



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 15th October 2020 following the Remuneration Committee meeting at 5.30 pm.

Present	Yes/No	In Attendance	Yes/No
Dr S Brownlow - Chair	Yes	Mr D Buckley, CEO	Yes
Mrs L Lawson	Yes	Mrs K Williams, Clerk	Yes
Mr C Stevens	Yes		

1. **Welcome and Format of Meeting**

The Chair welcomed everyone to the meeting. The format of the meeting was explained.

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

None.

3. **Apologies**

All Trustees were present.

4. **Approval of the minutes of the previous meeting held on 02-06-2020**

The minutes of the meeting held on 2nd June 2020 having been circulated in advance, were agreed as an accurate record and will be signed when social distancing ceases.

5. **Matters Arising**

M35. Matters Arising

M19. Matters Arising

M8. Governor application form

d) It was discussed that the majority of the Chairs of Governors have had Safer Recruitment training and all Headteachers. It was recommended that during initial meetings with potential governors, Chairs and Headteachers should ensure they adhere to safer recruitment practices. Trustees requested that a reminder emailed should be sent to the Chairs and Headteachers and any Chairs who are outstanding their Safer Recruitment training should complete as soon as practicable. Mr Stevens will draft the email. Mr Stevens needs to provide the wording for the email and the Clerk will contact him.

Update: Ongoing. Mr Stevens will send the email wording to the Clerk. It was noted that recruitment is continuing under COVID measures.

Action: C Stevens

M10. Stakeholder survey

Mr Marshall advised that he is in communication with Mr Stevens. It was suggested that that questions will need to be different in light of the Covid-19 situation and it would be useful to capture any positive views and gain an insight into the perception of the schools by the community and external agencies and this was discussed at length. Trustees agreed that "civic duty" would be this year's key question. It was decided that this action should be completed if at all possible, in time for the Trust Board meeting in July.

Update: It was discussed that the stakeholder survey did not happen due to COVID. It was suggested that moving forwards, it would be useful to have confirmation from the Trust Board on the position of a survey.

f) HR

A Trustee noted that individual names have been listed in the Headteacher report.

A Trustee queried staff absence, in particular long term teacher absence at the secondary schools and noted that the situation is not improving despite governor challenge. Mr Buckley explained that systems are in place to address performance management, staff stress and mental health issues. The Trustees discussed the impact of long term absence on the quality of teaching and learning. Trustees requested the CEO report feedbacks on long term staff absence and what can be done to improve this. Mr Buckley noted that it has been a difficult task to identify the main issues. Clerk to add to the next agenda. Clerk to add to a future agenda.

Update: To be covered under this agenda.

M26. Community - Destinations and IAG

b) Destination and IAG need to be discussed again at the Autumn meeting. Clerk to add to agenda.

To add to Autumn agenda.

Update: This will be discussed by the Learning Committee.

6. CEO Update on the schools since full reopening

a) Mr Buckley explained that we have had excellent staff attendance. There have been a few instances where the decision has been for medically vulnerable staff not to return to work. Long term sickness is not currently an issue.

b) Staff attendance is currently very high however it has been impacted by the protection systems in place which require staff to self-isolate in certain circumstances. The total number of staff affected across the Trust is 34, who have been off work whilst they await a test. The total number of days missed is 158 across the Trust. There is a cost for this and so data is being recorded and we are making representation to the RSC (Regional Schools Commissioner) and CST (Confederate of Schools Trust) to take action on our behalf. Mr Buckley added that not all staff have required cover as some are support staff.

c) **A Trustee asked if there are any pressure points caused by staff absence.** Mr Buckley explained that so far there have not been pressure points caused by absence but staff across the Trust are generally exhausted from having to learn new working practices. It was explained that it has not been difficult to obtain cover staff. Mr Buckley advised that absence has been well spread across the schools rather than one school being heavily affected.

d) Confidential appendix.

e) **A Trustee noted that some organisations are advising their staff to turn off track and trace whilst at work and asked what is the Trust's approach to this.** Mr Buckley advised that track and trace is not available to those under 16 as there is a possibility that they could misuse this app which would have serious impact. Mr Buckley explained the consequences of a positive case on track and trace and staff have been updated on its use when working in classrooms.

f) Mr Buckley explained that he has provided a package of guidance documents to the Headteachers which include template letters and information for parents. The schools have used this information to keep parents abreast of what is happening in the schools and the approaches which are being used as they may differ to other local schools not in the Trust. By offering information it helps to assure parents of the processes in place.

g) LGC feedback: It would be useful for LGCS to send out a communication to the local communities.

h) Symptom drills are in place across the Trust. These have been used to identify if there are any gaps in practices.

i) **A Trustee asked if there are any safeguarding issues.** Mr Buckley reassured that there were none

to bring to the attention of the committee. Mr Buckley explained that changes in policies which have been adapted under current COVID restrictions, have led to occasions in which schools have had to ask parents to keep a child at home because their actions, although not severe enough to lead to an exclusion under normal circumstances, do pose a threat of COVID infection to others. An example from another Trust was used as this was the clearest way illustrate this, if for example a parent refuses for their child to take the test even though they are showing symptoms.

- j) Behaviour across the schools is largely the same although there are some issues as a result of pupils being in the same classroom all day and teachers having to enter classrooms that are already 'owned' by the group. All teachers are working hard to use techniques to quickly regain ownership of the space but those teachers with less experience of such skills have found it difficult to regain control, the SLT (Senior Leadership Team) are addressing this.
- k) **A Trustee queried the legality of the fixed term exclusions under COVID restrictions.** Mr Buckley explained that guidance has been followed to ensure that these are legal and in cases where there is a concern, children can be sent home to self-isolate. So far there have not been any appeals.
- l) **A Trustee asked about future planning for COVID and asked if there have been any changes to the Risk Assessments.** Mr Buckley explained that the Risk Assessments are still being circulated weekly. Two significant changes are to the use of hand driers and to the need to ventilate rooms now that the weather is colder as there needs to be an ambient temperature in the schools. The changes have been circulated to the Trust Board for approval.

HR

7. Performance Management MAT Plan

- a) Mr Buckley explained that moving forward, we have slimmed down the performance management of staff this year. Appraisal is still continuing and is being based on coaching with set objectives and will require evidence. The Headteachers have responded well to the changes.
- b) **A Trustee queried the difference in moderation between schools and asked what will this mean when making judgements.** Mr Buckley has personally provided the appraiser training for support staff. Teacher appraiser training has been completed. Teacher objectives have been agreed with the knowledge that pupil learning may be disrupted this year.
- c) **A Trustee asked how do we know that appraisal objectives are in line with the MAT improvement priorities.** Mr Buckley advised that it is expected that for teaching staff, objective one will fit with improvement priorities. The second objective is the Star Project which has a holistic approach. The third objective is linked to increasing leadership capacity.
- d) Mr Buckley advised that Saltash are trialling a one to one peer appraisal approach. This is trying to raise the profile of coaching and it has been well received. The moderation process is built in and we have the opportunity to put in additional moderation time in July if needed.
- e) **A Trustee asked what are the risks to using this model of appraisal.** Mr Buckley explained that those who have not had appraiser training might not challenge adequately. To mitigate this, there will need to be a review by a middle leader with a mid-year review.
- f) **Trustees queried the use of peer on peer appraisal approach and noted that there might be performance issues that need to be addressed through the appraisal system which may not be correctly dealt with if the process is not robust enough. Trustees thought that it would be useful to have further assurance on this process.** It was noted that annual feedback from staff would also be useful.

Action: D Buckley

8. MAT wide training strategy and effectiveness of professional development

- a) Mr Buckley explained that it is the intention to have a structured training system in place for all staff with defined training routes. We have started with a route for leadership and CDP committees and Headteachers have agreed a ladder approach. The commitments required of staff are ready and will be circulated to them.
- b) Mr Buckley advised that we have specific training for middle leaders in place and a number of staff have signed up for this already. We are now forming a structure for teaching staff with built in expectations. All staff who get to levels 5, 6 and 7 can undertake the relevant national course.
- c) Mr Buckley explained that it will be challenging to set a structure for support staff as their roles differ greatly.
- d) **A Trustee asked if there is any scope for collaborative training for support staff from across the county.** Mr Buckley explained that he is working with CEOs from CASE. We do have structures in place for teachers using CASH which is a good model and subject leads have networking through this. First step is getting the leadership training structure in place.
- e) Feedback to LGCs: The staff training structure will be discussed with governors at the next People Link meeting.
- Action: Clerk**
- f) Mr Buckley advised that leadership capacity is reviewed each year and it doubled on the last full year we had data available.

Staff and Student Health and Wellbeing

9. Consider MAT approach to staff and student health and wellbeing

- a) Mr Buckley explained that he drafted the KPIs for the Staff and Student Health and Wellbeing Trustee which he displayed.
- b) **A Trustee asked if there are any other Health and Wellbeing Trustees that Mrs Lawson can link with in the county.** Mr Buckley advised that he is unaware of anyone but he will check with his networks.
- Action: D Buckley**
- c) **A Trustee noted that access for children to meet with their CAMHS workers under the current COVID measures has not always been possible in schools around the county and asked what is the position of the SMART schools.** Mr Buckley explained that there are separate facilities in all the schools so children should be able to meet with their key workers. Mr Buckley added that he is working as part of an initiative called Team Around the School and one of the models the initiative is working on, is a central hub point for bringing together services with common interests in the local area.
- d) **A Trustee asked what is the scope and the focus of the Staff and Student Health and Wellbeing Trustee.** Mr Buckley explained that an over view of the role is being provided in the revised SoDA. Mr Buckley advised that he can circulate v27 to Trustees. It was suggested that oversight of admissions would be under the remit of the Learning committee rather than the Staff and Student Health and Wellbeing Trustee.
- Action: D Buckley**
- e) **A Trustee asked how the responsibilities listed in the SoDA are performed in each school.** It was noted that the KPI grid and responsibilities needs to be reviewed initially. It was discussed that Local Governors would need to be trained on this area.
- f) It was noted that some organisations are including a focus on health and wellbeing in the appraisal processes. **A Trustee asked how governors know what the MAT is doing and what is considered best practice.** Mr Buckley explained that staff turnover, absence etc are indicators. Mr Buckley explained that measuring health and wellbeing is difficult.
- g) **A Trustee asked if exit interviews are used for staff leaving the Trust.** Mr Buckley advised that

staff are not always willing to give an exit interviews and reasons why this may be. Exit interviews have led to action being taken in some of the schools.

- h) Feedback to LGCs: Training for Health and Wellbeing governors will be provided at the next People Link meeting.
- i) It was discussed and agreed that the Clerk and Mrs Lawson will look at potential role descriptors and suggested questions for governors before the Link meeting.

Action: Clerk/L Lawson

Safeguarding

10. Effectiveness of safeguarding processes

- a) Mr Buckley explained that the Trust has been using safeguarding peer reviews which are a robust process but this has halted due to COVID. It is hoped that the process will start again in April. All the Safeguarding Teams have had a deep dive discussion.
- b) A Trustee noted that the use of safeguarding peer reviews put the Trust in a strong position as they are very effective.
- c) KCSIE has been updated and this will be reflected in policy revisions.
- d) **A Trustee noted that a long term approach to interaction with external agencies needs to be reviewed in light of the long term effects of COVID.**

11. Update on Risk Registers

- a) Mr Buckley explained that the Risk Register is a live document.
- b) The issues at Looe and Dobwalls will be raised by Mr Buckley and he summarised the steps being taken to address the issues.
- c) Mr Buckley explained that in parallel to the Risk Registers, the Risk Assessments are being reviewed each week and circulated for feedback and comments to staff and governors. We have previously been considered a cautious Trust but are now in line with the other Trusts in the county.

12. Review of Policies: Updated policy table

- a) Mr Buckley explained that unions are content with the Trust using internal policy review meetings. We have reviewed all statutory policies. It is the right time to push back and extend some policy review dates. A new policy review schedule has been circulated and agreed by Trustees.

13. Guidance/instructions to LGCs

- a) The Clerk will ask governors for agenda items for the People Link meetings.
- b) Mr Stevens will be attending a NSPCC training course. It is intended that he will be able to provide recorded training sessions as part of his course which can be circulated to governors after Christmas.
- c) Item 6g
LGC feedback: It would be useful for LGCS to send out a communication to the local communities.
- d) Item 8e
Feedback to LGCs: The staff training structure will be discussed with governors at the next People Link meeting.
- e) Item 9h
Feedback to LGCs: Training for Health and Wellbeing governors will be provided at the next

People Link meeting.

14. **Date of next meetings:**
23-02-2021 and 08-06-2021 at 5.30 pm.

The meeting closed at 20.18.

Action Summary	
<p>M5. Matters Arising M8. Governor application form d) It was discussed that the majority of the Chairs of Governors have had Safer Recruitment training and all Headteachers. It was recommended that during initial meetings with potential governors, Chairs and Headteachers should ensure they adhere to safer recruitment practices. Trustees requested that a reminder emailed should be sent to the Chairs and Headteachers and any Chairs who are outstanding their Safer Recruitment training should complete as soon as practicable. Mr Stevens will draft the email. Mr Stevens needs to provide the wording for the email and the Clerk will contact him. <i>Update: Ongoing. Mr Stevens will send the email wording to the Clerk. It was noted that recruitment is continuing under COVID measures.</i></p> <p>M10. Stakeholder survey Mr Marshall advised that he is in communication with Mr Stevens. It was suggested that that questions will need to be different in light of the Covid-19 situation and it would be useful to capture any positive views and gain an insight into the perception of the schools by the community and external agencies and this was discussed at length. Trustees agreed that “civic duty” would be this year’s key question. It was decided that this action should be completed if at all possible, in time for the Trust Board meeting in July. <i>Update: It was discussed that the stakeholder survey did not happen due to COVID. It was suggested that moving forwards, it would be useful to have confirmation from the Trust Board on the position of a survey.</i></p>	<p>Action: C Stevens</p> <p>Action: C Stevens</p>
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