Bursary Policy.</b></p> <p><b><u>Data Protection Policy</u></b> The Board reviewed and discussed the Data Protection Policy. The Board noted that the Audit Committee had reviewed and approved the policy.</p> <p><b>The Board of Trustees approved the Data Protection Policy.</b></p> <p><b><u>Buzzacott Audit Plan for 2021/22 year end</u></b> The Board reviewed the Buzzacott Audit Plan for 2021/22 year end. The Board noted that the document had been reviewed and recommended for approval by the Audit Committee.</p> <p><b>The Board of Trustees approved the Audit Plan for 2021/22 year end.</b></p>
<b>11.</b>	<p><b>Risk Register</b></p> <p>The Board reviewed the updated College Risk Register. The Board noted the Risk Register had been approved by the Audit Committee at the 27<sup>th</sup> June meeting.</p> <p>The Principal advised that the Risk Register contained two new Risks relating to staff recruitment and industrial action.</p>
<b>12.</b>	<p><b>Reports from Safeguarding Link Trustee</b></p> <p>DR reported that she was in regular contact with the Designated Safeguarding Lead and highlighted the proactive approach taken by the Safeguarding team. DR also highlighted the extra staff resource that had been made available for safeguarding.</p>
<b>13.</b>	<p><b>Board of Trustees</b></p> <p><b><u>Election of Chair 2022/23</u></b></p> <p><b>The Board voted unanimously to appoint Jeremy Pattison as Chair of the Board for the Academic Year 2022/23.</b></p>

### **Election of Vice-Chair 2022/23**

NR left the meeting for this item and the Clerk took the Chair. **The Board voted unanimously to appoint Nigel Roberts as Vice-Chair of the Board for the Academic Year 2022/23.**

### **Second term as Trustee for Justin Knight**

JK left the meeting for this item. **The Board voted unanimously that Justin Knight should serve a second term as Trustee.**

### **Committee Membership for Academic Year 2022/23**

**The Board approved the proposed Committee Memberships for 2022/23**, noting that there would be vacancies on the Audit and Governance and HR Committees, following HCB's departure from the Board.

**The Board agreed that Kate Hart should be appointed as non-Trustee member of the Audit Committee for another 4-year term, subject to her consenting.**

### **Trustee Training**

NR advised that Trustee training had been discussed at Governance and HR Committee and that the Clerk had been tasked with drawing up a training schedule for Trustees that would set out available resources and when Trustees would be expected to complete training. The schedule would be amended in the light of experience and feedback from Trustees.

The Principal noted that, following on from the publication of KCSIE 2022, she had reviewed with the Designated Safeguard Lead, the Safeguarding training for Trustees. CXH would provide the Board with a KCSIE Update at its September meeting. All Trustees would complete the Educare Safeguarding and PREVENT modules on appointment. Trustees would then be expected to refresh their Educare Safeguarding modules every two years.

**The Board agreed the Principal's proposals regarding Safeguarding training for Trustees.**

### **Meeting Dates 2022/23**

**The Board agreed the proposed meeting dates for the Academic Year 2022/23.**

### **Future of Chairs' Forum**

The Board considered the recommendation of the Governance and HR Committee meeting, dated 13<sup>th</sup> June 2022, that the Chairs' Forum should cease to be a formal sub-committee of the Board. Two Trustees asked whether the absence of the Forum would restrict discussion between Chairs; the Clerk noted that informal discussions could still take place and ad-hoc meetings of the Chairs could be arranged if the need arose.

The Vice-Chair undertook to speak to the Chair of the Board regarding the future of the Chairs' Forum.

## **12. AOB**

The Principal advised that the College's policies would need to be brought into line with the Keeping Children Safe in Education statutory guidance that comes into force on 1<sup>st</sup> September 2022.

	<p><b>The Board agreed that the Principal had delegated authority to make and approve changes to College policies to bring them into line with KCSIE 2022.</b> Any amended policies should be reported to the Board at its meeting in September.</p> <p>The Board thanked the Principal, the Senior Management Team and all the College staff for their brilliant work this year.</p> <p>The Principal, on behalf of the Board and the College, thanked HCB for his valuable contribution and his support of the Board in the role of Trustee for the past four years.</p> <p>The Staff Trustees thanked the other Trustees for their work and commitment to the College.</p>
<b>13.</b>	<b>Dates of the next meeting</b>
	Monday 19 <sup>th</sup> September 2022.
<b>14.</b>	<b>Confidential Item</b>
	None

The meeting closed at 6.35 pm

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