

Company registration number 09334026

**Business Committee Meeting**  
**The Radcliffe Academy, Harlow Centre, Oxford**  
**14<sup>th</sup> September 2018**  
**Amended Minutes**

<p><b>Present:</b> Emma Canter (EC)                      Gloria Walker (GW) David Mitchell (DM)                  Nicola Partridge (HT) Brenda Mundy (BM)                  Anne Wolton (Clerk)</p> <p>Jolie Kirby (JK) – agenda item 2 only JW and SD – agenda item 3 only</p>	<p><b>Apologies:</b> Jessie Dobson</p>
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#	Details	By whom	By when
1c	Amend Business Committee meeting minutes from 25 <sup>th</sup> June 2018 for approval by the Chair	Clerk	30 <sup>th</sup> Sept
1c	Update on reclaim of costs from Located	BM	30 <sup>th</sup> Sept
2	Update on On Course programme costs	HT & BM	Next meeting
7.1	Trustee recruitment enquiries	All	Next meeting

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1. Introductory items		
1a	EC welcomed Trustees to the meeting. Apologies were received from JD. One Trustee, JP, has resigned. This resignation will be formally minuted at the Trust Board meeting on 28 <sup>th</sup> September 2018	
1b	The Clerk reminded Trustees to complete and return their declaration of interest forms for 2018/19. There were no new declarations of interest at this meeting	
1c	Minutes from the previous meeting held on 25 <sup>th</sup> June 2018 and matters arising	
	<p>The minutes of the previous meeting held on 25<sup>th</sup> June 2018 were reviewed and the following amendments were requested:</p> <p>Minute 2 – amend the final paragraph to read ‘increase to 142’.</p> <p>Minute 6.1 – amend to read ‘and recommended the project work should be included in future audit work’.</p> <p>Minutes 8.1 – amend question 2 to read ‘Can MBC submit an in-year deficit budget?’</p> <p>The Clerk will make these amendments and a revised copy will be signed by the Chair of the Business Committee.</p> <p><b>Matters arising:</b></p> <p>BM has made several attempts to contact Located to request repayment of new build related costs now totaling £10k without success. Trustees recommended BM should make contact with other representatives from Located and ESFA to resolve this matter.</p> <p>EC requested that BM updated the Trust Board at their meeting on 28<sup>th</sup> September 2018.</p>	<p>Clerk</p> <p>BM</p>
2. Review of programme costs against income		
2.1	<p>EC remind Trustees that this item was under discussion following concerns expressed by the Trust Board in July 2018 about the net cost of running programmes having reviewed the programme costs v income schedule presented at their meeting. In particular the Trust Board focused on the On Course programme which showed a predicted deficit of £117k for 2018/19. The Trust Board had asked the Business Committee to further review these costs and recommend whether the programme should continue to be offered.</p> <p>The On Course programme is designed for Yr 7 &amp; 8 students, sometimes taking students from Yr 9. There are twelve places on each course supported by 4 staff. The ratio is therefore 1:3. The cost per student for the 8 week programme is £995.</p>	

<p>BM offered a further explanation of how costs were calculated and which additional factors were taken into account when reaching a final net figure. BM explained that the cost of staff and building costs are accumulated and then apportioned across all courses. This method was used to calculate the net profit/deficit for all programmes shown the schedule presented to the Trust Board.</p> <p>BM explained that whilst this method takes into account all costs it can sometimes show a misleading figure. When recalculated without accumulated costs the actual predicted deficit for this course in 2018/19 is £20k.</p> <p>EC commented that whilst this information was helpful the predicted surplus from all programmes totals £60K which could be increased if a more commercial approach was taken.</p> <p>BM recommended increasing programme numbers to 14 to support the income stream. Some concerns were expressed at the impact of extra students on staff.</p> <p>NP comments that previously schools were not charged if a student left the course before completion. This has now been rectified and schools are liable for the full cost of the course unless MBC removes the student.</p> <p>Trustee asked the following questions:</p> <p><b>Q.</b> How many students return to MBC following completion of the On Course programme? <b>A.</b> Approximately 15% return and are placed on another programme.</p> <p><b>Q.</b> What is the cost of the venue for the programme? <b>A.</b> £3,400 per year. There is another floor available at the venue but the LA have quoted a total rent for both floors of £16k. BM and NP felt this figure was excessive.</p> <p><b>Q.</b> How are programme budgets managed? <b>A.</b> NP has introduced a new system whereby SLT are accountable for their budget. This should raise greater awareness of costs etc.</p> <p><b>Q.</b> How is this programme marketed? How do school staff new to Oxfordshire find out about the programme? What could be done better? <b>A.</b> There are various methods – IYFAP, MBC website, OSHTA, OCL and individual contact. In addition, the use of video presenting student snapshots, profiles and quotes was recommended as a powerful tool.</p> <p><b>Recommendations:</b> The Business Committee recommended the On Course programme should run for 2018/19 with costs closely monitored during the year. The Business Committee will receive an update at their meeting on 23<sup>rd</sup> November and a decision about the future of</p>	<p><b>HT &amp; BM</b></p>
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	the programme in 2019/20 will be taken during this year. The Business Committee will continue to receive programme cost information at each of their meetings in the future.	
<b>3.</b>	<b>Risk Register</b>	
	<p>EC outlined the purpose of the Risk Register, commenting that risks need to be managed effectively. The Risk Register schedule prepared by BM was considered to be a useful tool for highlighting risk areas. The Register will be an agenda item at each Business Committee meeting where up to two individual risks will be identified and discussed.</p> <p>For this meeting the following risks were discussed:</p> <p><b>Risk 6</b> – the academic achievement of pupils at the academy falls below acceptable standards and <b>Risk 7</b> – the quality of teaching at the academy fail below acceptable standards.</p> <p><b>Risk 7 – Teaching and Learning:</b></p> <p>SD joined the meeting to outline her role as Lead Practitioner for Teaching and Learning (T&amp;L).</p> <p>SD is an enthusiastic practitioner who explained the main priority was to ensure the quality of T&amp;L did not reduce. MBC were awarded good in the recent Ofsted but the challenge was to maintain this level and move towards outstanding. SD explained that at MBC there were pockets of good teaching but a lack of sharing good practice. This finding has resulted in a revised format for the T&amp;L observation form which allows for better articulation of strengths and weaknesses. The current challenge is how to upload completed observations to BlueSky to inform CPD. SD would like to introduce a RAG rated system to support this.</p> <p>SD has examples of staff talking to each other about improving T&amp;L but not looking forward to making it better. SD emphasised the benefit of a coaching approach, including comprehensive debriefing. There is evidence of building trust but some work needs to be undertaken to increase levels of trust.</p> <p><b>Risk 6 – Academic achievement of students:</b></p> <p>JW joined the meeting to outline her role Assistant Headteacher at MBC. JW is an experience member of the SLT at MBC and joined the meeting to outline her role as Assistant Headteacher at MBC with responsibility for Teaching and Learning, with a focus on Curriculum and Progress. JW explained there needs to be a recognised balance between the level a student arrives at MBC and the level achieved when they leave.</p>	

<p>JW tabled an information sheet on the Progress 8 system. “Extract from DFE secondary accountability measures August 2018”. Progress 8 is the headline indicator of school performance and captures progress made by a student from the end of primary school to the end of KS4. The approved list of qualifications that can count for Progress and Attainment 8 changes each year and whilst mainstream home schools are measured in this way MBC is not. Students attending MBC are registered in one of two ways – either as on roll at MBC or with dual registration with their home school. Our Curriculum at KS4 is therefore a balance between what qualifications are the most appropriate to meet the needs of our students, and which support our partner home school’s need to meet the accountability measures. JW tabled “Ks4 Curriculum 2018-19” which shows our curriculum offer and which subjects feature in the accountability measures.</p> <p>At MBC expected progress is monitored using the Fisher Family Trust Aspire (FFT) which calculates estimates from the value-added score of students in a previous year’s results datasets. Each student has a unique set of estimates which are calculated from the results and Value-Added scores of students similar to them nationally. This is then contextualised by gender, FSM and SEN. This data is used to predict target grades.</p> <p>JW tabled a paper showing progress data for 17/18 for MBC students, identifying how their final results compared to the fft generated target grades. Whilst MBC is not accountable to progress 8 measures we do have a progress 8 figure of -2.83 for 2016/17. It will be useful to compare progress over time when we receive 2017/18 data.</p> <p>Trustees found this data helpful and recognised that expectations and accountability have changed significantly over the past few years. DM questioned whether MBC are doing enough to deliver the curriculum and offered the use of external ‘speakers/advisers’ as an example of added value. DM commented that there were funds available to support this additional resource and agreed to make further enquires and report back to a future meeting.</p> <p>Trustees recognised the level and quality of curriculum support offered to students was excellent and were keen to ensure that continued informed use of data resulted in improved outcomes for students.</p> <p><b>Summary:</b> Trustees thanked SD and JW for their valuable presentations and were keen to be kept informed. The Clerk will write to SD &amp; JW expressing the Board’s thanks.</p>
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<b>4.</b>	<b>Teacher's pay award 2018/19</b>	
	<p>BM explained the pay award for 2018/19 has been announced as:</p> <ul style="list-style-type: none"> <li>• 3.5% for the main pay range (MPR)</li> <li>• 2% for upper pay scale (UPS), lead practitioners and associated allowance</li> <li>• 1.5% for the leadership scale.</li> </ul> <p>MBC have budgeted for 2% overall for this award. The teachers' pay grant will support some of the additional costs but at the time of writing it was not clear how the calculation will be made and the net effect on the MBC budget for 2018/19.</p> <p><b>Q.</b> Are MBC obliged to pay with award? What if the budget can't meet with award costs? <b>A.</b> Yes, this is part of the teacher's pay and conditions policy. If MBC decided to do otherwise it may result in union involvement and could leave MBC with out of line pay conditions resulting recruitment problems. BM will keep the Business Committee informed.</p>	
<b>5.</b>	<b>Health and Safety Audit (H&amp;S)</b>	
	<p>BM reported that the recent H&amp;S audit had gone well with pleasing results, with only fire safety scoring as partially met in some areas. This has been rectified and BM was confident all areas are within the category of 'met' (the green column on the schedule).</p> <p>H&amp;S checks at Banbury and the Orchard Unit will be carried out in October 2018.</p> <p>Trustees thanked BM for monitoring H&amp;S in a very effective manner.</p>	
<b>7.</b>	<b>AOB:</b>	
<b>7.1</b>	<p><b>Trustee recruitment:</b> There is a need to attract new people to the Trust Board and Trustees were asked to make enquiries locally, possibly through their other voluntary work, and let GW and the Clerk have details of any interested parties.</p>	All
<b>7.2</b>	<p><b>Amendments to Financial Handbook 2018/19:</b> GW has noted a reference to 'transactions with related parties and approval for contract sums over £20k' in the list of amendments to the Financial Handbook 2018/19 and questioned whether this new condition impacted on MBC. BM commented that related parties meant all schools and the LA and as MBC invoice half-termly this reference did not apply.</p>	

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<b>7.3</b>	<b>Fund applications support:</b> BM reported that support for funding applications could be sought from Ridge who have valuable experience in this area. BM has a pending meeting with Ridge to discuss this further	
<b>8.</b>	<b>Date of next meeting</b>	
	Friday, 23 <sup>rd</sup> November at 9.30am at The Harlow Centre	

Approved on 23<sup>rd</sup> November 2018 at the Business Committee meeting. A paper copy with the Chair's signature is held securely at Meadowbrook College.

23<sup>rd</sup> November 2018