

Company registration number 09334026

**Business Committee Meeting**  
**The Radcliffe Academy, Harlow Centre, Oxford**  
**Monday, 5<sup>th</sup> March 2018**  
**Minutes**

<p><b>Present:</b>  <b>Emma Canter (EC)</b>  <b>Jessie Dobson (JD)</b>  <b>Brenda Mundy (BM)</b>  <b>Anne Wolton (Clerk)</b>  <b>Jolie Kirby (JK) agenda items 1, 2 and 4 only</b>  <b>Debra Leeves agenda item 2 only</b></p>	<p><b>Gloria Walker (GW)</b>  <b>Nicola Partridge (NP)</b>  <b>Catherine Routledge (CR)</b></p>	<p><b>Apologies:</b>  <b>David Mitchell (DM)</b>  <b>Jason Pereira (JP)</b></p>
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#	Details	By whom	By when
2.	Circulate revised meeting time to Trustees	Clerk	7 <sup>th</sup> March
3.3	Review of Trust Board membership at next Trust Board meeting	GW	For Trust Board
4.	Report on projected extra costs pending the new build to support budget discussions at Trust Board meeting	BM	For Trust Board on 26 <sup>th</sup> March
4.	Review of courses with best profit margins to support budget discussions at Trust Board meeting	BM	For Trust Board on 26 <sup>th</sup> March
4.	Produce a list of courses offered at MBC with RAG rating to inform discussions at Trust Board meeting	BM/NP	For Trust Board on 26 <sup>th</sup> March
6.1	Circulate via the Clerk a risk register guide for Trustees	BM	28 <sup>th</sup> March
6.1	Identify three risks for discussion at each Business Committee meeting	EC	By 25 <sup>th</sup> June
7.1	Ensure MBC staff are aware of newly agreed H&S and First Aid policies	BM	28 <sup>th</sup> March
7.1	Request H&S and First Aid policies are uploaded to the MBC website	Clerk	28 <sup>th</sup> March

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<b>1. Introductory items</b>		
<b>1.a</b>	EC opened the meeting by welcoming Trustees	
<b>1b</b>	Apologies were received from DM and JP	
<b>1c</b>	The meeting was quorate	
<b>2. Business development discussion</b>		
	<p>DL joined the meeting by the means of a conference call. GW advised Trustees that the planned business development meeting on 21<sup>st</sup> February was cancelled due to the number of apologies received and a new date was required.</p> <p>GW briefly outlined the main purpose of the meeting as forward planning for RAT and a discussion followed on the best available date for the meeting to take place. The following was agreed:</p> <p><b>Monday, 26<sup>th</sup> March at The Harlow Centre, Oxford</b></p> <p><b>11am – 1pm Business Development meeting:</b> DL will lead the meeting. Discussion papers are currently being prepared and will be circulated in advance.</p> <p><b>1pm – 2pm</b> Lunch will be provided for Trustees</p> <p><b>2pm – 5pm Normal Trust Board business</b></p> <p>The Clerk will circulate this date to all Trustees, including those absent from today's meeting.</p>	<b>Clerk</b>
<b>3. Annual business, minutes from the previous meeting and matters arising</b>		
<b>3.1</b>	<b>Formal appointment of Vice-Chair for the Business Committee</b> JD agreed to act as vice-chair of the Business Committee for the remainder of this academic year. This was proposed by GW and seconded by EC.	
<b>3.2</b>	<b>The minutes from the previous meeting</b> held on 20 <sup>th</sup> November 2017 were agreed and signed by the Chair.	

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<p><b>3.3.</b></p>	<p><b>Matters arising:</b></p> <p><b>2.a Finance and Academy experience representative on the Business Committee:</b> After discussion it was agreed that this was a broader issue than first expected and need to be re-addressed in light of any new Trustees joining the Board and meeting attendance patterns of Trustees at past meetings. The Trust Board on 26<sup>th</sup> March will consider action needed.</p> <hr/> <p><b>3.1 Development of an operation structure:</b> EC and BM have met and applied a new clearer approach to policies. In future existing policies will be annotated to show changes in content, with named references, to allow Trustees to efficiently approve the revised policy. All new policies will require a full review by Trustees prior to approval.</p>	<p><b>GW</b></p>
<p><b>4.</b></p>	<p><b>Discussion on the range of business information offered to Trustees and budget review.</b></p>	
	<p>The following papers were presented to Trustees:</p> <ul style="list-style-type: none"> <li>4.1 Budget Monitoring Report</li> <li>4.2 Management Accounts Summary Report Period 5</li> <li>4.4 Cash Flow Forecast Report</li> <li>4.5 Teachers' pay and condition data</li> <li>4.6 Finance Reporting Timetable 2017/18</li> </ul> <p>BM and CR explained that ESFA funding would be based on 106 students and not 142 as expected following OCC denied approval of the increase. As ESFA had confirmed additional funding of £360k plans were put in place to increase staffing levels to support the additional 36 student places and OCC's position now results in an expected deficit budget at the end of the year. This loss of funding, alongside fewer traded places and reduced pupil premium funding, leaves MBC with an expected overall deficit at the end of year of £373k.</p> <p>Savings have been identified by reducing the use of external providers, making better use of sites and facilities and reducing printing costs further will help to reduce the deficit to £300k which will be covered by reserves.</p> <p>In addition, building work at Banbury and Abingdon has been put on hold. The SLT are currently preparing a SIF bid to support building work on these site in the new academic year.</p> <p>Trustees expressed concerns about the use of reserves, adding that it would be difficult to rebuild the reserve figure... JK felt there would be a likely impact on budgets for the next two –three years.</p>	

	<p>BM commented that the delayed new build had an impact as expected costs as MBC were continuing to pay rent at other sites. JK recommended an exercise on projected extra costs pending the new build would be a useful tool to support budget discussions. BM is already working on this and will report back to the Trust Board on 26<sup>th</sup> March.</p> <p>GW expressed concerns about the balance between the need to expand provision to attract additional funding against the demands on staff, particularly if recruitment was frozen. NP explained that for 2018/19 a staffing exercise was underway to inform how best to support extended provision. Discussion at county level suggests there is no additional funding available, although demands for support for primary school PEX students may provide some funding.</p> <p>JK recommended a review of courses which gain the best profit margins. Currently at MBC profitable courses support those with higher costs, resulting in a balancing costing outcome. Whilst recognizing the value of those courses where costs were higher JK further recommended increasing the range of best profit margin courses to support funding streams.</p> <p>After further discussion Trustees recommended MBC should consider primary support, mentoring for students in school and mental health support as growth areas. NP commented that there were opportunities to use facilities within the county to support this growth.</p> <p>Alongside the recommendations above GW requested a list of courses offered by MBC be presented to the Trust Board on 26<sup>th</sup> March using the RAG system offering information on impact and costs to fully inform discussions on development.</p>	<p><b>BM</b></p> <p><b>BM</b></p> <p><b>NP/ BM</b></p>
<b>5.</b>	<b>Scheme of Delegation:</b>	
<b>5.1</b>	<p>BM presented a draft Scheme of Delegation following a request from the Trust Board to review the information shown. BM explained that where possible only one delegated level of responsibility was shown. Where more than one level of responsibility had been identified this was shown in one line to reduce the size of the schedule.</p> <p>BM added that feedback about the information provided on the Scheme of Delegation from Critchely's following a recent audit had been good and that it was fit for purpose.</p> <p>The Business Committee approved the document which does not required further approval by the Trust Board.</p>	

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<b>6.</b>	<b>Risk Register</b>	
<b>6.1</b>	<p>BM presented an executive risks report detailing underlying threats and mitigating controls. The report was colour coded as follows and also uses a numbering system to identify the exposure.</p> <p>Core – Green Threats – Blue Control – Black</p> <p>Whilst Trustees recognised the need for a comprehensive working report for use by the Business Manager and Headteacher the current schedule format was considered to be too complicated and long for Trustees to effectively manage, fully understand and carry out purposeful discussions. However, Trustees have a duty to check that the register is robust and that risks are managed appropriately.</p> <p>EC recommended that core risks could be populated at the beginning of the register for ease of identification. BM commented that this would result in a large schedule with increased details and may not therefore suit the purpose.</p> <p>In addition, NP recognised the benefit of increasing SLT’s awareness of strategic understanding of risks.</p> <p>After further discussion the following was agreed:</p> <ul style="list-style-type: none"> <li>• BM will circulated a guide for Trustees supporting the coding use on the schedule.</li> <li>• EC will work with BM to identify three risks which are fully discussed at each Business Committee meeting with recommendations made. This will be part of EC’s twinning link with BM.</li> </ul>	<p><b>BM</b></p> <p><b>EC</b></p>
<b>7.</b>	<b>Policies</b>	
<b>7.1</b>	<p>BM presented the following policies to Trustees for approval.</p> <ul style="list-style-type: none"> <li>• Health and Safety policy</li> <li>• First Aid policy</li> </ul> <p>Both of these policy are newly written policies, using generic information which has been adjusted to meet MBC’s everyday practice. Trustees approved both policies. BM will ensure MBC staff are aware of the newly approved policies and the Clerk will request an upload to the MBC website.</p>	<p><b>BM &amp; Clerk</b></p>

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<b>8.</b>	<b>Health and Safety link Trustee</b>	
<b>8.1</b>	A Health and Safety inspection is carried out by OCC who produce a report in June of each year. A link Trustee with responsibility for ensuring action and advice from the report is carried out is required. For the rest of this academic year EC and JD will share the link H&S link Trustee role and report back to the Business Committee and or Trust Board at the last meeting of this year.	<b>EC &amp; JD</b>
<b>9.</b>	<b>Green Book pay increases</b>	
<b>9.1</b>	Green Book pay increases for support staff are due from 1 <sup>st</sup> April 2018 and would usually be approved by the Business Committee. At the time of this meeting the increase level is not known so approval will be taken to the Trust Board on 26 <sup>th</sup> March 2018.	
<b>10.</b>	<b>Date of next meeting</b>	
<b>10.1</b>	<b>Monday, 25<sup>th</sup> June 2018 from 10am – 12 noon at The Harlow Centre</b>	

Approved at the Business Committee meeting on 25<sup>th</sup> June 2018 and signed by the Chair of the Committee.

Date 25<sup>th</sup> June 2018