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| <b>Meeting</b>   | FCC Full Governing Body – extra meeting   | <b>Where</b> | Teams  |
| <b>Date</b>      | Wednesday 7 <sup>th</sup> February 2024   | <b>Time</b>  | 7.00pm |
| <b>Attendees</b> | <b>Governors:</b> Alex Bond (AB, Chair), Jane Braddy (JBr, co-Vice Chair), Paul Ray PR, (co-Vice Chair), Samantha Gould (SG), James Barnes (JB), Liz Holmes (LH), Mick Mayes (MM), Jane Hulse (JH), Phil Bevan (PB, Headteacher)<br><b>Additional Attendees:</b> Alex Molton(AM, Clerk) |              |        |
| <b>Apologies</b> | Kathleen Thomas (KT)  |              |        |

### Minutes

| No                        | Description   | Action |
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| <b>Procedural Matters</b> |   |        |
| 1                         | <p><b>Standing Item: Welcome, Apologies, Resignations, Governor Terms of Office, Agenda for today</b></p> <p>Apologies were sent to the meeting and accepted from KT.<br/>The meeting started at 7.03pm.</p>  |        |
| 2                         | <p><b>Re-focused Action Plan (FCC on a page)</b></p> <p>PB explained the reasoning behind FCC on a page; partly this has been put together in response to the results of the staff survey, particularly regarding changing strategies and new priorities which staff did not feel aware of. PB explained that we are still running the same initiatives as were agreed upon and confirmed last February. Also it incorporates the changes that are being made as a result of the recent reviews of FCC by the Trust/Vale Academy Trust team.</p> <p>‘The FCC way’ was established last year and has become more embedded.</p> <p>We need to ensure consistency across subjects and year groups, in teaching, behaviour approaches and classroom culture.</p> <p>It is the behaviour issues outside of classrooms that we need to improve specifically. PB suggested that there have been too many SLT leading on behaviour previously– Mark Adams is now heading this up, which should help to keep it simpler. MA is relentless in his pursuit of improvement and is really grounded in the reality of the situation in school. He has already had successes – such as around registers being accurate.</p> <p>We have re-established detentions and now that we are collecting students to attend these the level of attendance has risen to 80%, rather than the previous 40%. This means that we are being more rigorous. We are also mopping up more issues at the start of the day with additional staff on duty, which prevents issues rumbling along throughout the school day as we try to sort these out straight away. This also means that the reflection room is being used effectively and in the right way, rather than to house the students who are not attending detentions when they should be.</p> <p>All suspensions now result in a standard three-day absence from school.</p> <p>We know that we need to improve communication with staff – particularly so that they are aware of what happens as a result of issues they have raised and how students are dealt with when they are referred on to SLT.</p> <p>Mark Adams is leading on cracking down on students having phones and headphones and confiscating these as per the behaviour policy, as well as ensuring that staff are all using the same approach.</p> <p>We need to ensure that we are doing the basics right throughout the school, relentlessly and consistently.</p> |        |



Staff also raised the issue of shorter lunchbreaks impacting upon morale. We have polled the staff to ask if they would like us to change the lunchtimes; approximately 80%+ have said yes, so we are looking at how we can change this to improve staff wellbeing.

We need improved consultation with staff about future changes and have asked staff to let us know how we can communicate with them better – some people want to be told more; some want less information. Also, we need to consider the best way to consult with staff, ie via email or in person. Staff need to feel that they are supported by school and their colleagues so we need to work to rebuild this relationship.

We have put in place ambitious targets based on improved outcomes and confidence that our changes are already working.

*Have all staff seen 'FCC on a page'?*

PB: Not yet but they will have this by Friday and we can then focus more on these issues on the first day back after half term, which is an inset day.

PB explained that this week SLT have done a behaviour audit and consequently we are asking staff to maintain consistency in their approach to behaviour.

*Will you be communicating more regularly to staff?*

PB: Yes and we are already doing this.

*Will you be doing further staff satisfaction surveys through the year to check how staff are feeling and whether they are feeling happier?*

PB: Yes but we are conscious of not doing another survey too soon after the first one.

What do you think it means that only 3 out of 9 SLT staff completed the staff survey?

PB: They don't tend to complete them because they are then analysing the results. I am not worried as they feed back all of the time anyway directly to me and each other.

*This is to be expected from a leadership team.*

*After its implementation part way through last year does SLT feel that the reflection room is a success? Is the capacity of the reflection room big enough?*

PB: Yes, although it can get filled up with students who should be attending detentions for behaviour issues. It can get completely full. Some students will now spend their time with a member of the SLT rather than being sent to the reflection room, where we know that this is a potential risk of failing the system which results in suspensions.

*Can we monitor the numbers in the reflection room so that we can see that our approach to detentions is having the desired effect?*

PB: Yes.

*How do SLT plan to restore this trust in both directions?*

PB: More openness and honesty. Better staff consultation on changes. Better communication with staff.

What measures are you taking to reduce staff stress?

PB: Lunchtimes returning to the previous 2x40 minutes from Easter to give staff a longer break in the middle of the day. This will also stop Year 8s and 9s from staying out with the Year 7s as they can do now, as there will be 20 minutes when all year groups will be in lessons. The change will add 10 minutes to the end of the day, so we also need to look at whether this impacts upon staff being able to carry out academic coaching. It will be easier to change lunchtimes when we have our new build due to



having more internal space.

*Could it be that support staff have an issue with childcare stopping them from attending meetings or inset days?*

PB: Perhaps we could look at providing on-site childcare in the future for these occasions so that all staff can attend.

*What are you doing to encourage staff to stay?*

PB: Staff turnover is still relatively low – around 10%. Most who leave are going on to promoted posts. Most staff who have joined have been positive appointments. There are also some benefits to having some staff turnover to bring new energy and ideas into the school.

*What initiatives are you putting in place to improve recruitment?*

*Have you looked into offering "golden hellos" in job ads rather paying agency fees as discussed in previous governor meetings?*

PB: This sits at a Trust level so we are not able to alter this just within the school.

AB confirmed that this has been discussed at ARC meetings too, so the Trust as a whole are looking into options.

*The issues are different for student facing and non-student facing staff but it was not easy to understand where the different issues have come from. We also need to understand what comments are coming from the support staff in the classroom so that we can understand if a particular group have issues, in order to be able to address these.*

*It is also not possible to understand clearly whether the issues with management relate to FCC per se or to the Trust overall, as this was clearly negative.*

PB: Linda has previously looked at morale and what we can do to improve this among staff. It would be useful to understand where the comments have come from and this is the next stage in the process of analysing the feedback.

PB confirmed that SLT have been trying to enact quick wins where they have been possible.

Linda has prepared some follow up questions which will be sent out shortly, probably around mid-March, to try and capture some more meaningful and specific feedback from staff.

*How can we ensure that the communications across the school are consistent, with the same level of quality? Especially for the non-teaching staff.*

PB: This is a challenge. We have looked at different strategies but have not yet found a perfect way to do this. We send emails and do briefings but lots of the support staff don't attend inset days/teacher briefings/after school meetings as these are not in their contracts. We have offered to pay staff but these are still really poorly attended so it is hard to get all staff together in one place. We will have a more regular timetabled briefing from Kate next term, with information going out more often.

*Do Paul and Mark have any ideas from their previous roles about how to communicate better with staff?*

PB: Yes. We also need to look at what other Secondaries do.

*Do staff know that the issues they have raised are being looked into?*

PB: We will be sending out this information by the end of term to show staff the results of the survey and how we plan to address the main issues which have been raised. We need to show staff that there is action being taken after they have spoken out. We addressed some of these issues at a recent staff meeting but these are mainly attended by teachers so we need to make sure that everyone knows what is happening.



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|   | <p><i>The FCC on a page does not include any timelines by when these changes need to be enacted –how will you share this information across the school?</i></p> <p>PB: These all need to be happening now because we have agreed that this is what works. Where these things are not happening we will be feeding back to staff personally.</p> <p><i>Do staff understand this?</i></p> <p>PB: Yes, that is the message.</p>  |    |
| 3 | <p><b>Safeguarding/SEN action plan.</b></p> <p>This was uploaded to GovernorHub ahead of the meeting for governors to review.</p> <p>PB is meeting with Paul Dipple weekly to review this.</p> <p>PB has sampled CPOMS with the Safeguarding Manager to see what issues are being logged and last week did an SCR audit.</p> <p>We need to look at reducing issues in CPOMS and aligning with Trust best practice. We also need to make sure that we are 100% compliant.</p> <p>SEN is trickier as we have 14 students in Year 7 who have an EHCP which we did not know about before they came to FCC, but we now need to fund their access to support.</p> |    |
| 4 | <p><b>Re-structuring the meetings</b></p> <p>A meeting is being held on 19<sup>th</sup> February with Richard Evans to talk about meeting structures, content, agenda, and minutes.</p> <p>Governors agreed to wait until the meeting to look at future meeting dates.</p>  |    |
| 5 | <p><b>PPG reports</b></p> <p>JH is going to meet with Mark on 21st February to look at this in more detail as she has some queries on these.</p> <p><i>Based on our results our strategy has not been working; how will the new strategy help?</i></p> <p>PB suggested we need to invite Mark and Charlotte to the next meeting to look at this in more detail.</p> <p><b>ACTION: AM to add PPG to the next meeting agenda.</b></p>   | AM |
| 6 | <p><b>Risk Register</b></p> <p>This had been added to GovernorHub ahead of the meeting for governors to review.</p> <p><i>There is no item on the risk register about losing our Good Ofsted rating, such as reputational risk which could alter our pupil numbers and therefore funding.</i></p>   |    |