

**MINUTES OF THE FULL GOVERNING BODY**

Date Time	Wednesday 8th July 2026, 5.30pm		Location	LRC, Rednock School	
Attendees - In Person	Initials	Title	Attendees	Initials	Title
Katie Norton (Chair)	KN	Co-Opted	Mike Stratford	MIS	Head Teacher
David Martin	DM	LA	Sarah Telford	ST	Co-Opted
Jane Barker-Doe	JBD	Co-Opted	Chris Wardle	CWa	Parent
James Broad	JM	Co-Opted	Chris Wiggins	CWi	Co-Opted
Di Caesar	DC	Co-Opted	Sally Winterbottom	SW	Partnership
Will Sanders	WS	Staff	Rebecca Hussey	RH	Parent

In Attendance	Initials	Title
Kerala Cole	KCO	Deputy Head Teacher
Steve White	STW	Business Manager
Nikkie Morrissey	NMO	Clerk

Apologies	Initials	Reason
Kim Ben Aoun	KBA	Family Care
Keir Hague	KH	Family Emergency
Simon Herbert	SH	Previous Commitment

Procedural Matters / Ensuring Accountability**Agenda Item 01: Welcome & Apologies for Absence**

The Chair opened the meeting and welcomed all attendees.

Apologies had been received from, and were accepted for KBA, KH and SH.

Agenda Item 02: Pecuniary Interests / Conflicts of Interest

No interests / conflicts declared.

Governors were reminded of the information available through The Key and asked to ensure that their GovernorHub account is kept current.

Agenda Item 03: Any Other Business for Consideration

No further items of business for consideration requested.

Agenda Item 04: Minutes of Previous Meetings

The minutes of the previous meeting held on the 20th May 2026 were agreed as a true record and accepted.

Agenda Item 05: Review of FGB Action & Decision Log

The action log was reviewed and updated to reflect the current position.



A copy of the current action log can be found [here](#).

Agenda Item 06: Election of Chair for 2026 / 2027

It was noted that Katie Norton had been nominated for the role of Chair (nominated by Keir Hague and seconded by Di Caesar). No further nominations were received from the floor. Katie confirmed that she was willing to continue in the position to lead the Governing Body through the next Ofsted inspection. Following the inspection, the role will be reviewed, and nominations will be sought again.

The Governing Body unanimously AGREED to re-elect Katie Norton as Chair of Governors for the 2026/2027 academic year, under the agreed arrangement to review the position following the next Ofsted inspection.

Agenda Item 07: Election of Vice-Chair(s) for 2026 / 2027

The Clerk noted self-nominations for the role of Vice-Chair from Keir Hague and Jane Barker-Doe. The Chair, Katie Norton, confirmed that following prior discussions with both candidates, it was proposed that Keir and Jane jointly share the Vice-Chair role. As part of this arrangement, both Vice-Chairs will be expected to serve as Chairs of governing committees. Both Keir Hague and Jane Barker-Doe confirmed they were happy to proceed on this basis.

The Governing Body unanimously AGREED to elect Keir Hague and Jane Barker-Doe as joint Vice-Chairs for the 2026/2027 academic year under the agreed terms.

Governance

Agenda Item 08: Chair's Report

The Governing Body received the Chair's Report, providing an overview of key strategic actions and priority areas and national policy developments. KN presented the report, highlighting a number of key areas:

Governance & Membership: It was reported that Simon Herbert's term of office as a Parent Governor had come to an end. To retain his valuable skills and expertise—particularly on the Audit and Assurance Committee—he has been reappointed as an Associate Governor, with a view to co-opting him as a full member subject to confirming the options for this. The Chair emphasised the importance of maintaining stability across the Governing Body, while also ensuring succession planning and this was recognised by all present.

Operational & Environmental Matters: Thanks were extended to staff involved in managing the school during the recent extreme heatwave. Following discussions at the Audit and Assurance Committee, a formal procedure will be developed to manage any future events requiring rapid school closure. DM and STW were formally thanked for organising the official opening of the school's solar power system, which was attended by local MP Dr Simon Opher.

Strategic & Regional Engagement: The Chair reported on ongoing engagement regarding the Multi-Academy Trust (MAT) landscape, including a meeting with representatives seeking to establish a local hub, confirming that the school remains actively engaged in these developments.



School Improvement & Regulatory Updates: Significant progress was noted against the 2025/2026 governing body priorities, and updated priorities for 2026/2027 were presented. Governors were directed to key guidance links within the report, particularly regarding SEND, inclusion, and upcoming changes to the Ofsted inspection framework.

Celebrations & Thanks: Reflections were shared on recent school achievements and events, noting the significant growth in school and community engagement over recent years. KN concluded by expressing her gratitude to all governors for their continued dedication, support and commitment over the past academic year.

The report was NOTED.

Agenda Item 09: Reports from Committees

Outcomes, Performance & Experience Committee:

The Governing Body received and NOTED the unconfirmed draft minutes from the OPEC meeting held on 11th June 2026. DC provided a verbal summary of the key matters discussed.

Committee Development & Attendance Focus: DC reported that the ABC Dashboard has matured into a highly effective learning platform and will be expanded next year to incorporate shadow data. Attendance will be the top priority for the committee next year, with each meeting featuring an in-depth focus on a single core area.

Literacy & Pupil Premium: The report on literacy highlighted strong forward-thinking, a deep understanding of student needs, effective data usage, and clear identification of gaps in the current model alongside corrective measures. Three Pupil Premium case studies were presented, demonstrating clear student progress and development.

Inclusion & Governance Assurance: SCU led an insightful session detailing the Quality Assurance systems in place for inclusion. KN noted that it was encouraging to see data used to drive honest discussions and explore areas needing further attention.

Suspensions & Future Direction: MIS highlighted the deep dive into suspensions conducted at the meeting, drawing attention to increased suspension rates among Year 7 and SEND students, which will form a key focus for OPEC next year.

Thanks were expressed to DC for her leadership in progressing the committee, as well as to KCO and SCU for providing robust assurance to governors.

Audit & Assurance Committee:

The Governing Body received and NOTED the draft minutes of the Audit & Assurance Committee meeting held on 24th June 2026. In the absence of the Committee Chair (Keir Hague), STW provided a short verbal summary of the key proceedings.

Financial & Cash Flow Position: STW reported that while income and expenditure are currently tracking in line with expectations, the cash flow forecast is being monitored closely following a tight position and a drop highlighted during



the year. In response to a query from SW regarding cash flow and whether a formal Reserve Policy is currently in place, STW agreed to check the status of the policy and report back to the committee.

HR & Operations: HR metrics remain steady, with overall staff sickness absence showing ongoing improvement. On staff wellbeing and retention, consideration is being given to introducing an Electric Vehicle (EV) salary sacrifice scheme for staff.

KN expressed formal thanks to KH and STW for their hard work, diligence, and support throughout the academic year.

Student Disciplinary Committee: Suspension Meetings - Learning Log

Following a number of Student Disciplinary Committee meetings held during the term, the Governing Body received and NOTED the Student Disciplinary Committee Learning Log, which captured key insights and operational learning for governors to take forward.

Discussion & Process Reflection: KN expressed her sincere thanks to the panel members who attended and conducted the hearings. KCO commented that the log has proven to be very useful, noting that as this was the first year the school had conducted a number of these formal disciplinary hearings, significant learning had been gained from navigating the process. KN highlighted that once the formal process takes place, it provides a vital opportunity for governors to reflect with Senior Leaders on opportunities for learning and improvement identified through the process. This view was supported by SW who, while recognising the scope of what the panel is focused on whether the decision was lawful, fair, rational and proportionate, without the opportunity for learning the tangible benefit of the process for either the school or the student would be limited.

School Performance

Agenda Item 10: Head Teacher's Report

MIS presented the Headteacher's Report noting specifically:

Strategic Risk Register: MIS and STW monitor the register behind the scenes and escalate items to the governing body as needed. KN confirmed that strategic actions established during the Governors' Strategy Day at the start of the year should feed into this register, which is formally shared with governors termly via the Headteacher's report.

Sixth Form Growth: Sixth Form induction saw a strong turnout with 92 students attending, marking a 26% increase compared to 73 at the same point last year. All governors recognised the significant progress that had been made.

Transition & EHCP Numbers: Year 7 transition feedback has been positive. The intake includes 14 students with an EHCP (allocated as of late June), which is lower than the previous year's intake.

Attendance: Improving attendance remains a persistent challenge and a top strategic priority for the upcoming 2026/27 academic year.

Summer Open Mornings: CWi confirmed attending the summer open mornings, reporting that both days were well-attended and successful.

The report was accepted by governors.

School Improvement & Strategy

**Agenda Item 11: Governance Moving Forwards**

The governing body received and **NOTED** the current membership and assigned link roles. KN reported plans to liaise with MIS to determine the most effective link roles and challenge groups aligned with the School Development Plan (SDP) for the next academic year. KN confirmed she will reach out to governors individually over the summer holiday to finalise and confirm new responsibilities.

Agenda Item 12: The Senior Leadership Team - Roles & Responsibilities 2026 / 2027

The Governing Body received and **NOTED** the report outlining the roles and responsibilities for the Senior Leadership Team for the new academic year. MIS confirmed the document has been updated for 2026/2027 with a strong emphasis on the school's inclusion strategy and will be made accessible to all staff via the school handbook for increased transparency. Key updates include:

- **Role Realignments:** The titles and responsibilities of Kerala Cole (KCO) and Sharron Cunningham (SCU) have been retitled and realigned to reflect current strategic priorities.
- **SLT Expansion:** The Special Educational Needs Coordinator (SENCO), Sally Easton, has joined the Senior Leadership Team as Associate Assistant Headteacher.

In response to a query from ST, MIS confirmed that the document will also be published on the new school website under the SLT section. KN expressed thanks for the report, noting its value as a helpful resource for governors.

Agenda Item 13: School Development Plan 2026 / 2027

The Governing Body received and **NOTED** the SDP update for 2026/2027 presented by MIS.

Governors were clear that the key priorities remain stable and anchored by the "Foundation Four": 1) a culture of inclusion where learning flourishes, 2) championing attendance together, 3) bringing the Rednock Way to life in every classroom, and 4) promoting the power of literacy. As a live document, the plan will continuously evolve, with refinements following the outcome of summer exams, and its structure remains organised under categories aligned with the Ofsted Inspection Framework.

Governors welcomed the Leadership & Governance section, which emphasises clarity, consistency, and collective challenge. KN confirmed that governor link roles for the new academic year will aim to align directly with the SDP.

Governors also noted that a new school Inclusion Strategy funded by the Inclusive Mainstream Fund will be published annually, with the 2026/2027 strategy set for publication by December 31st, 2026.

To support attendance, MIS advised that work was underway to establish an Emotionally Based School Avoidance (EBSA) space called the "Soft Loft" located in the Community Centre separate from the main school building. The aim would be to use this space to re-engage vulnerable learners. It was also noted that the Internal exclusion processes were being refined through a split model featuring Room 326 as a SEND hub for intervention and regulation alongside a dedicated IER reset and return room.

KN expressed thanks to the Senior Leadership Team for providing the document.

Agenda Item 14: Challenge & Support Partner for 2026 / 2027 Proposal

The Governing Body received and approved a proposal presented by MIS to appoint Deirdre Fitzpatrick from Goddard Education as the school's new Challenge & Support Partner for the upcoming academic year.



Operating under her School Improvement (Protective) Partner Plus (SIPP+) model, she will provide independent, external validation and bespoke strategic guidance to support high-quality provision. MIS was authorised by the governing body to formalise the agreement with Deirdre.

Statutory / Compliance Matters

Agenda Item 15: Safeguarding Report to Governors

KCO provided a verbal update on safeguarding operations and developments. It was noted that the school had successfully transitioned to 'MyConcern' in January 2026, with a smooth transition to the new reporting system. A second update had been delivered to staff on how to utilise the platform effectively and from September 2026 the process for reporting staff safeguarding concerns should be clearer, maintaining a robust and useful structure, with direct reporting links also provided on the school website.

It was noted that Team Teach Level 1 training had been delivered over the last academic year, with some staff now progressing to Level 2. The training program will be kept rolling continuously and will be enhanced by a new member of staff with dedicated safeguarding experience who will join the safeguarding team in September.

In terms of external partnerships, KCO informed Governors that she had met with the Deputy Headteacher from Maidenhill School, who will visit to share their recent Ofsted inspection experiences and expectations with the pastoral team. From September, the school will also link with Katharine Lady Berkeley's School (KLB) and local primary schools for Team Around Community meetings, bringing various support services together. Additionally, a counselling service will be available in school two to three days each week starting in September.

KN expressed thanks to KCO for the update.

In response to a query from ST regarding physical incidents and whether they are shared with governors, MIS noted that all incidents must be logged and affirmed a commitment to full transparency and sharing this data. KN suggested that assurance regarding the logging of all reported incidents be provided to governors via the Safeguarding Link Governor to maintain clear line of sight.

Policies for Review / Approval

Agenda Item 16: Looked After Children: Designated Teacher's Annual Report

The Governing Body received and noted the Designated Teacher Annual Report, which detailed processes, procedures, data, and targeted support for the school's cohort of Children in Care (CiC) and Previously Looked After (PLA) students.

KN commented that while the report was insightful and filled with valuable information, it remains difficult from a governor's perspective to gauge what "good" looks like. KCO responded that data for this cohort is embedded within the Pupil Premium (PP) data, allowing comparisons against other schools.

Addressing KN's query regarding the application of the school's "Everyone Matters" approach to this cohort, KCO explained that the school focuses on creating a sense of belonging and nurture, providing students with a "passport to succeed". KN suggested that incorporating individual case studies to demonstrate student journeys and progress over time would serve as useful evidence.



CWa noted that the data snapshot presents a significant amount of "green," indicating strong performance, effective interventions, and a positive focus on success rather than just areas of concern.

Agenda Item 17: Formal Complaints Stages 1 - 3: Annual Report of Governors

The Governing Body received and noted the Annual Report of Formal Complaints for the 2025/26 academic year.

Looking across a three-year period, it was noted that the culture around complaining has shifted dramatically. In particular, there has been a notable rise in AI-generated informal complaints and there was agreement that the complaints policy should be reviewed to ensure that there was provision for early engagement and conversation to understand the circumstances and scope of the complaint to maximise the potential for effective resolution and learning.

Regarding complaint numbers, Stage 1 SLT investigations increased to 10 this academic year, up from 4 in the 2024/25 period. Of those 10 Stage 1 complaints, 2 escalated to Stage 2 for a formal review with the Headteacher. In response to a comment from KN regarding whether informal complaints are logged, MIS confirmed that complaints are currently only tracked from Stage 1, however an online complaints form has been introduced to provide a data stream.

Learning from complaints is being actively followed up, with strategic actions planned and executed across three main themes. To address complaints regarding staff conduct, leadership issued formal disciplinary warnings, conducted direct meetings on professional standards, and scheduled staff training on conflict management and communication for 2026/27. In response to issues around SEND information sharing, structural changes were introduced in the department, including the appointment of a new SENCo, the creation of an Assistant SENCo role, centralised oversight under the Deputy Headteacher for Inclusive Classrooms, and the development of concise One-Page Passports for classroom teachers. Finally, to ensure reasonable adjustments are consistently applied within the behaviour policy, the school piloted a reset initiative in term 5, rewrote the School Behaviour Policy for September 2026, and scheduled whole-school staff retraining during the September INSET days.

KN thanked MIS for the report.

Agenda Item 18: Careers Provision: Annual Report to Governors

The Governing Body received and noted the Annual Careers Report prepared by Will Sanders, Head of Life Skills & Careers.

WS provided a verbal update outlining key progress and operational highlights from the past academic year:

- **Programme Strength & Events:** The school maintains a solid, stable careers programme anchored by three core annual events: the Apprenticeship & Recruitment Fair, Year 11 Mock Interviews, and the Careers Fair.
- **Personal Guidance & Offer:** Independent 1:1 careers guidance is provided across Key Stages. All Year 12s, 103 Year 10 students, and targeted Key Stage 3 students (including LAC/NEET risk) have received individual interviews. A strategy is also being developed to strengthen careers provision for the lower school starting in Year 7.
- **Gatsby Benchmarks & Review:** In the latest Compass evaluation (July 2026), the school achieved 100% across 7 out of 8 Gatsby Benchmarks, with Benchmark 3 sitting at 95% due to national challenges in tracking long-term destination data. Additionally, the school participated in the Career Impact internal leadership review system pilot for Gloucestershire, providing valuable peer-review insights on leadership and embedded practice.
- **Digital Integration & Innovation:** Contract renewal for Unifrog has streamlined work experience management and safeguarding. Work experience engagement reached 92% for Year 10 and 60% for Year 7's "Go to Work Day,"



with non-participants mostly consisting of non-attenders who are being targeted for specific careers outreach. From September, the school will trial *Jobcamp AI*, a new online platform to assist Key Stage 5 students with tailoring CVs, writing application letters, and interview preparation.

- **Governance & Future Strategy:** Link Governor Kim Ben Aoun and WS will focus upcoming work on developing a new overall careers strategy for the school, with impact measurement remaining a key focus moving forward.

KN thanked WS for the detailed report, noting that it was great and expressing pride in the work achieved.

Policies: Review & Approval

Agenda Item 19: Policies for Review

1. School Attendance Policy:

The revised Attendance Policy presented by KCO, rewritten by Vicky Wytchard alongside the 2026/2027 Attendance Action Plan, was formally **APPROVED** by the Governing Body.

2. Behaviour Policy:

Revised policy presented by KCO, key changes noted being clarified Internal Exclusion Room (IER) reset procedures and progressive warning stages, the addition of home learning extensions to support student engagement, and the implementation of phone-free schooling with safety pouches from September 2026. The policy also incorporates updated weapons guidance, which ST and MIS noted needs to be made more robust prior to emailing the draft out for formal approval.

3. Written Statement of Behaviour Principles:

No changes to report. The Statement of Behaviour Principles reflects the expectations of the Governing Body and was formally APPROVED.

4. Suspension & Exclusion Policy:

Revised policy incorporates tracked changes reflecting new guidance and updates from The Key; formally APPROVED.

5. Child Protection (Safeguarding) Policy:

Review of the policy deferred until September 2026 to ensure the policy incorporates the updated national guidance being published over the summer.

6. Allergy and Anaphylaxis Policy:

This new policy was previously presented in draft form to the Audit Committee at their June meeting. The suggested amendments were incorporated and confirmed with SW; final policy presented and formally APPROVED.

7. Mobile Phone Policy

The Mobile Phone Policy presented by MIS, which incorporates a model policy approved by solicitors, was formally APPROVED.

**Other Matters****Agenda Item 20: Any Other Business****1. Governing Body Meeting Calendar 2026 / 2027:**

Governors noted the Governing Body meeting dates for the 2026/2027 academic year as circulated with the agenda.

2. Governor Visit / Monitoring Reports:

It was NOTED that no governor visit or monitoring reports had been received for this meeting.

3. Governor Training Log & Reports:

Governors received and NOTED the log of training undertaken by Governors.

Governors were reminded to log their training in their GovernorHub account and provide feedback to the Clerk.

KN closed the meeting by expressing thanks to the governors for their support and commitment throughout the year, as well as to Mike and the SLT for their attendance and presentations. KN concluded by wishing everyone a lovely summer.

There was no further business and the meeting closed at 7.45pm.

Meeting Dates 2026 / 2027:**Outcomes & Actions Arising**

No.	Action / Outcome	Category	Owner	Deadline	Notes	Status
1.	CiC & PLA Case Studies	Governor Request / Report	KCO / Designated Teacher	Summer Term 2027	Incorporate individual student case studies in future reports to demonstrate student progress and impact over time	Planned
2.	Online Complaints Tracking Data	Governance / Data Stream	MIS / SLT	Ongoing	Utilise the online complaints form to track and review informal complaint data streams	Ongoing
3.	Staff Conduct & Communication Training	School Action / HR	SLT / HR	2026 / 2027	Deliver targeted staff training on conflict management & professional	Scheduled



					communication	
4.	SEND - Restructure & Passports	School Outcome / Provision	SENCo / Deputy Head for Inclusive Classroom	September 2026	Deploy the new Assistant SENCo role and launch "One-Page Passports" for EHCP / My Plan accessibility	In Progress
5.	Behaviour Policy Relaunch & Inset	School Action / Policy	SLT	September 2026	Implement the rewritten Behaviour Policy following the 'reset' pilot and conduct whole-school Inset training	Scheduled
6.	Non-Attender Careers Targeted Outreach	School Action / Outreach	WS / Careers Team	2026 / 2027	Outreach directly to non-attending students to provide targeted careers guidance	Planned
7.	Jobcamp AI Platform Pilot	School Outcome / Innovation	WS	September 2026	Trail the Jobcamp AI platform for KS5 students to support CVs, cover letters and interview preparation	Scheduled
8.	New Careers Strategy & Impact Measurement	Strategic / Governance Link	WS / KBA	2026 / 2027	Work collaboratively to develop a new school careers strategy and refine impact measurement frameworks	Planned