

Full Management Committee
Monday 6th December 2021
4.15PM - 6.15PM Venue – Remote via Teams

		PAPERS	LEAD	COMMENTS / QUERIES / CHALLENGES	ACTION
<p>Present: Suzanne Richards (Chair), Majid Ali, Raj Arava, John Bayes, Louise Brookes, Sharon Finn, Rose Mahony, Jim Mathieson, Nicky Rees, Tom Scantlebury, Iain Thomas, Judy Wheeler (late arrival) Apologies: Carolina Taplin (Clerk) (partially present) Apologies not received: Nicole Jutsum, Robin Bertrand</p>					
1.	Welcome and apologies		SR	Meeting was recorded for the purposes of minutes and all agreed to being recorded. CT was present for the beginning of the meeting and left due to illness. Apologies from Heather acting in place of Sal Thirlway. Nicky Street and Shan Ratcliffe.	
2.	Appointment of Chair and Clerk			SR was appointed as Chair and CT was appointed as Clerk to FMC. All approved appointments.	
3.	Declaration of interests		SR	None	
4.	Review of last FMC Meeting minutes for July 5th 2021 – matters arising	Minutes of last meeting	SR	<p>Shan Ratcliffe has resigned as unable to continue in the role due to location. Thanks, given to Shan for her contribution</p> <p>PPT was not circulated due to GDPR.</p> <p>Focus for T&L – IT providing JM a list of all topics covered.</p> <p>IT – WBC documents</p> <p>TS – Safeguarding training issued to Governors</p>	<ul style="list-style-type: none"> • IT to send list of topics to JM • IT to send presentation documents from WBC meeting • IT to send updated priorities for feedback

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			<p>LB – attending development forum. WBC providing training spreadsheet updates saved in MC folder. If training outside of WBC LB needs to be informed.</p> <p>IT presented case studies at T&L</p> <p>IT to send updated priorities for feedback</p> <p>H&S visit needs to be arranged</p> <p>H&S visit from WBC on 14th Dec. RA has submitted initial H&S report. Usual annual report.</p> <p>Whistleblowing policy updated</p> <p>Equal Opportunities – training required</p> <p>Grievance policy updated</p> <p>Appraisal policy – discuss later</p> <p>GDPR policy – updated</p> <p>T&L policy – discuss later</p> <p>Minutes ratified as a true record of the meeting.</p>	<ul style="list-style-type: none"> • JB to arrange visit post WBC visit
5.	WBC SEND Review – MOU	SR/IT	<p>SR summarised the situation so far. Promised monthly meetings are not happening and FC waiting for WBC to contact.</p> <p>IT added he attended a De-delegation meeting w/c 29 Nov but did not receive any further updates regarding the situation.</p>	<ul style="list-style-type: none"> • RA/IT to report back on WBC meeting on 10 Dec.

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				<p>SF agreed that there were delays due to staff leaving.</p> <p>RA - WBC Catherine Vernon and Lynn Samuels visit 10 Dec visiting FC and have asked for financial information from RA. IT advised that all the information was given to WBC previously. JM advised a senior leader needs to attend meeting with RA. IT confirmed he would attend with RA.</p> <p>Clarification about FC purpose, plan for the future and financial support is required from WBC. All information requested and additional information has been provided. FC waiting for response from WBC. All agreed to make sure FC take minutes of any meetings attended with WBC.</p>	<ul style="list-style-type: none"> SF to request further information on SEND Review at SEND Improvement Board and report back. SR to write to WBC for an update. MA to email Daniel at WBC regarding the matter.
6.	Self-Evaluation Form and College Improvement Plan	SEF and CIP	IT	<p>IT thanked everyone for comments. Requested further comments on SEF from FMC before the 4th Jan. To which this was declined.</p> <p>Challenge – This is a live document and should be current and up to date. This needs to reflect FC’s current position positive and negative and currently does not adequately do so.</p> <p>Challenge – Concerned about a judgement of quality of education being good when FC has not had a SENCo in place consistently.</p> <p>Comment – care needs to be taken regarding the use of the LA review as evidence which was not of the whole school. The piece was focused and did not include KS1/2.</p> <p>Comment – SEF needs to accurately show the difficult times and good leadership will be highlighted in respect to how the difficult situation was handled/resolved. It must be realistic.</p> <p>Comment – LA has been working with several schools this term in relation to the SEF. MA had not previously received the SEF and is willing to provide feedback to IT in preparation for first week in January.</p>	<ul style="list-style-type: none"> IT to send SEF in word format to MA MA to provide feedback and work on SEF with IT IT to send FC Annual Calendar to MA for comments. CT to add SEF and CIP to T&L committee 17 Jan meeting for review of redraft

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				<p>Approx 17.15 JW joined the meeting apologies for late arrival – technical difficulties</p> <p>Q – The CIP 2019-2022 is three-year plan and approaching the end. How do the CIP priorities link to SEF as there is missing information in the SEF which would influence this? IT – need to embed the Nurture, Inspire, Achieve. Primary focus alongside financial stability. Comment – CIP needs to be updated and brought back to T&L or FMC.</p> <p>Q – Is there an annual calendar for FC which details when SEF is sent to staff and drafts reviewed?</p> <p>Q – What is the plan to review this? Comment - The redraft should be considered at T&L committee in Jan 2022</p>	<ul style="list-style-type: none"> • MA to meet with IT on 6 Jan with SEF feedback. • JM to meet with IT to discuss T&L Agenda on 6 Jan • IT – to embed the Nurture, Inspire, Achieve statement in FC
7.	Headteacher's Report	HT report	IT	<p>IT – Collated feedback on HT report and responded in the form of a presentation shared with the FMC.</p> <p>Q – College Roll is lower than previous years? IT – Primary schools have stayed low because of outreach team support. Pandemic impact because students not in school for exclusions and evidence not available for medical vulnerable. Levels are now increasing.</p> <p>Q – Concerns about low numbers in juniors, are there clear reasons why numbers are low? What are the plans for future placement of students? Are there any ways in which the pupil who will be left will be actively involved with other children in a learning situation? IT – Outreach work is keeping numbers low. FC looking to offer primary schools more support. Pandemic impact. SF – confirmed that the outreach team has worked very well with a particular student. The provision was correct and the student is now able to be in school. JW – likelihood of exclusion for infants is rare. Outreach team have been very helpful working with a current student. Training staff in Thera play. NR – primary exclusion team meet with outreach team. Working to avoid PEX and work with students to prevent this situation by attending FC. There are schools that FC can provide school respite.</p>	

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			<p>Q - of the 9 primary academies do schools buy Foundry services individually or through an Academy- wide policy of procurement? NR – services are bought individually. Comment – This is disappointing. Comment – There needs to be clarity as to why the numbers are low because the future of the College is dependent on the figures and how these are interpreted by the LA. NR – Need to look at the increase in number of fixed term exclusions this term and that schools are now looking for alternative provisions. There is an increase in AP numbers. Difficulties with medical vulnerable students not having the requisite evidence and students not being able to have a diagnosis from CAMHS.</p> <p>Q - Attendance affected by Covid, what are the numbers of pupils on each tier of the attendance pyramid?</p> <p>Q - Steps to success – can you tell us a little bit about this scheme? How do they get on it / what is involved? TS - Steps2Success funded under Troubled Families Programme. Professionals can refer for students that have disengaged from society. Support worker to work with student to help engage. 7 out of 9 students in WBC accessing programme on CAMHs waiting list. TS – I can give further information on the Attend to Achieve model and percentages of students. The ones highlighted this time are single and dual registered, worst case scenarios.</p> <p>Comment – It is trying to understand how many students on the extreme level and how concerned FC are about these students and how many aren't. Where they are on the pyramid is it top heavy/what is the situation? What are the current levels to make it easier to understand i.e. more or less on the different levels. TS – This information can be provided for the next report. IT – there are significant students in FC that affect attendance. TS – the alternative provision students affect figures because FC takes sole responsibility for attendance. Is FC in an agreement with other schools regarding attendance? It is essential that this is clear.</p>	<ul style="list-style-type: none"> • TS to provide information on which level

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			<p>Q - Exclusions – significant increase in exclusions were all for smoking /vaping or some for damage? IT – no exclusions based on damage because unable to identify who caused the damage. NR – students were spoken to by police about joint enterprise and reckless criminal damage. Comment – when talking about behaviour this was dealt with appropriately but was not reflected in the report. Situations need to be explained and dealt with clearly. IT agreed to include additional detail to explain how situations occur and are dealt with in future reports.</p> <p>Q - Positive handling – pleased to see this is now very low; is this because students have improved their behaviour or have they left? IT – primary students’ behaviour has dramatically improved. New teacher/new style of teaching working very well and not requiring as much support to maintain behaviour.</p> <p>Q - Are we concerned about the levels of verbal abuse, persistent disruptive conduct and damage/vandalism? How does this compare to autumn 2020 and 2019? IT – demonstrated figures from previous year. Verbal abuse stemming from KS3 and now have a full appreciation regarding the use of this language. This is taken seriously and dealt with.</p> <p>Q – But what lies behind this increase? TS – Behaviours are completely different because the cohorts are always different. NR – the cohort in KS3 have a much higher need.</p> <p>Comment – There hasn’t been a cohort in KS3 recently. Damage that is caused may be due to discomfort because attending FC. This has been handled very well.</p> <p>IT – had a spike, has been dealt with, explained it isn’t FC, is isn’t the student and confidence that the students will not be removed from FC because of their behaviour.</p> <p>Q – Are you confident that staff are recording this accurately? Are the reporting mechanisms consistent, fair, robust? IT – I am fully confident this is recorded accurately because it is triple checked. Brought up at debrief at the end of the day and recorded against two different systems. All staff can</p>	<p>students sit on the pyramid to enable easier comparison of students and their progress.</p> <ul style="list-style-type: none"> IT agreed to include detail to explain how situations (i.e. criminal damage etc) occur and are dealt with in HT future reports. IT/TS to clarify the situation regarding attendance of students and responsibility for attendance and illness marks.

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			<p>discuss, contribute and helps remove emotional reaction of any staff members directly involved in the incident.</p> <p>Q – Is there something in the curriculum about teaching students about this? IT – Yes discussions in mentoring sessions and PSHE to educate students.</p> <p>Comment – This feeds into SEF looking at robust recording measures, quality assured, double checked, reliable and valid as a result of incidents then feeds into curriculum of students. This is very good, excellent and needs to be reflected in the SEF. IT will work with MA to ensure this is aligned and included in SEF.</p> <p>Q - Have any subjects been more affected over the last year by Covid than others? Significant number of students in Year 11 who are not engaging, is this the case? IT – Maths, English and Science most affected. Looked at what has affected engagement and how can change to be more bespoke to each student. Y11 engaging with exams now. Lots of practicals put in place to engage and working on engagement in theoretical aspects. Lack of a deputy head in T&L has had an impact.</p> <p>General discussions took place about SLT and lack of a deputy head. NR – constant shifting of timetabling and looking for alternative places to teach and is very time consuming. Not many students but extremely challenging.</p> <p>Q – In a perfect world is the intention that FC recruit a deputy to take on T&L? IT – Currently reviewing the roles, responsibilities and structure. Skill sets present in current staff and need to better understand if this would help.</p> <p>Q – Would you be able to do a better job if you had a second deputy supporting you? IT – the previous head had two deputies. On operational looking at education and levels of education were much higher.</p> <p>Comment – difficult to make accurate comparisons with previous situation. IT you are very new so wondering if this is the situation you would like to be in with recruitment and budget allowing. IT – I do not know currently and in the last 6 years there were two deputies. We do need to hire another leader within the team.</p>	

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			<p>Comment – So you have identified that you need another senior leader be it an assistant or deputy head. IT – yes. Gatsby Benchmarks meeting 7 of the 8 criteria. One benchmark not currently met because no college/university visits allowed but target has now been met and demonstrated in next report.</p> <p>Q – Cultural Capital what are some of the thing’s students have been doing? Is cultural capital still an appraisal target for all staff? IT – College visit, Hampton Court, mountain biking, museum, TVAP, Oakwood Youth Challenge and theatre trip. Yes, still staff appraisal target. NR – Looking at this year supporting and involving the community. Local art group helping to do an art piece in memory of Jay Blundell. There are two teams NR has Cultural Capital and IT has T&L. Lots of work happening more confidence and going well.</p> <p>Comment – NR was thanked for her hard work. IT – Pupil Voice requests have been actioned and driving forward.</p> <p>Q – What are the reasons for losing both drivers? What is being done to tackle this? IT – Drivers – one has left the other retired. Currently no applicants despite lots of adverts. Change of advert in New Year for just a driver rather than a driver/support worker.</p> <p>Q – There is an omission regarding unpaid leave, did this happen? IT – Yes it did happen and was omitted.</p> <p>Q – Covid cases seem low, attributed to the good risk assessments and the care taken? IT – Very fortunate numbers have been low.</p> <p>Q – Quality of Provision – please can you provide indication of results from monitoring literacy/numeracy? What is the impact on student progress and what has happened as a result of the monitoring? IT – Visit by SR was very productive and numeracy lead very happy with the meeting. Literacy coordinator in process of book review and will provide a report for next meeting.</p> <p>Q - When staff attend training do they routinely complete an evaluation of the training / how they are going to share learning / and later on the impact? IT – Yes there is evaluation and discussions with line manager take</p>	

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				place as to how training can be used to support FC development. Records kept by KW in office. Health & Safety – IT shared information regarding damage to FC facilities and costs. IT advised that mag locks are not secure or sufficient to prevent people entering FC and has raised concerns with WBC.	<ul style="list-style-type: none"> SR to provide full report of Numeracy visit at next T&L meeting. CT to add to agenda of 17 Jan. Literacy Co-ordinator (VC) to provide full report for next T&L meeting
8.	Nurture Review Report inc SR Visit Report	Nurture Report	IT/NR	Nurture Report – IT – gave thanks for support from SR. for a nurture walk. All staff have been provided feedback and areas of improvement. SLT have identified that at next meeting w/c 24 th Jan want to ensure feedback is positive, well communicated and develop the form further to ensure there is not just a single focus but focus on all three nurture, inspire and achieve. NR – thanked SR for support. Staff were reflective and accepted feedback – positive.	<ul style="list-style-type: none"> IT to send out a copy of the Form used attached to the PPT and send to FMC
9.	Safeguarding inc RM Visit Report	Safeguarding Report	TS/RM	RM – Previously asked at T&L meeting to speak to students about sexual violence/harassment but was decided and agreed with TS/IT not appropriate as RM unknown to students. Concern is how can information be obtained regarding harassment, bullying especially with difficulties posed by COVID. TS agreed little info gained from questionnaires. RM confident staff are working	<ul style="list-style-type: none"> TS to send safeguarding training report and link for training.

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			<p>well with the situation but query on how RM can obtain information to share with FMC.</p> <p>Comment – Have recently focused on procedures regarding absenteeism at FC and happy with procedures. However, in light of the recent death of a child who was absent from school for over a week, important to look at FC procedures and how absenteeism is handled. Although there should be Government guidance issued. TS – Will ensure FC fully follow guidance. Follow ups and checks/visits have been taking place.</p> <p>TS – Serious Case Review ongoing – praise was given to FC for all the work that took place with the student.</p> <p>There is now a Safeguarding team at FC meeting every two weeks. TS, IT, NR and JI members of team working very well.</p> <p>TS – Safeguarding training – still outstanding Governors who have not completed training.</p> <p>Q – How do you gauge students views regarding safety? Is this individual or in groups? Are you aware of gang culture is it reflected in safeguarding policy?</p> <p>TS – FC has strong relationships with local services and students are very open. Teachers are constantly listening to conversation and will report any concerns. TS has worked on restorative justice with two students. Students have individual voices and openly share and speak in groups.</p> <p>Q – Do you educate parents? County lines and other issues how is it communicated?</p> <p>TS – FC helps educate parents alongside other services such as Police, YOSS and work together to make sure resources are available.</p> <p>NR/LB – Reviewed OFSTED questionnaire and compared with FC questionnaire were aligned. Currently pupil voice questionnaire is not as aligned as was previously. All questionnaires have been compared and will ensure that they are developed in line.</p>	
10.	Health & Safety	RA	RA - completed first aid training. WBC holding course free of charge. Staff will be identified and attend training. Timeline will be given to attend.	<ul style="list-style-type: none"> • JB to conduct visit

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11.	Budget Monitoring Report	RA	Discussions regarding capital monitoring reports from WBC RA – Capital Monitoring report given from WBC not correct. Has requested a meeting with WBC. JB – Very concerned about quality of spreadsheets form WBC. Comment – Accept Capital information from WBC is flawed and insufficient. RA has organised a meeting and will report back with updated information. Currently good control on revenue budget. IT – Grave concerns that figures have been incorrect from WBC Discussions regarding appropriate contact at WBC.	<ul style="list-style-type: none"> RA to report back from WBC meeting RA to try and obtain alternative contact at WBC 	
12.	Feedback from Teaching & Learning Committee meeting held on 20th September 2021	JM	Summary - Ensure managers congratulate staff and students on hard worked in relation to CAGs. Focused on SEF, CIP and Cultural Capital. Ratified safeguarding policy (please see later notes). Reviewed PP statement Q – Does the PP statement reflect most recent changes? IT – Yes should cover these and SF will be attending on 9 Dec to review the statement.	<ul style="list-style-type: none"> SF to attend FC to review PP Statement. 	
13.	Feedback from Resources Committee meeting held on 5th October 2021	JB	Main points covered earlier, nothing further.		
14.	Policies <ul style="list-style-type: none"> FC001 Child Protection and Safeguarding – reviewed by T&L/ratification by FMC FC012 Attendance – live document report from IT FC016 Grievance Policy & Toolkit – reviewed by Resources/ratification by FMC 	Policies	IT	FC012 – References to potential should be removed in order to align with nurture, inspire and achieve. FC057 – Remote Learning Policy clarified. JM to be named/sign policy. FC001 – Chair of FMC to be named/sign policy. All policies were ratified	<ul style="list-style-type: none"> All policies ratified by FMC

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	<ul style="list-style-type: none"> FC017 Appraisal & Capability – reviewed by Resources/ratification by FMC FC026 Pay FC044 Looked After Children – reviewed by Resources/ratification by FMC FC057 Teaching & Learning Policy – reviewed by T&L/ratification by FMC 				
15.	Instrument of Government		CT /SR	To be put onto agenda of next FMC	<ul style="list-style-type: none"> CT to add to next FMC agenda
16.	Governor vacancies		SR	<p>Shan Ratcliffe has resigned as mentioned previously. Nicky Street has taken on new responsibilities and can no longer commit to role and has resigned. SR – thanked both Shan and Nicky for the support and contributions.</p> <p>Requested JM to stand as Governor JM to consider and respond in new year NR – has provided contact for potential Governor. SR to contact.</p> <p>JB requested to stand down as Chair of Resources and Vice Chair but remain on the FMC. Thanks was given to JB for all his hard work and Governors were pleased he would remain on as a member of FMC.</p>	<ul style="list-style-type: none"> JM to confirm Governor reappointment SR to send email regarding Governor vacancies SR to contact NR's proposed candidate SR to contact NJ
17.	Terms of Reference	ToRs	SR/JB/JM	All ToRs ratified	

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18.	Management Committee training <ul style="list-style-type: none"> • Executive Summary - Chair's Briefing training feedback 		LB/SR	SR provided brief summary and full documentation is available for review.	
19.	A.O.B.		SR	SR thanked school staff for their attendance /engagement. Governors exchanged wishes for a happy and healthy Christmas.	
20.	Date/Time of Next Meeting		SR		March 28 th 2022 – 4.15p.m.