

**Meeting of the Trustees of Radcliffe Academy Trust Board**  
**held on Monday, 9<sup>th</sup> July 2017 at The Harlow Centre, Oxford**  
**Minutes**

<b>Present:</b> Gloria Walker (GW) Emma Canter (EC) Hannah MacDiarmid (HMD) Nicola Partridge (NP) Anne Wolton (Clerk)	Jolie Kirby (JK) Lucy Mettyear (LM) Tony Scott (TS) Brenda Mundy(BM)	<b>Apologies:</b> Jessie Dobson (JD) David Mitchell (DM) Jason Pereira (JP) Debra Leeves (DL)
--	---	---

#	Details	By whom	By when
1e	Update Trustees on code of conduct and policy and monitoring system review	Clerk	Next meeting
1e	Update Trustees on review of course/programme budget monitoring	JP	Next meeting
1f	Advise BlakeLaw of resignations	Clerk	31 <sup>st</sup> July 2017
1f	Seek advice about procedures for registering new Members	Clerk	Next meeting
1f	Actively seek new Trustees to RAT	All	Next meeting
1f	Make enquiries with a primary head joining the Trust Board	LM	Next meeting
1g	Amend Articles of Association	BM	Next meeting
2	Notify Trustees of large variance in budget spending at Business Committee meeting during the year	BM	On-going
3	Include build project management costs in 2018/19 budget	BM	On-going
3	Seek advice from Business Manager at Cheney School about new build workload	BM	Next meeting
3	Present staff survey and questionnaires to Trustees for review	NP	Next meeting
4	Discuss AP needs with primary heads and report back	JK	Next meeting
5	Review SEN policy with CD and report back	NP	Next meeting
6	Informally discuss the introduction of newsletters etc for parents with Head's PA and report back	Clerk	Next meeting
9 & 10	Circulate Trust Board meeting dates and link Trustee schedule	Clerk	31 <sup>st</sup> July 2017
11	Circulate self-evaluation paper to absent Trustees and prepare a response schedule for review by the Chair	Clerk	Next meeting

<b>1. Introductory items</b>		
<b>1a</b>	GW opened the meeting by welcoming trustees	
<b>1b</b>	Apologies were received from DM, JD, JP & DL	
<b>1c</b>	The meeting was quorate	
<b>1c</b>	There were no new declarations of interest.	
<b>1d</b>	The minutes of the previous meeting held on 26 <sup>th</sup> March 2017 were agreed and signed by the Chair	
<b>1e</b>	<p>Matters arising/action from the meeting held on 26<sup>th</sup> March 2017 not covered by this agenda</p> <p><b>1.d &amp; 3</b> – The draft Trustee code and the review of policy and monitoring systems will be followed-up by the Clerk and an update offered at the next meeting. GW request a list of policies and their review date be available at the next Trust meeting.</p> <p><b>4.</b> Course/programme budget monitoring information will be sent to JP for further review as part of his link role for financial systems.</p>	<p>Clerk</p> <p>Clerk &amp; JP</p>
<b>1f</b>	<b>Trustee resignations and vacancies</b>	
	<p>The meeting received the written resignation of Peter Evans as a director of the company. It was resolved that such resignation be accepted with effect from 10<sup>th</sup> July 2017.</p> <p>The meeting received the written resignation of Tony Scott as a director of the company. It was resolved that such resignation be accepted with effect from 10<sup>th</sup> July 2017.</p> <p>It was resolved that Blake Morgan LLP be instructed to file the following with the Registrar of Companies:</p> <p>Forms TM01 in respect of the resignation of Peter Evans and Tony Scott as directors of the Company.</p> <p>In addition, Tony Scott offered his resignation as a Member of RAT and will stay in post until a replacement is secured. The Clerk will investigate the procedure for recruitment of Members and advise the Chair of action required.</p>	<p>Clerk</p> <p>Clerk</p>

	<p>GW asked Trustees to consider others who may wish to join the Board as a Trustee. In particular a representative from a primary school would be valued, either at headteacher or deputy level. LM agreed to make enquiries on behalf of the Trust.</p> <p>Further discussion about the area of expertise for other Trustee vacancies is required before vacancies are advertised. The Clerk will seek advice from the Chair.</p>	<p>All LM</p> <p>Clerk</p>
<b>1.g</b>	<b>Articles of Association amendment</b>	
	<p><b>Article of Association reference number 57</b></p> <p>The RAT Articles of Association include references to the Oxfordshire Hospital School (OHS) which are not appropriate as OHS did not join the MAT at the time of conversion.</p> <p>GW has received confirmation from the Chair of Governors of OHS that they have no objections to the removal of these reference and that OHS may consider joining at a later date if condition are rights. EC proposed this amendment which was seconded by TS.</p> <p>BM will contact Browne Jacobson to request the amendment. The charge for the amendment is expected to be approximately £750.</p>	<b>BM</b>
<b>2.</b>	<b>Business Committee meeting report</b>	
	<p>EC reported on the main issues raised at the Business Committee meeting held on 26<sup>th</sup> June 2017:</p> <ul style="list-style-type: none"> <li>• Relationship with the LA regarding funding</li> <li>• Budget 2017/18 and funding challenges</li> </ul> <p>The discussion and updated information from these points is shown below:</p> <ul style="list-style-type: none"> <li>• <b>LA contract and higher needs funding:</b> Browne Jacobson’s advice on AP funding guidance states that a contract is helpful but not a requirement. There does however need to be transparency in funding agreements and a degree of certainty for the academy over levels of funding.</li> </ul> <p>NP updated Trustees that further discussion on this matter had taken place with the LA in terms of two funding proposals for 2017/18 which are detailed below. A copy of the proposals is attached to these minutes for information.</p>	

<p>Option 1: 90 places with LA funding of £1.49m</p> <p>Option 2: 87 places with LA funding of £1.49m</p> <p>NP has secured agreement based on option 1 with associated funding of £1.49m. There is therefore a need to sell the equivalent of 8 fte places to others to support costs. NP advised Trustees that schools had already requested places and she was confident more requests would come forward. NP also advised Trustees that based on the option 1 agreement the LA had been informed that there would be no further places available to them in 2017/18.</p> <p>In addition the deed of variance request to the ESFA to increase the PAN by 36 students was successful. At the time of this meeting verbal confirmation had been received, with sign-off by the Secretary of State awaited.</p> <p>GW commented that the ESFA appeared to be the easier route for increased student numbers and questioned whether MBC should consider joining another MAT. This requires discussion at a later point.</p> <p>LM advised Trustees that in future the LA would measure good service based on outcomes and the need for students to be on roll at a school somewhere in the county or elsewhere. MBC will therefore liaise with schools to establish their priorities for provision and tailor our offer accordingly.</p> <p><b>Budget statement 2017/18:</b></p> <p>The Business Committee had reviewed the draft budget for 17/18 and requested more detail be added to the budget schedule to enable a full review of the information provided. The Business Committee recommend the budget to the Trust Board with these amendments whilst acknowledging the risks.</p> <p>Trustees reviewed the updated budget and requested explanations for the following costs which showed a large variance from the budget cost:</p> <ul style="list-style-type: none"> <li>• Line reference 3000 – Building Projects/Maintenance – this was due to kitchen repairs at The Orchard site and building maintenance at the Banbury site.</li> <li>• Line reference 5305 – IT consumables – the purchase of Chrome Books.</li> </ul> <p>Trustees recommended large variances in budget spending should be declared during the year to the Business Committee for discussion and action recommendations.</p> <p>JK recommended approval of the 2017/18 budget which was seconded by EC.</p>	<p>BM</p>
--	-----------

3.	Report on Members' annual meeting	
	<p>TS reported on the main points from the Members' annual meeting held on 10<sup>th</sup> July 2017:</p> <ul style="list-style-type: none"> <li>Members were concerned about the pressure on the SLT which was exacerbated by the work load of the new build. Members recommended that once building work starts there should be a review of responsibility for day to day decisions.</li> <li>Members acknowledged high level of stress and anxiety at work due to the nature of working in Alternative Provision, and were keen to ensure the well-being of MBC staff is monitored effectively.</li> <li>Members expressed concerns about the LA's failure to produce a contract/SLA. TS added that the update on funding arrangements to the Trust Board meeting on the same day was welcomed.</li> </ul> <p>NP responded to these concerns acknowledging the pressures identified and explained that clearer lines of responsibility and team structures had been reviewed to support these pressures and that further thought would be given to this once the new build starts.</p> <p>JK commented that the quality of teaching and learning should remain the priority for the Headteacher and that the workload relating to building projects should not be underestimated. In addition Trustees recommended the 2018/19 budget should take account of costs for project line management.</p> <p>JK described the demands on staff during the new build at Cheney School as a good example, and recommended BM should contact Chris Honey, Business Manager at the school, for advice about how best to gauge time needs. EC recommended that roles and responsibilities should then be reviewed.</p> <p>NP advised Trustees that PIXL had been used for a staff survey with a focus on well-being, with issues identified and related recognition of behavior and success, alongside de-briefing structures. NP added that outcomes from staff surveys will form the basis for the SDP in the future. GW requested a copy of staff surveys and questionnaires be presented to the Trust Board at their meeting in September 2017.</p> <p>GW was pleased to report that following an un-announced food hygiene visit MBC had received a 5 rating. Trustees expressed thanks to Chris Lacey for his work, particularly as the kitchen area is a teaching resource.</p>	<p>BM</p> <p>NP/ BM</p> <p>NP</p>

4.	Headteacher's report and questions	
	<p>The Headteacher's report had previously been circulated to Trustees with a request to review the information in advance. A summary of the meeting discussion and related questions is shown below:</p> <p><b>Page 4 – QA visits:</b> The value of quality assurance visits and related outcomes was acknowledged.</p> <p><b>Page 6 – Options for schools:</b> There is a need to think differently about what provision is required by schools. Examples offered included the need for more places for primary school students and respite placements, the identified provision gap between On Course and Discovery and related staffing needs. Funding arrangements for new provision has not yet been investigated.</p> <p><b>Page 19 – Promotional materials:</b> NP has requested a quotation for marketing materials in terms of flyers etc. Trustees questioned the audience for these materials which does not yet appear to have been clearly identified. Trustees recommended an alternative approach:</p> <ul style="list-style-type: none"> <li>• Firstly consider how, what and when</li> <li>• Open evenings with marketing materials</li> <li>• Prospectus as well as flyers</li> <li>• Website information</li> <li>• Tailor information depending on the need of individual schools</li> <li>• Offer professional development workshops to schools</li> </ul> <p>In addition JK identified the value of talking to a group of primary headteachers about provision. JK offered to talk to the Headteacher at Headington Primary School to begin to identify needs and will report back.</p> <p><b>Page 22 – NEET:</b> Trustees recognised the need to ensure easy intervention is in place to avoid increasing NEET data.</p> <p><b>Page 24 – Student attendance:</b> The LA's policy regarding transport needs for MBC has an impact on attendance levels. LA transport is only provided against a strict school day rule, is not provided for dual registration students and the three mile rule applies in many cases. All of these constraints mitigate against the educational provision of MBC. NP has discussed these concerns with the LA but to date a way forward has not been identified.</p> <p><b>Page 26 – Fixed term exclusions:</b> JK recognised that there were peaks and troughs during the academic year and that more could be done in schools to identify</p>	<p style="text-align: center;">JK</p>

	<p>vulnerable students earlier. Short term alternative provision could be offered to reduce exclusions. This requires more discussion between schools and MBC.</p> <p><b>Page 27 – Bullying:</b> Care needs to be taken when considering how best to encourage students to talk about bullying experiences as cohorts differ.</p> <p><b>Page 28 – Student views:</b> Trustees valued the views of students and recommended a reward system be considered. For example annual Trustee awards could be offered covering a range of success stories.</p>	
<b>5</b>	<b>SEN Information Report</b>	
	<p>LM corrected this agenda item by advising Trustees that whilst the SEN information report was sound and valuable the SEN policy required review. NP agreed to discuss this with Caroline Duncan and will present a revised policy at the next Trust Board meeting.</p>	NP
<b>6</b>	<b>School Development Plan (SDP) looking specifically at ambers and red areas</b>	
	<p>Trustees reviewed the SDP, specifically amber and red areas and highlighted the two following areas as those requiring change:</p> <p><b>5.4 E learning safeguarding</b> – this is coded amber as there is a need to ensure robust procedures are in place for 2017/18.</p> <p><b>6. Attendance – parental engagement:</b> Currently MBC does not have a parent engagement plan but it was acknowledged that parental contact had improved. GW recommended the use of newsletters or information booklets about parents’ events, including advice/workshops for parents about how best to manage issues. The Clerk will initially discuss this with the Headteacher’s PA and report back.</p>	Clerk
<b>7</b>	<b>RAT expansion opportunities</b>	
	<p>A discussion on the Trustee Development Plan, Vision 2020, prepared by GW. The plan identifies five priorities:</p> <p>Priority 1 - The achievement of outstanding provision (as measured by Ofsted)          Priority 2 – Delivery of the best AP provision in Oxfordshire and beyond          Priority 3 – Expansion and delivery of provision to meet the needs of all learners          Priority 4 – Capacity and expertise to deliver and develop professional educational practice across all schools</p>	

	<p>Priority 5 – Ensure young people are fully prepared for their next and future destinations.</p> <p>The plan depends on a number of factors:</p> <ul style="list-style-type: none"> <li>• LA placement funding</li> <li>• The county growth plan</li> <li>• Where AP sits in Wave planning for expansion</li> </ul> <p>Other factors for consideration include whether RAT becomes the county’s school offering AP provision, including special and emotional mental health provision, as well as KS3 AP primary provision. A free school or hub bid with sponsorship may need to be submitted to support this provision and more discussion is required to take matters forward. Trustees will continue to review the Vision priorities during 2017/18 at Trust Board meetings and respond to demands accordingly.</p>	
<b>8</b>	<b>New Building update</b>	
	<p>NP tabled two design plans for the new build prepared by architects. There are two proposals:</p> <ul style="list-style-type: none"> <li>• A single storey building reducing outdoor space</li> <li>• A two storey building</li> </ul> <p>NP recommends the two storey building to Trustees as it allows for maximum use of space and does not reduce outdoor space. The design plans will go to the planners for approval and it is possible that the layout may change but not the desire for a two storey building. Building is expected to start in September 2018, for occupation in September 2019. During the build MBC will remain in the existing buildings.</p> <p>NP was pleased to report that the overall size of the build is 1792 sq ft., against the original sizes offered of 1200 and 1400. NP and GW will continue to keep Trustees informed of developments.</p>	
<b>9</b>	<b>Meetings calendar 2017/18:</b>	
	<p>Trustees reviewed the meetings calendar for 2017/18 and agreed the following dates:  <b>Trust Board meetings – Monday 2pm – 5pm</b>  25<sup>th</sup> September  11<sup>th</sup> December  26<sup>th</sup> March  9<sup>th</sup> July</p>	



	<p><b>Business Committee meetings – Monday 10am – 12 noon</b></p> <p>20<sup>th</sup> November          5<sup>th</sup> March          25<sup>th</sup> June</p> <p>The Clerk will confirm these dates to Trustees by email. The schedule of agenda items will be reviewed and a full schedule of information will be circulated to Trustees shortly.</p>	Clerk
<b>10</b>	<b>Link Trustee roles</b>	
	<p>Due to time constraints this matter was not discussed. The Clerk will circulate the link role proposal to Trustees with a request for Trustees to confirm their availability for the role identified. The Clerk will then discuss this further with GW to agree an associated timeline for scheduled visits to MBC to support this role.</p>	Clerk
<b>11</b>	<b>Trustee self-evaluation</b>	
	<p>GW tabled a self-evaluation form requesting Trustees complete the information before leaving the meeting. The Clerk will ask absent Trustees to complete and return the form electronically. The Clerk will collate the information and prepare a schedule of responses for initial review by GW.</p>	Clerk
<b>12</b>	<b>Thanks and farewell</b>	
	<p>GW, on behalf of Trustees, thanked TS for his valued contribution as a Trustee to the RAT, and previously MBC before conversion to an academy, and offered good wishes to him for the future.</p>	
<b>13</b>	<b>Date of next meeting:</b>	
	<p>Monday, 25<sup>th</sup> September 2017 from 2pm – 5pm at The Harlow Centre. Meeting papers will be circulated seven days in advance.</p>	

Signed by the Chair

Date