

Trust Board Meeting
The Radcliffe Academy, Harlow Centre, Oxford
Thursday, 2nd May 2019
Minutes

Present: GW (Chair) JK NP (HT) BM JD EA Clerk	Apologies: EC
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#	Details	By whom	By when
1d	Advise Blake Morgan of trustee resignation	Clerk	Mid-May
1e	Send meeting analysis to JK for review	Clerk	Mid-May
1e7 & 6.6	Review updated website and send advice and good news reports to HT for uploading	All	Before next meeting
2.3	Report back on OCC's system for recording of destination data	JD	For next meeting
2.3	Follow-up on Youth Ambitions funding	HT	By next meeting
2.6	Send SDP format example to HT for information	JK	By next meeting
4	Circulate skills audit to Trustees and collate return for review	Clerk	Mid-May
6.1 6.2 6.3	Follow-up on recommendations regarding MBC premise needs	HT	By next meeting
6.3	Seek support locally for Orchard House refurbishment	JD & EA	By next meeting
6.4	Enquire about available space at Barton Fields School	JK	For next meeting

1. Introductory items		
1a	GW opened the meeting by welcoming trustees	
1b	Apologies were received from EC	
1c	The meeting was quorate	
1c	There were no new declarations of interest.	
1d	The Chair has received a resignation letter from DM dated March 2019. The Clerk will arrange for DM's resignation to be recorded at Companies House and update RAT/MBC's record on the GIS database	Clerk
1e	<p>The minutes from the previous meeting held on 14th December 2019 were agreed and signed by the Chair.</p> <p>Action points:</p> <p>2. Average teacher costs: These costs are calculated at £51,602 including on-costs for 2018/19. Average teacher costs will increase in 2019/20, partly due to increased employer pension costs.</p> <p>3.3 Guidelines on Board meeting rules: This matter is on-going. The Clerk has prepared a paper offering a national and local meeting arrangement comparison which is currently with the Chair for consideration. JK also requested a copy of the paper to support action in Minute 4 of this meeting.</p> <p>5. On Course and LA funding: The HT confirmed the LA will not provide transport funding for On Course. As a result the course has been re-vamped and places sold directly to schools. The HT will keep Trustees informed.</p> <p>Matters arising:</p> <p>2.1 – Annual report submission: BM confirmed the annual report was submitted to the ESFA by the due date. RAT subsequently received correspondence from the ESFA chasing for submission, as did other settings. This was an error on ESFA's part and RAT had met deadlines.</p> <p>3.3.9 – School Pod: JK confirmed an invitation has been sent to MBC to view School Pod at one of the schools within their Trust. MBC's prime interest in School Pod relates to safeguarding and JK explained that it was possible to use elements of the programme.</p>	Clerk

	<p>7. Website: The Chair thanked the HT for work carried out on the MBC website which now offers a wider range of information. All of the Ofsted requirements are in place and their recommendations have been adopted. Currently MBC do not have one person responsible for maintaining the website and updates are carried out by a range of staff. The HT welcomed on-going advice and comments from Trustees to support the continued development of the website.</p> <p>8. Meeting with the DfE: The Chair and HT's have been invited to comment on the value of their recent meeting with the DfE. Both the Chair and HT felt the meeting had not been worthwhile or helpful. The main point of interest was the DfE's view that 'stand alone' trusts are not the DfE's preferred way forward.</p>	
2.	Headteacher's report – papers 3, 4 & 4A	
2.1	<p>The HT reported back on papers 3, 4 & 4A which included information on student numbers, Ambrose House arrangements, staffing, funding bids and student data to term 2a. A record of the main points and Trustee questions is shown below:</p> <p>Student numbers Single and dual roll student number are similar across half-terms this academic year. Places are available on vocational courses, possibly due to financial constraints in schools. There are a few places still available to schools through the IYFAP process and there is a pattern emerging of increased student numbers on our courses, but for a shorter period.</p>	
2.2	<p>Staffing:</p> <ul style="list-style-type: none"> • AHT vacancy: Seven expressions of interest have been received to date which is encouraging. Interviews take place by the end of May 2019 • Lead Maths teacher vacancy – No applications for this post have been received. The HT has noted that similar vacancies are advertised at a £2k salary level higher than at MBC. Various methods of resolving this situation include re-advertising at a higher salary or an SLT Maths leadership post with two Maths teachers recruited instead. JK agreed to look at capacity at CSAT for a secondment. No firm decision was reached. The HT will keep Trustees informed via the Clerk. • Staff absence – Long-term staff absence has resulted in current pressures on staffing at MBC. Trustees were concerned about staff well-being and 	HT & JK

	<p>discussed the value of floating supply staff to support long term absences. In addition, Trustees were keen to ensure that any staff who have not taken leave due to internal pressures were supported and encouraged to re-cover the time before the end of the academic year.</p>	
<p>2.3</p>	<p>Destination data:</p> <p>Data has been received from OCC for 24 students and a discussion followed on how OCC collate data. For example, does MBC or the home school record a dual roll student as NEET, what happens if both settings make a return, does this result in inaccurate data? JD is her role at OCC will check data records and report back to a future meeting of the Trust Board.</p> <p>In addition, the question of careers guidance was raised and for dual roll students, who takes responsibility for delivering the guidance. JK felt it was the home school's responsibility unless there is a request for MBC to manage this at a cost. The HT commented that arrangements depended on how many days per week a student is at MBC. JK felt a clear arrangement about careers guidance would support improved destination data and recommended collection of evidence from the home school including for example a Yr 10 student's work experience record. Mentoring and careers guidance should form part of a student's induction when placed at MBC.</p> <p>It was agreed that future destination data reporting would show outcomes for full-time students at MBC compared with those on dual roll.</p> <p>The Youth Ambitions team at Oxford City Council have funding to support disadvantaged young people which may be a useful resource to MBC. The HT will make enquiries about their work and report back. A link to their website is shown below. https://www.oxford.gov.uk/youthambition/site/index.php</p>	<p>JD</p> <p>HT</p>
<p>2.4</p>	<p>CIF bid:</p> <p>MBC have successfully bid for £272k for security improvements at Banbury and Abingdon sites. Improved security has been introduced on both sites and work undertaken with the local police to improve H&S for staff. Trustees thanked BM for work carried out to secure the funding.</p>	
<p>2.5</p>	<p>Data dashboard Spring 2019:</p> <p>Appendix A of the Headteacher's report shows the number of students on roll across MBC to term 2A when compared to previous years. Whilst overall numbers are down by 10 fte students, dual roll student numbers are higher, but days purchased are 1% down to term 2A.</p>	

<p>2.6</p>	<p>Appendix B shows attainment and progress, attendance, behavior, welfare and T&L data. For attainment and progress MBC's data is higher at all key stages when compared nationally and attendance is on par. Eighteen observations have taken place, with outcomes of at least good in all cases.</p> <p>Strategic Development Plan (SDP) and Compass Comparison – papers 4 & 4A</p> <p>The HT briefly outlined the information offered in the SDP commenting that the plan was a work in progress and that the format is currently under review. Trustees felt the plan should clearly include explicit information on how Trustees monitor the plan. JK offered to supply examples of good practice where the SDP was presented on one side of A4.</p> <p>The Compass Comparison shows data against eight benchmarks and compares outcomes taken in November 2017 and again February 2019. In 7 out of 8 benchmarks MBC score higher than the national benchmark. The exception is for benchmark 6 (experiences of workplaces) which is possibly explained by the discussion on careers guidance detailed in minute 2.3.</p>	<p>JK</p>
<p>3.</p>	<p>Local Authority (LA) Service Level Agreement/Contract update</p>	
	<p>The HT reported little progress had been made since the last meeting with the LA's commissioning representative. The HT has received a request from the LA for September 2019 to reduce KS4 places offered to the LA by 8 and replacing with 8 places on a primary programme. The HT explained this request does not work financially for MBC as costs differ for each phase. MBC have offered a three year costed contract to the LA to meet their initial request, along with a calculation showing how many primary places the LA could buy without increasing their costs. A response from the LA is awaited.</p>	
<p>4.</p>	<p>Governance Handbook update</p>	
	<p>JK explained the Governance Handbook was updated in March 2019 and gave an opportunity to review the knowledge of Trustees. JK offered the following examples of knowledge needs:</p> <ul style="list-style-type: none"> - Do Trustees know how the HT and SLT deal with parental feedback? - As individual Trustees do we know enough and do we recognise the need to challenge and question? <p>After discussion it was agreed that a skills audit of Trustee knowledge using the NGA template would take place. This audit would inform discussion on Trustee training and</p>	

	recruitment needs. The Clerk will collate audit returns for review by the Chair, HT and JK and a follow-up discussion will take place at the Trust Board meeting in July 2019.	Clerk
5.	Business Committee meeting report	
	<p>The Chair reported back on the main points from the Business Committee meeting held in March 2019:</p> <p>Budget monitoring: An in-year deficit is expected, currently £23k without taking account of pending income. BM said an update on the actual figure will be available at the next Business Committee meeting in June.</p> <p>Staffing Structure: Currently under review with an update due at the next Business Committee meeting in June.</p> <p>Internal audit: Arrangements were agreed for internal audit processes.</p> <p>Lock down: An overall policy with protocols for each site will be produced following the lock down exercise.</p> <p>Health & Safety inspection: The next inspection is due in June 2019. BM and JD will prepare for the inspection. JK offered support from CSAT.</p>	
6.	Visit to MBC sites March 2019	
6.1	<p>The Chair reported back on visits to all MBC sites during March 2019. The Chair was pleased to witness good practice at all sites and appreciated the time offered by staff in supporting her visits. Trustees were pleased to read the findings and felt the information offered a real insight into the work at each MBC site.</p> <p>Key issues were identified for each site and Trustees were invited to comment on how best to manage these issues:</p> <p>The Forum – Kidlington: - Use of ground floor space: All requests to OCC for use of the ground floor space have been unsuccessful. It is now thought that the space has been leased to another provider to run sports related programmes/activities. These may compliment the work of MBC and an approach will be made to the provider for joint work. It was recommended that clear agreements would need to be reached and documented. The HT will follow this up.</p>	HT

6.2	<p>Ambrose House, Bicester – lose of facility from July 2019</p> <p>Alternative accommodation has not yet been secured following the end of the arrangement to use Ambrose House in Bicester. The HT has written jointly with the Chair to the Headteacher and Chair of the Bicester Trust expressing concerns about loss of the space, particularly as MBC has made significant improvements to the premises. In addition, concerns were expressed about un-announced visits to the premises by Bicester School staff and one of their agencies which is a safeguarding issue. A reply is awaited and the HT will keep trustees informed.</p>	HT in June
6.3	<p>The Orchard, Abingdon – refurbishment of central area and kitchen/dining upgrade</p> <p>The Centre generally needs an update, particularly the kitchen/dining area where students make and serve lunch. It was agreed that local companies could be approach to supply resources and equipment and that further support in terms of say painting could be provided by local interested individuals. The value of following-up on visitors attending the open day was recognised and the HT agreed to make contact with those who left their contact details (see minute 8). In addition, EA and JD agreed to contact local organisations and businesses who may be able to help.</p>	HT EA JD
6.4	<p>Harlow Centre, Oxford – maintaining quality provision during the new build.</p> <p>In addition to monitoring quality provision across the site there is an increasing need for primary provision accommodation. To take this forward a business model is required and space identified to deliver programmes. Pop-up centres may meet this need on a temporary basis and/or use of accommodation in newly built schools where space is available. JK agreed to look at availability at the Barton Fields School due to open in September 2020.</p>	JK
6.5	<p>West Bar, Banbury: Ensure this and other sites are not disadvantaged by new build in Oxford.</p> <p>Support for West Bar will be met with similar approaches to agreed tasks for The Orchard.</p>	
6.6	<p>Additional information:</p> <p>EA offered her experience of working with young people who had been/were on roll at MBC. EA had experience of good outcomes for young people with valuable feedback, alongside some negative attitudes which were mainly founded on lack of parental knowledge about what MBC does. EA stressed the value of improved parental knowledge and asked whether good student and parental feedback is posted to the website. The HT recognised the value of this request and asked Trustees to send examples for uploading.</p>	All

7.	Safeguarding report update	
	The safeguarding report to the spring term has been circulated to Trustees. JK will prepare a further update in the summer term for review at the Trust Board meeting in July 2019.	
8.	Open day at The Harlow Centre	
	<p>In September 2020 The Harlow Centre will be replaced by the newly built Swan School, with Meadowbrook College moving to a newly built school further down the site.</p> <p>The Harlow site has been part of the local community for many years and MBC held an open day in late March for students and staff who attended the Harlow School, Marston Middle School and the current college, to celebrate its contribution to the community. More than 200 visitors attended and the day was an outstanding success, allowing people to reminisce, reunite and reflect on their experiences in past years. Trustees thanked all staff involved for their contribution on the day. Trustees agreed there was additional value in retaining contact with the visitors. See minute 6.3 for agreed follow-up action.</p>	
9.	External complaint:	
	A complaint has been received from a local resident about the current safety and welfare conditions for staff and students and the related noise level whilst building work is carried out at The Harlow Centre. In particular there was concern about the 'cage-like' fencing in some areas of the site. The resident along with the LADO Designated Officer have been invited to visit to site. The resident has not yet accepted the invitation. Trustees were satisfied the complaint has been dealt with appropriately to date. The HT will seek advice from Trustees if more action is needed.	
10.	Confidential item	
	A confidential discussion took place which is recorded separately	
11.	Date of next meeting	
	Friday, 5 th July 2019 at The Harlow Centre at 0930 Agenda items will include calendar dates for 2019/20 meetings.	

Approved by the Trust Board on 5th July 2019. A paper copy of these minutes are held securely at Meadowbrook College.

Signed

Date