



**Minutes of the Southerly Point
Co-operative Multi-Academy Trust
Board Meeting**



**Thursday 8th July 2021, from 6.00pm
in the Trust Conference Room**

<u>ATTENDING :</u>		
Donna Bryant Carrie Gilmore Karen Harris Alan Hinchliffe Alan Horne Kristin Pryor Kevin Thomas		DBr CGi KHa AHi AHo KPr KTh
<u>In Attendance</u>		
Richard Lawrence Karen Teague [Trust Administrator]		RLa KTe
<u>APOLOGIES :</u>		
Susan Reynolds		SRe
		<u>ACTION</u>
3.	<u>WELCOME AND DECLARATIONS OF PECUNIARY INTERESTS</u>	
	The Chair welcomed all those present. Under Declarations of Pecuniary Interests , no additional declarations were forthcoming at this time.	
4.	<u>MINUTES AND MATTERS ARISING</u>	
	The minutes of the meeting of the Trust Board on Thursday 13 th May 2021 were agreed to be an accurate record and were duly signed by the Chair. Matters arising included updates on: Dates for Deep Dive visits. This action had been interrupted by Covid, in as much as it was not appropriate for Trustees to accompany Executive Leaders due to the protective measures that had stayed in place but future dates would be shared and Trustees invited to attend when circumstances permitted. Education Staff Wellbeing Charter. This had been on hold but was to be revisited. Staff were being asked about workload in Executive Leader visits. This would become part of the wider Staff Charter as discussed at the Away Day. Delayed Admission Requests. DBr had followed up on the request outlined previously. All other actions had been completed. See also Confidential Notes SPCMAT 21 05 CON.	DBr
5.	<u>RATIFICATION OF FINANCE & RESOURCES / STANDARDS / C-SAW COMMITTEE MINUTES</u>	
	No further meetings of the C-SAW Committee had taken place since the last Trust Board meeting.	

	<p>The Standards Committee had met on 20th May 2021, where the minutes of the meeting on 21st January 2021 had been approved.</p> <p>The Finance and Resources Committee had met on 1st July, where the minutes of the meeting on 4th March 2021 had been approved.</p> <p>Trustees ratified these minutes.</p>	
6.	<u>LOCAL GOVERNING BODIES</u>	
	<p>Matters Arising from LGB Meetings. Trustees discussed the matters raised and agreed responses to these. KTe was to forward the responses to the respective Headteachers / Chairs of Governors for their information and that of their LGBs.</p> <p>Governor Training Attendance. Two further training sessions - an induction for Those New to Governance and Ofsted training for Governors / Headteachers – had taken place since the previous meeting and had been very well attended. A schedule of training events for the Autumn term was in the process of being drafted alongside the Trust calendar.</p> <p>KTe had recently added a Training folder to each Google LGB area so materials from Trust training sessions could be made accessible to all governors. Once created, a Training Record to record governor training attendance would be added to this for regular updating by the respective Clerks to Governors.</p> <p>Trustee feedback from LGB Meetings. Trustees were invited to talk through any pertinent feedback from recent LGB meetings.</p> <p>Forums / Forum Member. Not applicable on this occasion.</p> <p>Pen Portraits of Prospective Governors. The Pen Portraits of KTo [Grade Ruan LGB] and JGr [Mullion Secondary LGB] had been approved by Trustees via email.</p> <p>KTe had sent / would send a letter to formally confirm these appointments.</p> <p>Trustees were reminded another two Pen Portraits were currently awaiting approval and advised two more would shortly follow.</p> <p>Linked Trustees. KTh and DBr were to propose which Trustee would be allocated to which LGB as its Linked Trustee and share this with Trustees. Orientation visits around the schools would then take place in the Autumn term. While some continuity would be useful, some strategic thinking around this would also be required.</p> <p>See also Confidential Notes SPCMAT 21 05 CON.</p>	<p>KTe</p> <p>KTe</p> <p>KTh / DBr</p>
7.	<u>EXECUTIVE LEADER REPORT AND UPDATES</u>	
	<p>DBr invited questions on her report, which had been forwarded to Trustees ahead of the meeting. Key areas presented and discussed included:</p> <p>Update on Covid-19</p> <p>Since the May Half term holiday and the G7 event, the Trust had seen an increase in the number of pupils and staff required to isolate. It had been necessary to close bubbles across a number of schools and the impact at the current time was greater than at any other time during the pandemic.</p> <p>Once again, transition events had had to be altered to adhere to Government guidance. Visits were happening but with a variety of measures in place. One event had to be postponed because of the need to close a year group bubble.</p> <p>Heads were juggling the need to manage events safely in line with government guidelines and parents wanting to be involved with the traditional range of end of year events. Numbers had to be limited to groups of 30. Where staff were managing children, it was difficult for them to also ensure that parents adhered to the arrangements put in place. As a result, most had opted for videoed or outdoor events limited to a single cohort but this varied from school to school depending on contextual factors. Similarly, the ability to undertake enrichment activities varied from school to school. As the Delta form of the virus had increased cases, the appetite for risk had lessened and the focus was on enabling transitions to go well, farewells being meaningful and keeping schools open for learning.</p>	

Despite recent announcements around the move to Step 4 of the Covid Roadmap on 19th July, it had been agreed the current protective measures would remain in place until the end of term. Given the number of bubble closures was now the highest it had been, it was deemed sensible to be cautious at this point. A standard letter had been created for all the Trust schools to use to inform parents of this.

DBr briefly outlined what the picture in the Autumn term would look like, including:

- Some protective measures would remain in place for the Autumn term, including enhanced hygiene and ventilation.
- There would be a requirement for secondary pupils to carry out two initial on-site lateral flow tests at the start of term and subsequent home testing twice weekly, until further review at the end of September.
- Double vaccinated staff / young people over 18 would not have to isolate.
- Positive LFT results would be over-ruled by negative PCR results.
- No masks would be required.
- Schools would be required to have a contingency plan for if there was an outbreak.

Exams Update

The two secondary schools had had their Exam arrangements signed off by Ofqual and had submitted their Centre Assessed Grades. The schools had been notified that BTEC were happy so no evidence submission was needed for those courses. The required evidence for other courses have been uploaded. A significant amount of work had been involved in ensuing all the processes had been followed and deadlines met. Results days were on 10th and 12th August so the schools were currently preparing additional information to send out to parents / students about results days and appeals.

Curriculum and Learning

The Deep Dives visits had been well received by subject leaders and Headteachers, both the participants and the hosts. They had brought some key matters into sharper focus and colleagues were taking action as a result of the visits. The range of visits was to be extended with the hope that many more colleagues would be able to participate in these and other peer to peer opportunities in the coming academic year.

Helston Community College students participating in the recent PSHE deep dive had been really positive. The impact of the programme showed, particularly in KS3, and students valued this. Students also knew who to go through if they had an issue. It had been reassuring for Executive Leaders to observe how much had been put in place and to get all this work triangulated.

There had been a real coherence about what the staff were trying to achieve in history, with its spiral curriculum and pedagogy. Mullion School staff were involved in the deep dive at Helston - additional positive and evidence of co-operative partnership working.

Overall, the visits had served to give Executive Leaders an increased confidence in what was going on in the Trust schools.

Summer Schools

Mullion Summer School would involve 5 days of activities, including literacy and numeracy catch up, and they had targeted Pupil Premium / vulnerable students.

Helston Summer School would involve 3 days of activities and they too had targeted Pupil Premium / vulnerable students.

Landewednack School would continue to run their usual holiday provision. The provision drew on a Council grant to enable Free School Meals children to join in but activities were advertised to all. Activities were healthy food based or active. Eg Bikeability; Wild Tribe.

Staffing

Most of the posts for the new academic year had been filled but it had recently become increasingly difficult to recruit to Teaching Assistant posts. A couple of the new colleagues would be Early Careers Teachers [ECTs] and so would access the new Early Careers Framework [ECF], a two year development programme. The schools with ECTs would

appoint an induction tutor; in addition, each ECT would have a mentor. Training was being provided for Mentors to ensure the success of the new programme.

Widening the Trust's Reach

The Trust had continued its link with Dartmoor Multi-Academy Trust by hosting a discussion on small rural schools. In addition, the Executive Leaders had attended an online meeting with BERA to explore research on the challenge and opportunities of small rural schools. It is interesting to note the government's working definition of a small school was those with less than 150 on roll. A follow up meeting was held with one of the contributors from Plymouth University who acknowledged that there was no study of this focused purely on England, which had a significantly different context than other European countries - including Scotland.

The Trust continued to work with the Cornwall Teaching Hubs to support the delivery of their programmes but the specifics of this were yet to be confirmed. Alongside this, DBr was working as a strategic partner leading CACE to help redevelop the Cornwall Standards Board. The work continued to roll out a Trust to Trust Peer Review process in July and through into the next academic year.

At the Trust Away Day, Trustees / Headteachers reviewed some other partnerships the Trust was engaged in and it was agreed it would be useful to publicise these links more.

National Professional Qualifications [NPQ] Delivery Partners

A number of the Trust's staff would be helping to deliver or coach on these programmes for the Teaching Hub - One Cornwall -and for CEFEL [the Church of England equivalent].

Trust Away Day

The agreed priorities arising from the Away Day were being written up for sharing. These will then inform the backbone of the Trust Strategic Plan for the coming 5 years. Schools would draw up their plans in the light of this, cross referencing to the plan. The strategic priorities would be kept to the fore – shared with LGBs, referenced in meetings, etc.

Trust Plan

DBr reported there had been little change since the last report 6 weeks before. For the information of Trustees, she outlined any changes around:

1. Teaching and Learning [Including main findings of Literacy Audit]
2. Expectation and Aspiration
3. Behaviour and Well Being
4. Leadership
5. Effective Management Systems
6. Strategic Futures

Consultation

The Consultation around Cury and Coverack schools had closed on 23rd/24th June. The responses were collated and had been considered at a separate Board meeting on 29th June.

Policies

Safeguarding. A further review of the Safeguarding Policy, specifically Peer on Peer Abuse, was being undertaken in light of the 'Everyone's Invited' campaign. The proposed changes would be discussed by a Working Party from the DSLs' Network Group and emailed round to Trustees for comment / sign off in due course. The group also planned to design a staff survey to check the level of safeguarding understanding in the Trust schools. In the interim, Headteachers had been asked to reassure parents of the measures in place to safeguard children against peer on peer abuse, via the schools' usual communication routes.

Admissions. See Item 13 below.

Academy Trust Handbook 2021

See Item 10 below.

Any further questions on the Executive Leader Report were sought but no further questions were forthcoming at this time.

See also Confidential Notes SPCMAT 21 05 CON.

8.	<u>TRUST STRATEGIC PLAN DRAFT</u>	
	<p>Discussion was had around the Trust Strategic Plan which had been shared with Trustees for their information prior to the meeting. This had been created in draft form to reflect feedback from the recent Trust Away Day for Trustees and Headteachers.</p> <p>Below the Trust Vision – Enabling Excellence for All – were the Co-operative Values and Trust Principles on which the Trust was based. These led into the following:</p> <ul style="list-style-type: none"> • Trust Strategic Priorities: 2017 to 2021 and on • Trust Strategic Priorities: 2021 to 2026 • Raising Attainment Plan [set for Autumn 2021 but Annual Plan to sit behind the strategic vision] • Key Performance Indicators – including data [detail given] and attendance [staff and pupil] <p>It was suggested the former elements be kept and the new elements put underneath these to indicate how the Trust plans to achieve these. Rather than linear format, this could have a column for aims and another for the steps by which to achieve these so they can sit alongside one another. For example, there could be numbered objectives against the strategic headings.</p> <p>Another suggestion was to create a venn diagram incorporating People, Provision and Pathways and the point at which these all overlap could be the Trust being an employer of choice.</p> <p>Action: Add Trust being an employer of choice under Strategic Priorities.</p> <p>Action: DBr and RLa to set aside a day to work on this further so a revised draft can be shared at the Trust Governance Event in September to allow Headteachers, Chairs and Governors to be part of the decision making process.</p> <p>See also Confidential Notes SPCMAT 21 05 CON.</p>	<p>DBr</p> <p>DBr</p>
9.	<u>GOVERNANCE REVIEW REPORT</u>	
	<p>A copy of the Governance Review Report and its appendices had been shared with Trustees for their information prior to the meeting. Overall, the feedback from the external Trust</p> <p>Governance Review had been very positive and informative. The aim was to have a Trust-wide Governance event at Helston Community College in September. Details would need to be firmed up but this would include feeding back to governors on the governance review, as well as sharing the Trust’s strategic plan / vision, reminding governors what governance was / was not and emphasising the commitment required by the role, and using the opportunity to show appreciation of all that governors undertake etc.</p> <p>Points raised by the review / discussed included:</p> <ul style="list-style-type: none"> • There were good provisions in place around training etc and governors were appreciative of this. • Improving feedback to Chairs and developing systems to support Chairs / aspirational Chairs – this could be done via the existing Network Group, Linked Trustee model and perhaps the introduction of a ‘buddy’ system. • Making governors all feel part of the larger endeavour – via networking, etc. • Where Linked Trustees had attended meetings, this had been really valued. • Simplifying the process of joining – but it was hard to see how the initial paperwork could be streamlined any further and, if potential governors were not able to complete this, it was felt they would struggle with the governor role itself. • Establishing a protocol for removing governors who were not fulfilling the role [non-attendance at LGB meetings, failure to undertake monitoring visits, etc]. This would require an update to the Scheme of Delegated Authority. • Hearing the stakeholder voice - a part of the governor role so strategies would need to be found with the Headteacher for doing that, including promotion of the Forums in creative ways. 	<p>DBr</p>

	<ul style="list-style-type: none"> • The structured questions, which had been introduced as a scaffold to support governors in ask challenging questions, were now getting in the way as some governors relied on these and did not ask their own pertinent questions – the scaffold needed to be removed to see the true nature of the level of challenge posed by governors. • Those LGBs that accessed the training on offer, followed procedures and for whom recruitment was successful were working well but those LGBs that did not access training or follow procedures and had issues with recruitment were not working as well and felt more remote from the Trust. • LGBs not meeting frequently enough - Governors were to be reminded they had to meet three times formally during each academic year but they could also meet informally if they wished, as long as the protocols around this were followed. • A 360% appraisal of governors – though it was suggested it might be more useful to look at what individual governors had contributed to governance. <p>Trustees acknowledged the review had been useful as it was a further means by which to ensure those governing at all levels did not become complacent and that it was recognised governance was a matter of continuous improvement.</p> <p>DBr asked Trustees if they were happy with the direction of travel described during the meeting and Trustees indicated they were. They noted it was important for the Trust-wide Governance event to have a positive message. This might include thanks to governors, refreshments, an opportunity to meet Trustees, etc in addition to the update in light of the recent review. It might also incorporate smaller break out groups for conversations, with a Trustee in each room, and then the opportunity to feed back if time and capacity allowed.</p> <p>See also Confidential Notes SPCMAT 21 05 CON.</p>	
<p>10.</p>	<p><u>ACADEMIES TRUST HANDBOOK 2021</u></p>	
	<p>In accordance with her role as Accounting Officer for the Trust, DBr had shared a copy of the new Academies Trust Handbook for 2021 [previously the Academies Financial Handbook] with Trustees prior to the meeting.</p> <p>Trustees were advised there were a number of changes in this document, most of which were part of the Trust’s current practice already. However, the Board would be required to review a number of points, which were also shared with Trustees for their information.</p> <p>The Board would be required to review the following:</p> <ul style="list-style-type: none"> • Reserved places for parents on Governance. Currently there are two parent places on all LGBs; currently two Trustees were parents but the Board would want to ensure there was a process for ensuring those places were retained for parents into the future. Skills set would always be a priority when appointing Trustees but priority could also be given to being a parent. • As part of the external review of Governance, ensure Members have sufficient assurances regarding the work of the Trust. • Replace the term ‘Clerk’ with ‘Governance Professional’ – review the implications for this role. • Ensure papers / reports are available for public inspection. These can be redacted and only shared if requested. • Review audit chair - consider moving to separate audit and risk sub-group. • Tender for External Audit is now ‘at least every 5 years’ • Process for replacement of Senior Executive Leader when relevant 	
<p>11.</p>	<p><u>REASONS TO CELEBRATE AND AREAS OF CHALLENGE</u></p>	
	<p>Trustees shared a set of reasons to celebrate and areas of challenge.</p> <p>Reasons to Celebrate:</p> <ul style="list-style-type: none"> • Ongoing resilience of staff • Positivity amongst pupils 	

	<ul style="list-style-type: none"> • Deep Dive visits – some excellent practice across our schools; enthusiasm of colleagues participating and willingness to learn from each other; supporting staff to be the best they can be • Successful and productive Away Day for Trustees / Headteachers • Revision of Trust Plan • Review of governance better than expected, though there are still areas to improve • Positive feedback from stakeholders at Cury despite making a significant change • Refreshing of the Board <p>Areas of Challenge:</p> <ul style="list-style-type: none"> • Impact of new Delta variant • Mental health and avoiding burn out for staff, especially leaders • Exams process in secondary schools • Small school footprint on the Lizard • Support Staff recruitment • Amending the SoDA to reflect the governance review feedback • Window open for Ofsted • Complexity of cohorts in small schools and the impact of this on how Ofsted will expect to view the curriculum 	
12.	<u>COMPANY SECRETARY</u>	
	Trustees formally approved the change from MCo to KTe as Company Secretary with effect from the date of the meeting.	
13.	<u>POLICIES</u>	
	<p>Approval by the Trust Board was sought for the following updated policy:</p> <ul style="list-style-type: none"> • Leave of Absence <p>Trustees ratified the policy changes.</p> <p>A copy of the following revised policies had also been shared with Trustees prior to the meeting:</p> <p>Admissions – 2021 / 2022 Admissions 2022 / 2023</p> <p>Trustees were informed the Government were introducing changes to the School Admissions Code with effect from September 2021. These were not subject to consultation as it was a statutory requirement that these changes be made but the revisions were being shared with Trustees for their information.</p>	
14.	<u>SAFEGUARDING UPDATE</u>	
	<p>See Item 7 above.</p> <p>There were no additional updates at this time.</p>	
15.	<u>HEALTH AND SAFETY UPDATE</u>	
	<p>Due to the latest lockdown, compliance checks were behind but it was anticipated these would be caught up towards the end of the year. The lockdown had not only had a knock on effect for the Trust but similarly for the companies who carried out the testing.</p> <p>All schools were up to date with their Covid Risk Assessments and no major Health and Safety incidents had been reported.</p> <p>There were no additional updates at this time.</p>	

16.	<u>ANY OTHER BUSINESS</u>	
	<p>Diversity</p> <p>In the Early Years classes at Parc Eglos School, Executive Leaders had seen an insightful and informative example of how diversity was being incorporated into the curriculum at the Trust schools. In addition to a wealth of images everywhere, they were looking at diversity through history and other curricular areas.</p> <p>DBr added she was also part of a BAME Leaders Network Group for the South West.</p> <p>See also Confidential Notes SPCMAT 21 05 CON.</p> <p>There were no further matters for consideration so the meeting was brought to a close at 8.45pm.</p> <p>KTh thanked Trustees for their dedication and commitment to the Trust / its schools over what had been a very difficult 12 months.</p>	
15.	<u>DATES OF FUTURE MEETINGS</u>	
	<p>The next meeting of the Trust Board was to take place on Thursday 21st October 2021, from 6.00pm, in the Trust Conference Room.</p> <p>See Appendix 1 below for overview of Trust Board and Trust Board Committee meetings in 2021 / 2022.</p>	

Chair's Signature _____ Date _____

Appendix 1

Trust Board
21 October 2021
27 January 2022 [AGM followed by Trust Board]
24 March 2022
19 May 2022
14 July 2022

Standards Committee
14 October 2021
20 January 2022
23 June 2026

Finance Committee
09 December 2021
10 March 2022
30 June 2022

CSAW Committee
16 November 2021
08 February 2022
03 May 2022