



TRUST BOARD PEOPLE COMMITTEE

Minutes of a Meeting of the People Committee of the Trust Board of South East Cornwall Multi Academy Regional Trust held at Liskeard School & Community College School on Thursday 14th February 2019 at 5.30 pm

Present:
Dr S Brownlow
Mr C Stevens
Mrs K Waghorn

Absent:

In Attendance: Mr D Buckley, CEO
Mrs K Williams, Clerk to Trust Board

1. **Welcome**

The Chair welcomed everyone to the meeting.

A copy of the Admissions Arrangements for 2020 had been circulated by email to the Trustees prior to this meeting and the Chair had requested that it be added to this agenda. Trustees have given some feedback by email which has been forwarded to Rachel Yelland. Mr Buckley advised that this policy is reviewed annually and it needs to be formally re-ratified each year. The Admissions Committee have delegated power to approve this policy and following the last meeting it was sent to Steve Green who has made amendments as requested by the Admission Committee and clarified the PAN numbers. A Trustee confirmed that Admissions Committee had looked at the policy and it was therefore agreed that People Committee need not review it further. It was noted that this policy needs to be ratified by email due to the deadline of 28th February 2019.

2. **Declaration of Business or Pecuniary Interest and Academy-related parties - update on any changes since completion of written declaration**

All forms have been completed. It was noted that this only needs to be declared if there is a change.

3. **Evacuation Procedure**

The evacuation procedure was explained.

4. **Apologies for absence**

All Trustees were present.

5. **Draft Cycle of Business**

The draft document was circulated in advance of the meeting and was referred to throughout the meeting. The table was discussed and alterations recommended. See amended table below.

Action: Clerk to use Cycle of Business document as a basis for drafting agendas for future meetings

6. **Terms of Reference**

The terms of reference specific to this committee were circulated in advance of the meeting.

- a) The annual cycle of business table and the structure of People Committee's three meetings per year were discussed. A Trustee asked if changes could be made to the Terms of Reference (TOR) and it was advised that the Trust Board can change this document to reflect recommendations from the committee.

- b) The Safeguarding Trustee role was discussed and it was noted that this could also be included in the Learning Committee. A Trustee noted that pupil attendance does not appear in the TOR and should this be included as this needs to be monitored.
- c) A Trustee advised that performance management is not included in the TOR but it could be argued that this is part of professional development. The effectiveness around long term issues with staffing such as capabilities is also not included and it was commented that an additional bullet point would be helpful. Mr Buckley advised that any staff capability issue will halt performance management and that staff member will then receive capability intervention.
- d) A Trustee suggested that the questions in the Headteacher's report and the TOR should be aligned and Mr Buckley thought this would be useful.
- e) Staff welfare and professional development were discussed and it was questioned where does performance management and capability sit within the TOR. Mr Buckley used the questions and data in HR5/6 to clarify. A Trustee noted that the annual cycle of business would benefit from an extra column detailing the section of the HT report to which it relates and Mr Buckley agreed. Clerk to add.

Action: Clerk

- f) It was queried by Trustees, how the evidence is provided for the Community Link Trustee. Mr Buckley advised that parents who actively engage in their children's learning has been proved to provide the most impact. Trustees felt that the evidence base for this area needed to be kept under review
- g) "The monitoring and overseeing of the LGB" – Trustees were unclear in the use of this paragraph in the TOR and the Community Link Trustee advised clarification on this would be required. Mr Buckley advised that in the Scheme of Delegation (SoD), the Chair of the Trust should fulfil this role. The Committee recommend that this is removed from the SoD and ask for clarification of who should take on this on role.

Recommendation to the Trust Board

- h) Trustees queried how mental health and welfare are monitored and Mr Buckley noted that in future meetings, internal staff could be asked to attend meetings to give a presentation on this matter.
- i) Cycle of meetings –
 Standing agenda items - Performance Review; Headteacher's Reports; CEO Risk Report; Review of policies.
 Strategic topic - Safeguarding in summer term; HR in Spring term; Community in autumn term.
 The Trustee should decide the focus in their meeting in liaison with Mr Buckley.
 SoD should be reviewed in the autumn meeting.
- j) **A Trustee asked about the need for a risk register** and it was recommended that the committee should have the key risks for the Multi Academy Trust (MAT) rather than a breakdown of each of the schools and it was felt that Mr Buckley should be giving an overview. Mr Buckley advised that the Risk Register has the same structure in all the schools and at the next meeting the committee could be provided with a copy of Risk Register from one of the schools. A trustee thought that Mr Buckley ought to bring a report to each meeting with the key risks included but Mr Buckley advised that is different to a Risk Register.
 Mr Buckley advised that the Risk Register is likely to remain very similar year on year and a trustee noted that risk should be managed and then removed. It was noted that the Risk register is covered by the Audit Committee and day to day risks are captured by the Headteacher's reports. The situations which might arise and have impact to the MAT were discussed and what should be covered in a verbal update by Mr Buckley in the committee meetings.

- k) Policy reviews are to be a standing agenda item and it was noted that a SMART document is being compiled of all the policies which are due for review. Trustees requested that People policies requiring review be spread across the three meetings rather than overloading any particular agenda.
- l) **A Trustee asked if the CEO Risk Report will be distributed in advance of the meeting** and Mr Buckley advised the Local Governing Committee (LGC) identified risks will be highlighted red in the Headteacher's report and all other risks will be a verbal update.
- m) **A Trustee asked how the Link Trustee should present their subject in the meeting** and it was noted that a discussion prior to the meeting with Mr Buckley and colleagues would be useful to identify the most important matters. Mr Buckley advised that inviting attendees is unusual and a Trustee felt that all Trustees need meaningful contact with other staff in the MAT. Mr Buckley advised that one of the key roles of the Trust Board is to ensure that LGC's are asking the right questions and that they are robust and strong. Mr Buckley advised that some of the LGCs do need to strengthen.
- n) HT report feedback – School name in footer on each page is required.

7. Issues raised by the LGC's

Minutes of the LGC meetings were circulated in advance.

Landulph - Peer Review Report – Sharing information with governors (11.12.2018 – Item 29)

Mr Buckley summarised the Peer Review process and advised that the report is only circulated to the Chair of the LGC. **A Trustee agreed with the challenge provided by governors and felt that all governors should be allowed to see the report.** Mr Buckley advised that Headteachers may be more guarded in their comments in the Peer Review if it is shared with staff governors. Mr Buckley advised that this report can be likened to the Headteacher's appraisal and this is a confidential document and that criticism of the Headteacher could be picked up by the Unions.

The Committee recommends that this reviewed by the Trust Board.

Liskeard - Link Directors – confirmation of who is taking on Community and Learning roles and who is responsible for Liskeard School & Community College (04.12.2018 Item 33 c)

Trustees advised that Caleb Stevens is the Community Link Trustee and Jamie Crisp is the Learning Link Trustee.

The Committee recommend that the Link Trustees are reviewed by the Trust Board

Looe - How matters dealt with by the Trust Board are fed back to LGC's (03.12.2018 – Item 35)

The Trustees advised that the LGC's should read the minutes from Trust Board meetings.

Subsequent to the meeting, the timescale of providing feedback was discussed with Mr Buckley and it is suggested that a proposal is put to the Trust Board that the Clerk should provide a summary table of feedback. This can then be shared with the LGC's in a timelier manner.

Trewidland - Promotion of the school; positive actions following two school meetings (06.12.2018 item 37) and Pupils leaving the school – A key risk (06.12.2018 item 31)

See confidential Appendix

The Committee recommend that this is reviewed by the Trust Board

8. Update from Link Meetings – Verbal update from the Clerk

HR 22.01.2019;

This was a well-attended meeting. The Trustee advised that the populated HR sections were circulated to the governors and these were discussed. The Link group made several recommendations for changes to the report. Staff absence was very high in Saltash.

Safeguarding 21.01.2019 – Cancelled.

9. KPI's – Headteachers Reports

- a) It was explained that the absence at Saltash is due to illness and the Assistant Headteacher has been on long term sick leave. Mr Buckley advised that staff are aware that there will be a further Ofsted visit and this could be adding pressure.

Mr Buckley summarised the key points arising in the Headteacher's reports.

b) HR

The Middle Leadership capacity has been measured. There is a Middle Leadership Team (MLT) issue at Saltash and this does not provide support to the Headteacher. MAT wide training courses are in place and 5 staff members are on a national training programme. The MAT has made a training investment into leadership. There has been a formalised assessment of the Teaching Assistants and the quality of them is very high and this is encouraging. There have been issues identified with teaching staff and interventions are in place. Support has been formalised and appraisal midway point training is being provided by Mr Buckley.

c) Safeguarding

An audit system based on the S157 is being used across the MAT and an action plan is provided following this. Mr Buckley advised that the audit has broken the S157 into three sections, green areas are easy to rectify, yellow areas require governors to review and question and the red areas are to be reviewed by the Designated Safeguarding Leads (DSL's).

Governors have used this form in Trewidland and Looe. **A Trustee asked about the red DSL areas and how is this being monitored?** Mr Buckley advised that the MAT is looking at external expertise but is currently using the experience of the DSL's within the MAT.

- d) **A Trustee asked about the changes to the audit form** and Mr Buckley advised that this form is being bench tested first and will then be reviewed in the Safeguarding Link meeting.

- e) The Trustee noted that the paper copies of the Headteacher's report provided by the Clerk are very useful. It was commented that the report is so large that it is difficult for Trustees to identify the key areas of concern. Mr Buckley is happy to give the Trust Board an overview at the full meetings but felt that at committee meetings, there should not be a reliance on him providing all the information and the red highlighted areas should direct Trustees.

- f) **A Trustee queried the SEND register in the secondary schools and thought that there may be different judgements on what is a SEN pupil.** Mr Buckley advised that the figures and the processes relating to this at Liskeard, Dobwalls and Looe are robust but there is an issue at Saltash and clarified further.

g) Community

The recording and monitoring of parental engagement is difficult and needs to be worked on. Mr Buckley advised that parental engagement has been added to the School Development Plans. This could be a useful topic to be covered in the Community autumn meeting.

10. Policies

SMART Staff Capability – No further comments.

The Committee recommends Trust Board approval

SMART Disciplinary and Grievance – No further comments.

The Committee recommends Trust Board approval

Admissions Arrangements - This was removed for this agenda following discussion at the start of the meeting.

11. Date of next meetings: Monday 17th June 2019 at 5.30 pm - Safeguarding

The meeting closed at 19.37

Recommendations to the Trust Board	
6. Terms of Reference g) The monitoring and overseeing of the LGB” – Trustees were unclear in the use of this paragraph in the TOR and the Community Link Trustee advised clarification on this would be required. Mr Buckley advised that in the Scheme of Delegation (SoD), the Chair of the Trust should fulfil this role. The Committee recommend that this is removed from the SoD and ask for clarification of who should take on this on role.	
7. Issues raised by the LGC’s Landulph - Peer Review Report – Sharing information with governors (11.12.2018 – Item 29) Mr Buckley summarised the Peer Review process and advised that the report is only circulated to the Chair of the LGC. A Trustee agreed with the challenge provided by governors and felt that all governors should be allowed to see the report. Mr Buckley advised that Headteachers may be more guarded in their comments in the Peer Review if it is shared with staff governors. Mr Buckley advised that this report can be liken to the Headteacher’s appraisal and this is a confidential document and that criticism of the Headteacher could be picked up by the Unions.	
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7. Issues raised by the LGC’s Trewidland - Promotion of the school; positive actions following two school meetings (06.12.2018 item 37) and Pupils leaving the school – A key risk (06.12.2018 item 31) <u>See confidential Appendix</u>	
10. Policies SMART Staff Capability – No further comments. Recommendation for the Trust Board to approve SMART Disciplinary and Grievance – No further comments. Recommendation for the Trust Board to approve	

Action Summary	
5. Draft Cycle of Business The draft document was circulated in advance of the meeting and was referred to throughout the meeting. The table was discussed and alterations recommended. See amended table below. Clerk to use Cycle of Business document as a basis for drafting agendas for future meetings	Clerk
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SMART People committee – annual cycle of business

Second draft

The people committee is responsible for:

Lead trustee	Committee responsibility	Links to	Autumn meeting	Spring meeting	Summer meeting
Safeguarding	Oversight of effectiveness of safeguarding procedures across the Trust's schools	Safe2			
	Oversight of effectiveness of behaviour policies and interventions across the Trust's schools	Safe3			
	Oversight of effectiveness of attendance procedures across the Trust's schools	Safe1			
	Oversight of pupil welfare across the Trust's schools				
HR and People	Oversight of staff welfare across the Trust's schools				
	Oversight of effectiveness of the professional development and Performance Management across the Trust's schools	HR1 and HR2			
	Oversight of staff capability and coaching interventions across the Trust's schools	HR5 and HR6			
Community	Oversight of effectiveness of links with external agencies	C2			
	Oversight of effectiveness of careers provision across the Trust's schools, including links with employers, FE and HEIs				
	Oversight of effectiveness of parental engagement across the Trust's schools	C1			
All	Review of the Scheme of Delegation and the Risk Register in relation to People issues				
	Regularly review appropriate policies				

Recommendation to remove: Monitoring and overseeing that LGBs are fulfilling their obligations as set out in their own terms of reference

Red – recommended amendments. There is also one proposed deletion which needs to be approved by the full board