



## **TRUST BOARD PEOPLE COMMITTEE**

Minutes of a Virtual Meeting of the People Committee of the Trust Board of South East Cornwall Multi Academy Regional Trust held on Thursday 26<sup>th</sup> May 2022 at 5.30 pm.

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<b>Present</b>	<b>Yes/No</b>	<b>In Attendance</b>	<b>Yes/No</b>
Mr S Lloyd - Chair	<b>Yes</b>	Mr D Buckley, CEO	<b>Yes</b>
Mrs L Lawson	<b>Yes</b>	Mrs K Williams, Clerk	<b>Yes</b>
Mr C Stevens	<b>Yes</b>		

### **Summary Matters for the Trust Board**

- a) There is a move towards incremental coaching across the Trust.
- b) The Trustees have discussed a possible governor appraisal model which would be based on support and coaching. A proposed model will be discussed further by the People Committee.
- c) The Trustees received an update on the Everyone's Invited agenda and the Trust is making solid progress on the plans in place.
- d) The Trust is providing further advice and guidance to governors by providing Knowledge Organisers with Finance, Safeguarding and SEND being available so far.

### **35. Welcome**

The Chair welcomed everyone to the meeting.

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

None.

### **37. Apologies for Absence**

Mr Stevens was running late due to traffic but expected to attend.

### **38. Approval of minutes of meeting held on 01-03-2022**

The minutes of the meeting held on 1<sup>st</sup> March 2022, having been circulated in advance, were agreed as an accurate record and will be signed.

### **39. Matters Arising**

#### **M7. Staff and Student Health and Well-Being - Review staff and pupil health and well-being across the Trust's schools**

f) Trustees queried if the Trust Board should write a letter to the government about their concern in the lack of funding to provide support services for staff and students. Mr Buckley advised the content of discussions in the TAS meetings. It was agreed that this should be discussed further at the next Trust Board meeting.

*Update: The Chair advised that he has researched children's mental health services and in terms of satisfaction and action rates, Cornwall Council are in the higher quartile of the data provided by gov.uk. Mrs Lawson advised that there has been sudden investment in mental health services such as Thrive which provides support for 0-5-year olds and the CAMHS service is improving. The Chair suggested that mental health provision is something that Trustees should monitor regularly and*

receive updates from across the Trust. A potential Safeguarding Trustee application was discussed. Mr Buckley explained the premise of the TAS (Team around the School) meetings and advised that Mrs Lawson would be welcome to attend these meetings and she will send information that she has on available services to the Clerk for circulation.

**Action: L Lawson**

**M24. New Head of Department focus reports**

d) A further draft of the report will be circulated in a future committee meeting for further consideration. The Clerk will circulate the draft available from the MSLT meeting.

*Update: Complete.*

**M26. Review of behaviour policies and interventions**

c) Mr Buckley advised that we have a SMART overarching behaviour Policy which can be circulated again to Trustees. Mr Buckley advised that the Looe Behaviour Policy should also be circulated to the People Committee.

*Update: The Looe Behaviour Policy is still in draft form at the moment.*

**M28. Review of the Trust Strategic Risk Register and plans for renewal with the new 5-year plan**

c) Mr Buckley explained that we have reduced the 12 aims of the strategic plan to 8. These don't directly map to the committees but the committees can decide which aims they wish to have responsibility and oversight for. Mr Buckley suggested that whole aims can be allocated to committees and he will provide a proposal for the next round of committee meetings. The Risk Register can then also link to this.

*Update: Mr Buckley advised the Strategic Plan has been circulated and this is the final version. The Risk Register is being worked on by the MSLT (MAT Senior Leadership Team). The People Committee are responsible for aims 2,3 and 4.*

**40. Update from SLTF – incremental coaching and position of TOLT in SLTF**

The MAT Strategic Plan (aims 2, 3 and 4) was circulated in advance of the meeting. From this Mr Stevens joined the meeting at 5.46pm.

a) Mr Buckley advised that we have a group of around 30 senior leaders called SLTF and they come together once a year to review the five-year plan and agree the next steps. The SLTF were asked to give staff presentations at the last meeting and there were common threads, one of which was incremental coaching. We have made a change to appraisal documentation and the Expected Standards policy is with the MSLT for debate before circulating to Trustees. The passion of staff and the buy in to being part of SMART was discussed at length.

b) Mr Buckley advised that we have a strong mandate from the RSC (Regional Schools Commissioner) and from staff and so we are ready to expand as a Trust. **A Trustee asked how investment into the Trust is filtered down through to the levels of staff.** Mr Buckley advised that we are further ahead of other Trusts in terms of our development in this area and most departments are on board with the work that we have undertaken on curriculums. TOLT (Trust Operational Leadership Team) have been brought together and this has been working well. Mr Buckley explained the STAR projects, how this empowers staff which has then encouraged staff to present to others during SMART day as they can choose their audience. We have a strong model and we now have a sense of unity. **A Trustee noted the consistency of vision of the Trust and how we are developing a culture across all the schools. This gives us confidence to disseminate down through the staffing levels and results in getting good buy in from staff.**

c) Mr Buckley noted the Everyone's Invited agenda and how this is now developing into a Trust owned agenda rather than a national one.

**41. Discussion on Governor/Trustee appraisal/coaching**

a) Mr Buckley advised that we want to develop our governors and have some commonality of learning across the organisation. As a starting point, Mr Buckley and the Clerk have discussed how this would be approached and as part of this development work, we are now providing

Knowledge Organisers.

- b) We want to find an appraisal model for governors and there is a huge drive in incremental coaching so we are keen to have this in place for governors. **A Trustee queried if there might be a place for having a mentor system which could be part of the coaching offer.** The Clerk advised that the SoDA (Scheme of Delegated Authority) does suggest that new governors should have a buddy and Link meetings should help with networking but this needs to be developed further. **A Trustee explained that informal buddies are used in other organisations and these are valuable.**
- c) Mr Buckley advised that in terms of replicating the staff appraisal system into a governor model, the use of Leadership Ladders means that governors would be required to work to a minimum level and we can provide support which is either needed or offered and this element of the system can transfer to governors easily. STAR projects would also be possible for governors with a structure in place. The objectives element would be much harder for governors as they are volunteers.
- d) Trustees considered that a supportive and coaching system would be beneficial and experienced Trustees would be keen to offer mentoring and support. Mr Buckley suggested that an appraisal/incremental coaching proposal will come to the committee for further discussion.

**Action: D Buckley**

#### 42. **Feedback on Everyone's Invited agenda**

- a) Mr Buckley summarised the Everyone's Invited agenda which has suggested that 70% of girls face daily sexism and there are some shocking statistics. This national agenda has gained momentum and we have put together a group to develop a strategy in response and we have surveyed the students and from the results, we are largely in line with the National data.
- b) We have agreed to have an anonymous reporting system and we asked the students what it should contain. The primary wanted a Worry Monster model and the secondary schools have a version following full agreement from the students so we now have an online reporting tool. The next step was to have a launch campaign and the students wanted a poster campaign. The committee decided to delay the poster campaign until the whole staff discussions had taken place so that staff would not feel that they were behind the children. We have therefore presented the survey data back to staff so we would be aware of any possible reactions. Mr Buckley summarised the staff surveys and plans for the launch campaigns in each of the secondary schools. Liskeard have completed their staff meeting; Looe are due soon and Saltash has a date in early July.
- c) We have made a decision based of the feedback from the students, that we will respond to key reported themes on a termly basis. We have managed to achieve having a non-gendered toilet on all sites. At Dobwalls, all toilets are now non-gendered. Staff are completely understanding of this change. Mr Buckley advised the impact of gendered toilets on gender fluid students. We are now looking at gender biased language used by staff and have decided that we would start by removing gender labels from praise. We are making solid progress on this agenda.
- d) **A Trustee noted that a whole Trust approach is brilliant, the impact of the language used and how we engage with the students.** Mr Buckley advised that he chairs CACE and he has presented the Trust's response to this group. Mr Buckley explained that in terms of raising awareness, our stance is that gender labels are chosen by individuals and not applied by others to them and we have taken the first steps towards achieving this longer-term goal.
- e) **A Trustee asked if there is an option for a student report to not be anonymous.** Mr Buckley advised that there is a question on the survey which asks for a name in case the student wants to access further support. **A Trustee ask if there is signposting to support.** Mr Buckley advised that this is provided. **A Trustee acknowledged that change of language will be challenging for some staff and can students and staff to report their thoughts and frustrations on this change.** Mr

Buckley advised that reporting is for everyone who has been made to feel uncomfortable. We have provided scripting for staff meetings as we want to ensure there is a no blame culture and we realise that staff will make mistakes. Mr Buckley explained that we can take responsibility for creating a different culture at school which may be very different that at home and this should be seen as something positive.

43. **Review the effectiveness of attendance procedures**

- a) Mr Buckley advised that attendance data is not reliable yet due to the impact of Covid. Headteacher reports are using pre Covid data and so they are all red. The attendance data for the Southwest has been most impacted by Covid.
- b) **A Trustee asked for clarification and if this a case of we don't have attendance data from each school.** Mr Buckley advised that data is available and is being reported each term to governors. We made a commitment to provide benchmarks for all data in the Headteacher report which is the RAG (Red, Amber, Green) rated and we have needed to decide what benchmark should be used and it was agreed to use "what is should be" i.e. what the levels of attendance were pre-pandemic rather than using current national or regional data as these numbers are still fluctuating.

44. **Knowledge Organiser – Safeguarding**

- a) The Clerk advised that as her STAR Project, she had decided to write Knowledge Organisers for the governors. So far there is a version for Safeguarding, SEND and Finance. These have been circulated to Link Governors and a copy added to the SharePoint drive so that all governors can access them.
- b) **A Trustee felt this was a tremendous document and looked forward to seeing further versions when they are available.**

45. **Monitoring and overseeing the LGCs are fulfilling obligations towards People issues**

- a) The Clerk advised that GMPs (Governor Monitoring Plans) are in use at the schools and these mirror the SDPs (School Development Plans) but provide a working document for the governors to record their monitoring activities of the aims of the SDP and any evidence. The Clerk added that there is a table at the bottom of the GMP with Link visits and she wants to develop this further next year. She is revising the template GMP and adding a focus for each Link visit and providing suggestions of questions to ask during the visit.
- b) **A Trustee felt that it was great that we are continuing with LGCs (Local Governing Committees) as these are being removed in some Trusts.**
- c) **A Trustee asked what platforms are available for governors to communicate with others across the Trust.** It was discussed that the Link meetings do provide opportunity for this. It has been suggested that the Link meetings will change format next half term and start with an open discussion item to allow governors to lead the meeting. Mr Buckley advised that a governor visit form also needs to be completed and this is circulated to the LGC. Mr Buckley explained that having a set of questions to select from can be very useful. Having example and open questions is beneficial for governors and the Clerk is collecting a bank of these.

46. **Review of Policies:**

- a) None.

47. **Guidance/instructions to LGCs**

- a) HR – Trustees asked what are governors' thoughts and feelings on having a governor appraisal model, what HR support there is and Expected Standards (which should all ensure that there is a focus on growth rather than blame).

Items Circulated For Information

48. **Headteacher's Report**

- a) Trustees noted the RAG rated document.

49. **LGC Summary**

- a) The Trustees noted the summary provided and there were no concerns.

50. **Agreements made by email**

- a) None.

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52. **Any Other Business**

- a) Mr Buckley advised for the Trustees information that they need to be aware that there will be discussions with local schools in terms of growth of the Trust following the recent White paper and meeting with the RSC.
- b) Mr Buckley is setting up Cornwall Education Partnership and information had been circulated to Trustees by email.

53. **Date of next meetings:**

The SMART calendar will be circulated next half term.

The Chair thanked the Trustees and Mr Buckley for attending and the Clerk for her support. The meeting closed at 7.00pm.

<b>Action Summary</b>	
<p><b>M39. Matters Arising</b> <b>M7. Staff and Student Health and Well-Being - Review staff and pupil health and well-being across the Trust's schools</b></p> <p>f) Trustees queried if the Trust Board should write a letter to the government about their concern in the lack of funding to provide support services for staff and students. Mr Buckley advised the content of discussions in the TAS meetings. It was agreed that this should be discussed further at the next Trust Board meeting.</p> <p><i>Update: The Chair advised that he has researched children's mental health services and in terms of satisfaction and action rates, Cornwall Council are in the higher quartile of the data provided by gov.uk. Mrs Lawson advised that there has been sudden investment in mental health services such as Thrive which provides support for 0-5-year olds and the CAMHS service is improving. The Chair suggested that mental health provision is something that Trustees should monitor regularly and receive updates from across the Trust. A potential Safeguarding Trustee application was discussed. Mr Buckley explained the premise of the TAS (Team around the School) meetings and advised that Mrs Lawson would be welcome to attend these meetings and she will send information that she has on available services to the Clerk for circulation.</i></p>	<p><b>Action: L Lawson</b></p>

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