
Cornwall Education Strategy Operations Board

— Attendance & Belonging —

Our strategic approach: How we will drive change

Our strategic activities: What we are going to do (updated annually)

Our strategic vision: What we want to achieve

01 **Agree and address education priorities for Cornwall** with a focus on provision and outcomes for our most vulnerable children and young people

02 **Increase coherence and collaboration in the education system in Cornwall** to reduce duplication, improve partnerships and transition and use resources efficiently

03 **Build, identify and share the significant expertise in Cornwall** to strengthen practice and drive staff recruitment, retention and job satisfaction

04 **Increase our use of evidence to drive education improvement and innovation in Cornwall**, drawing on research, data and best practice from Cornwall and internationally

05 **Ensure that the unique nature of education provision in Cornwall is recognised** so that our needs and strengths are considered in local and national policy

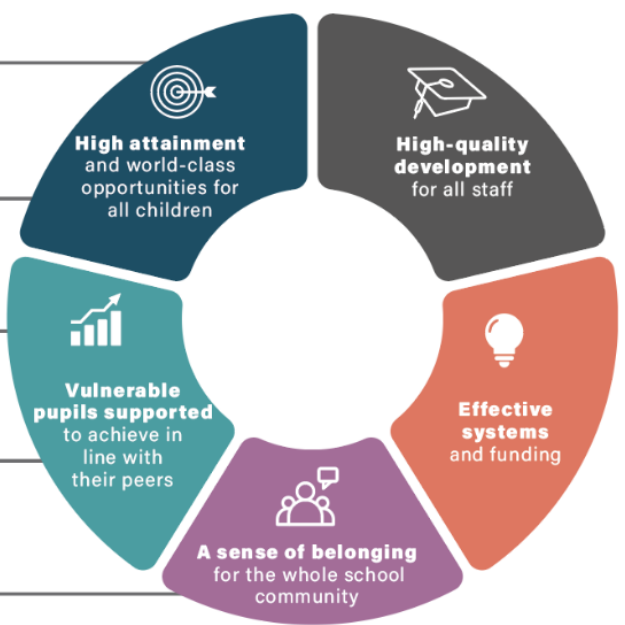
- Review priority focus areas annually, with professional learning and research activity led by CEP Operational Board
- Monitor performance data for vulnerable groups as a priority
- Being updated by strand leads (CEP Operational Board)*

- Map the range of groups and provision in Cornwall and seek opportunities to consolidate and collaborate
- Identify and promote new partnership opportunities going forward
- Being updated by strand leads (CAPH)*

- Develop a directory of expertise in education in Cornwall
- Share key successes and best practice through blogs and publications
- Being updated by strand leads (OneCornwall)*

- Develop data dashboards and monitoring processes that allow us to identify and learn from 'what works'
- Conduct, commission or collate research to inform our priorities
- Being updated by strand leads (CASH)*

- Collate and share data that highlights key strengths and needs
- Respond to key consultations as CEP, presenting a united voice for education in Cornwall
- Liaise with colleagues from other agencies, including health, social care and policing, to ensure joined-up approaches
- Being updated by strand leads (CACE)*



Our underpinning principles

- Related strategies and plans:**
- The Cornwall Plan 2020-2050
 - Cornwall Cabinet's Six Priorities (2025-30)
 - Cornwall Council's Business Plan 2022-26
 - The Department for Education's priorities for school improvement (2025)

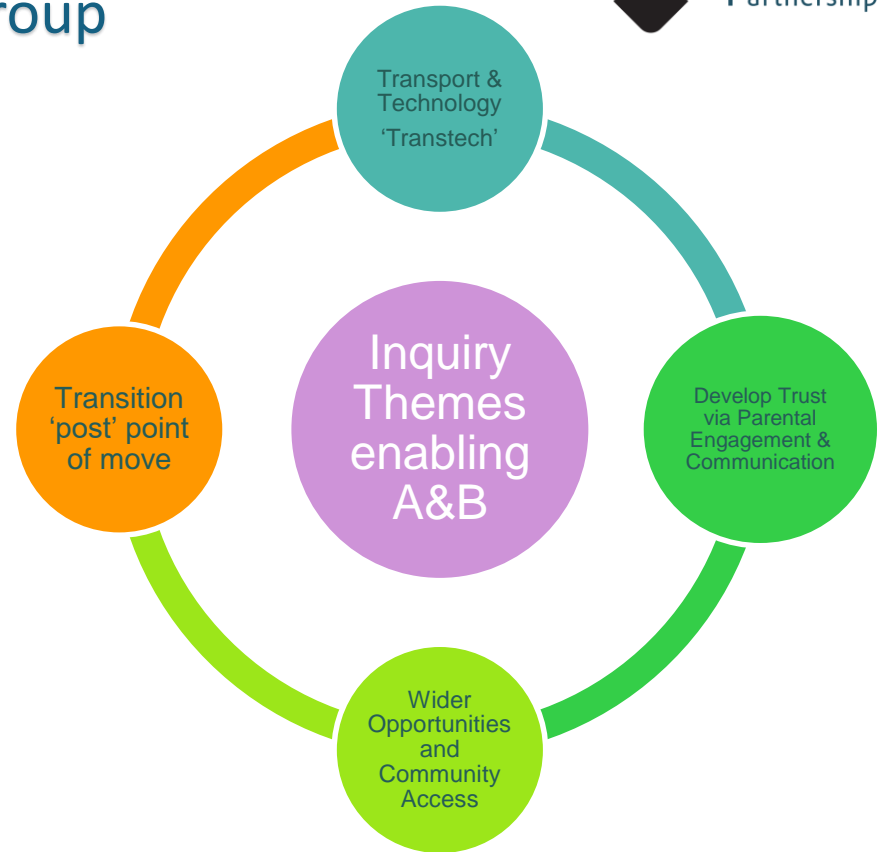
Our Cornwall Challenge for 2025-26



Creative leadership for transforming attendance and belonging

Attendance & Belonging Working Group

- Explore and deepen 'solutions focused', creative leadership responses to The Pretty Poverty Report
- Create case studies of good practice in a practice-toolkit
- Develop / source template policies and resources
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Emerging Thematic Areas and Draft Disciplined Inquiries

(EYFS–Primary–Secondary–Post 16 for each area)

1. Digital, Careers and Transport (Coordinator: Kate Littleddyke)

These interconnected priorities have been brought together under the working title 'Team TransTech' (beautifully named by Kate), recognising the importance of preparation, access and progression in shaping sustained attendance and belonging.

2. Transition (Coordinator: Kristien Carrington)

Transitions were consistently identified as critical moments that can either strengthen or disrupt belonging, highlighting the need for continuity, relational connection and shared understanding across phases. Careful thought is being developed around a pilot project around continued pastoral support' during the summer term up to October half term (pre, during and post).

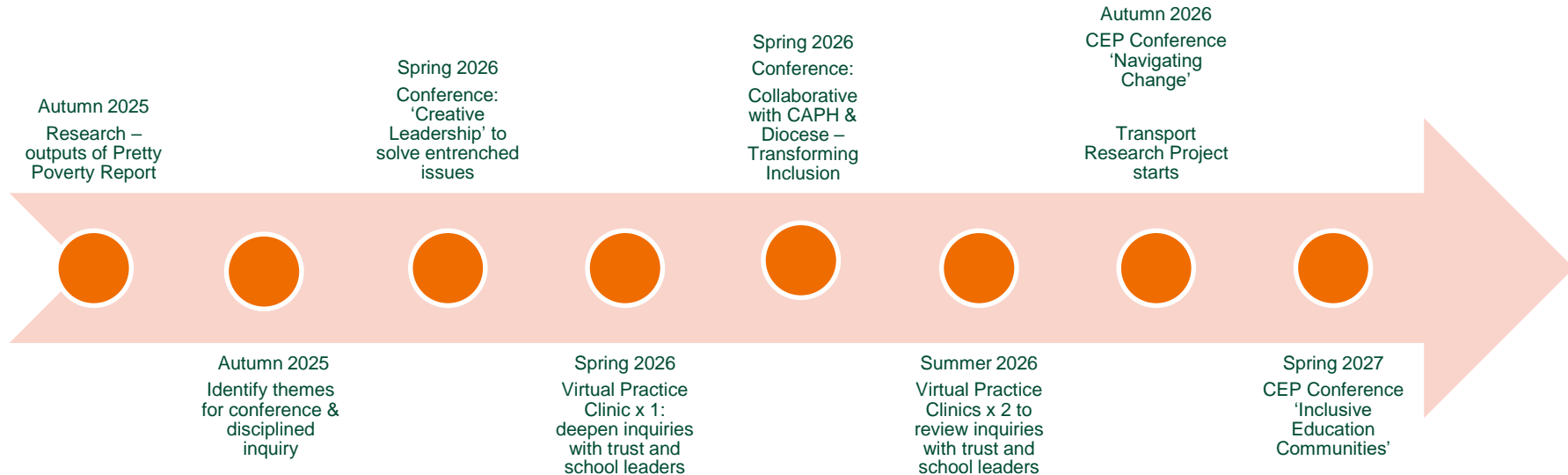
3. Parental Engagement & Communication (Coordinator: Nicky Hepworth, Jason Toy)

Communication with parent carers emerged as a central enabler — influencing trust, clarity, confidence and engagement with provision. Much of this will draft on the existing Parental Engagement Framework and continue to develop that work.

4. Wider Opportunities: Access to Provision through Communication and Community Engagement (Coordinator: David Teasdale)

Closely linked to the above, this theme focuses on how access is shaped by information, relationships and local collaboration, and how barriers can be reduced through more joined-up approaches including getting out into the community.

Time-line for Implementation



Engagement

Organisation	Conference (27.1.26)	Webinar 1 of 3 (10.3.26)	Webinar 2 of 3 (7.5.26)	Webinar 3 of 3 (24.6.26)
Local Authority Schools				
Multi Academy Trusts				
Aspire				
TPAT				
Kernow Learning				
Crofty				
CELT				
Bridge				
Rainbow				
St Barnabas				
AnDaras				
Wave				
Athena				
Plymouth CAST				
SMART				
The Roseland MAT				
The Special Partnership				
LAPSW (MAT is Devon based)				
WEST (MAT is Devon based)				

Engagement

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Stand Alone Trusts				
Arcbishop Benson CofE Primary School				
Sir Robert Geffery's VA CofE Primary School				
Trewirgie Junior School				
Penair Secondary				
Penryn Secondary				
Wadebridge Secondary				
Other organisations				
Careers Hub				
Diocese of Truro				
DfE Regions Group				
Cornwall Education Partnership				
Impact				
Plymouth Marjons University (Higher Ed)				
Truro and Penwith College (Post 16)				
Young People Cornwall				

Measures of success - outputs (and outcome)*

Short term outputs:

- Map existing provision to identify duplication, gaps, and opportunities for alignment (*clear system-wide visibility*).
- Agree shared priorities to focus collective effort and reduce competing initiatives (*aligned direction and effort*).
- Establish a simple coordination structure to align activity, communication, and delivery (*coherent and joined-up working*).

Long term outputs:

- Position the Cornwall Education Partnership (CEP) as the central driver of strategic priorities (*recognised strategic leadership*).
- Achieve this via the consolidation of existing organisations to enable a robust mechanism for delivery and implementation (*efficient, streamlined system delivery*).

Snapshot of activities (June 2026) – Attendance & Belonging Working Group

Activity to date

- 'Transforming Attendance' 2024/2025 - [OneCornwall - Transforming Attendance in Cornwall](#)

Where we are 2025/26

- A&B Working Group established: termly meeting
- Conference (27.1.26): Using Disciplined Inquiries, use 'creative leadership' to think of solution focused, meaningful and impactful new ways of working to solve entrenched, systemic issues in our rural, coastal contexts.
- Thematic Areas & Activity Agreed: Nia Richards (Creativity, Culture, Education) supported intentional leadership prioritisation to 4 key areas
- Thematic Area Coordinators: In place with review meetings
- Engagement: Enhanced tracking of multi-agency and Trust involvement, cross phase
- Virtual Practice Clinics (10.3.26, 7.5.26, 24.6.26): Marc Rowland hosting

Pipeline Next steps – all partners

- Enhanced, intentional overlap between Operations Board activities as part of CEP Strategy implementation

2. Actions from Spring Term Meeting

- Thematic leads to continue engaging members of their thematic groups. (KC, KL, JT, DT).
- Schools undertaking disciplined inquiries must attend the practice clinics on 7 May (4–5pm) and 24 June (4–5pm).
- Schedule a coordination meeting for all thematic leads after Easter.(LD, EK)
- **Begin shaping this group's contribution to the October CEP Conference and the Spring 2027 joint conference. (EK – Summer term meeting agenda)**
- Explore strengthened communication strategies (summaries, newsletters, video updates). (JB, EK to raise at CEP)
- Elpida and Ross to provide Kate with the list of schools needing encouragement to join the Cornwall attendance research project.
- Operations Board / CEP Research Strand to map current and past research activity across Cornwall. (JB)
- CAPH, CASH and CEP leads to draft a centralised communications proposal. (JB, EK, KL)
- Kate Littledyke and partners to progress all TransTech strands (remote) learning pilot, travel training bid, transport timetable work).
- Kristien Carrington and the transitions group to confirm participating staff/pupils and begin the summer-into-autumn support model.
- Jason Toy and Nicky Hepworth to develop communication-focused disciplined inquiry strands aligned with the Parental Engagement Framework.
- David Teasdale to define the scope and partners for the Wider Opportunities thematic area.
- All thematic leads to ensure their participating schools attend the disciplined inquiry clinics.
- All thematic leads to prepare initial material for the **October CEP Conference**

3. Update of thematic areas and review of virtual practice clinics and disciplined inquiries

(EYFS–Primary–Secondary-Post 16 for each area)

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[Attendance & Belonging Thematic Areas 2025/6 - 2026.xlsx](#)

4. Operations Board Update

- Attendance and Belonging
- Inclusive Education Communities
- Centres of Excellence

Our Cornwall Challenge for 2025-26



Creative leadership for transforming attendance and belonging

Going into 2026/2027 Academic Year what opportunities are there to improve collaboration and partnership working across these operational areas?

Attendance & Belonging Working Group

- Explore and deepen 'solutions focused', creative leadership responses to The Pretty Poverty Report
- Create case studies of good practice in a practice-toolkit
- Develop / source template policies and resources
- Plan peer support / review visits



Inclusive Education Communities

- Explore and share relevant research literature and lead action research or use our Disciplined Inquiry model in collaboration with Cornwall Research School
- Create case studies of good practice in a practice-toolkit
- Develop / source template policies and resources
- Plan peer support / review visits



5. Ongoing Professional Learning

Begin shaping this group's contribution to:

Autumn CEP Conference: Weds 14th October 2026 (Eden Project)

Title: 'Navigating Change'

Audience: HTs & SLT, aim for each school/organisation to be represented

Keynote: Laura McInerney

Brief: Changing Leadership, Changing Curriculum, Changing Systems

Spring CEP Conference: Tues 9th March 2027 (Wadebridge)

Title: TBC

Audience: HTs & SLT – however more 'Operational'

Keynote: TBC

Brief: TBC

Don't Forget!

Multi-Agency Professional Learning conversations:

EYFS, Safeguarding, SEND/Inclusion, Maths Hubs, English Hubs

Universal RISE SW Networks

CEP → Operations Board → sub groups

Conferences: Truro & Penwith College (Weds 8th July)

ResearchEd Cornwall (Sat 10th Oct)

Overarching themes				Changing Leadership	Changing Curriculum		Changing Systems		
		Setting the Scene		Session 1 Lightning Talks	Session 2 KEYNOTE SPEAKER		Session 3 Panel & Roundtable Discussions		
SPEAKERS	8.00am - 8.45am	8.45- 9.00am	8.50-9.00am	9.00am - 9.30am	9.30am - 10.30am	10.30 - 11.00am	11.00am - 12.30am	12.30 - 1.20	1.20 move
Gallery (170 max) 17 tables	Registration and Marketplace	Welcome, Logistics and introduction Response to 2 Key Questions set - From Me to We		FRAME CEP Operations Board 3 Thematic Areas?? 1. A&B (Emma) 2. IEC (Jen) 3. CofE (Dan M)	Laura McInerney	Break, Marketplace	Chaired by Nia Richards (CCE) Panel: Laura McInerney, Daniel Copley, Toby Parkins, Tanya Ovenden-Hope, +TBC	LUNCH	
Session Title		From Me to We			TBC		CEP Strategy??? Operations Board Activity?		

Lightning Talks?
Panel & Round Table opportunities?

PANEL DISCUSSION CHAIR: Nia Richards, PANEL x 4/5	
Changing Leadership	
Daniel Copley - CEO Emmaus Catholic Trust & The PTI Acadmic Steering Group Member	
Toby Parkins - Interim CEO Cornwall Chamber of Commerce	
Changing Curriculum	
Laura McInerney	
Changing System	
Jitinda Takhar (CEO Coastline Housing)	
Tanya Ovenden-Hope	

	Navigating Change Leadership / Systems / Curriculum		Navigating Change Leadership / Systems / Curriculum		Changing Leadership
	Session 4 Workshop 1 (40 mins)		Session 5 Workshop 2 (40 mins)		Session 6 Where Next? Navigating Change Together
1.20 move	1.30-2.10pm	2.10 move	2.20-3.00pm	3.00 move	3.15-3.45pm
	Workshop: Laura McInerney		Workshop: Laura McInerney		Who: ???? Plus complete evaluation
	TBC		TBC		We are Navigating Change together
	Maths Hub English Hub		Maths Hub English Hub		-
	TBC		TBC		
	The PTI (Daniel Copley & Clare Lighbown - Emmaus Catholic Trust)				-
	TBC		TBC		
	Tanya Ovenden-Hope OneCornwall & Swift Careers Hub				-
	TBC		TBC		
	Alex Moore (SW AI Hub)				-
	TBC		TBC		

Thematic Areas
Changing Leadership
CEP Chair and/or Operations Board Chairs
The PTI - (Daniel Copley & Clare Lighbown - Emmaus)
Tanya Ovenden-Hope & Greg Pankhurst One Cornwall-Swift
Careers Hub
Laura McInerney
Changing Curriculum
Laura McInerney
Maths Hub - Laura Clitheroe
English Hub - Vanessa Morley
The PTI - (Daniel Copley & Clare Lighbown - Emmaus)
Alex More & possibly Jonathan Bishop - SW AI Hub
Changing System
Laura McInerney
CCE - Nia Richards & Sarah Childs
Daniel Copley - CEO Emmaus Catholic Trust
Jitinda Takhar (CEO Coastline Housing)
The National Society (Lee Moscato coordinating)
Cornwall Research School - Small Schools?
Universal RISE - Helen Philpott, DfE

To arrange across our Partners

Pre Sessions – build up

Post Sessions – follow on

From Me to We: Navigating Change in Cornwall Together

As part of the Cornwall Education Partnership (CEP), this conference builds on the usual autumn term CAPH conference and brings together a wider group of school leaders - primary, secondary and post-16 - to explore a shared challenge: how we move from individual action to collective responsibility in navigating change across our system.

Framed through three interconnected lenses - **changing leadership, changing curriculum and changing systems** - the session invites participants to reflect on what change looks like in practice across Cornwall, and how greater alignment between these elements can enable meaningful and sustained improvement.

Set within the wider national context, including the **Mission Coastal** work outlined by the Department for Education, this session connects local insight with system-wide direction, recognising both the opportunities and responsibilities we share.

The conference will provide:

Community Listening: creating space to hear and value voices from across the system

Shared Challenge: identifying the common issues shaping our work

Journey: considering how we move forward together with clarity and purpose

This is a space not only to reflect, but to connect and act; strengthening our shared understanding of how leadership, curriculum and systems must evolve together as we move from me to we in navigating change across Cornwall.

Colleagues are asked to arrive ready to engage with these two key questions, bringing their own experiences, perspectives and challenges to support a rich, collective dialogue:

- 1. What would it take for us to move from well-intentioned individual action to genuinely aligned collective practice across Cornwall's education system?**
- 2. How might leadership, curriculum and system design need to change if we are serious about improving outcomes together rather than in isolation?**

Archive Content



Cornwall
Education
Partnership



CREATIVE LEADERSHIP FOR TRANSFORMING ATTENDANCE & BELONGING

Tues 27th January 2026, 8.30-4pm

Victoria Offices & Conference Centre

Morning Sessions

- **Keynote:** Prof Tanya Ovenden-Hope
Tackling Systemic Barriers to Attendance and Belonging
- **Panel Discussion:** Exploring the Priorities
- **Keynote:** Nia Richards
'Creative Leadership in Challenging Times'
- **Panel Discussion**– Revisiting the Barriers – From Insight to Action

Afternoon Sessions

- **Disciplined Inquiry** – Understanding and Applying Best Practice – Marc Rowland
- **Creative Collaboration** – Connecting Ideas, People and Purpose
- **Share Ideas** – From Conversation to Commitment
- **Close:** Thematic priorities

Welcome

Our Brief



Using Disciplined Inquiries, use 'creative leadership' to think of solution focused, meaningful and impactful new ways of working to solve entrenched, systemic issues in our rural, coastal contexts

Creative leadership for transforming attendance and belonging

The Pretty Poverty Report Findings

Pretty Poverty: Rural Deprivation in Cornwall



Transport
Dependency



Housing
Displacement



Employment
Precarity



Healthcare
Withdrawal

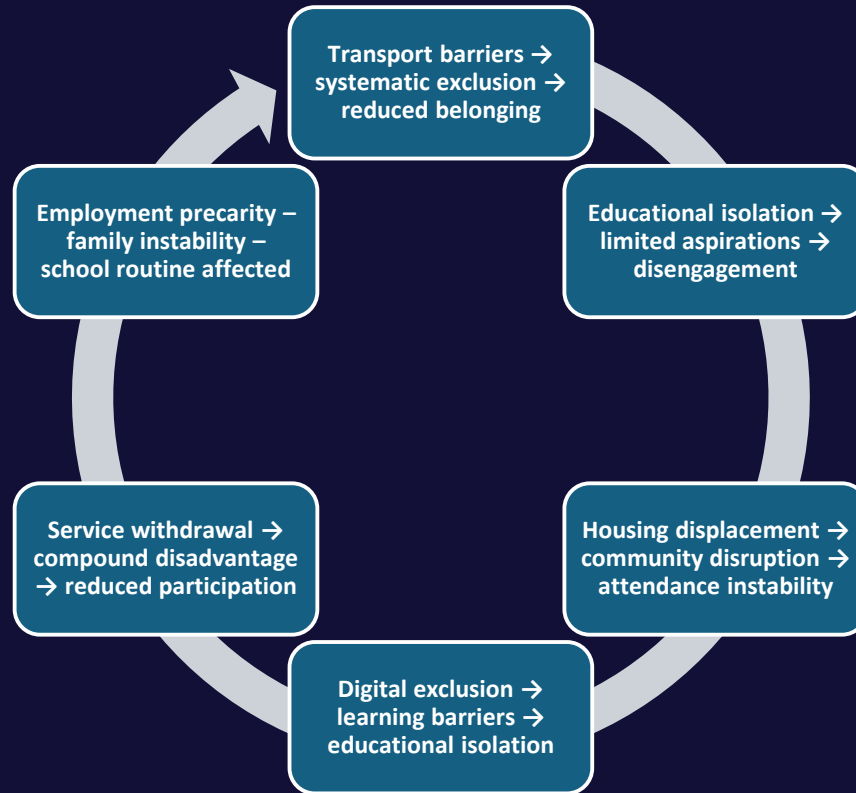


Educational
Isolation



Community
Resilience

Pretty Poverty – Attendance & Belonging



Conclusions and Recommendations

Cornwall's attendance crisis is linked to rural deprivation indicators, especially transport, housing and employment.

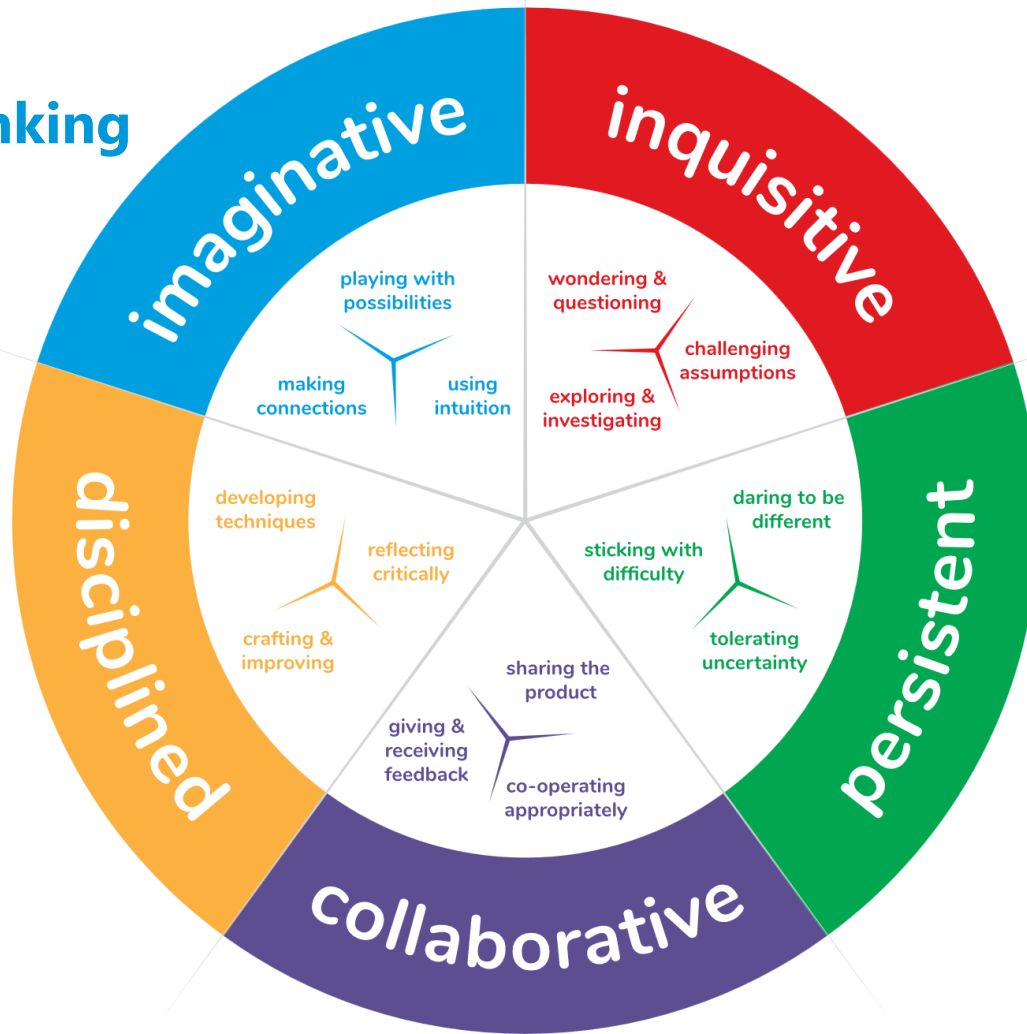
Attendance and belonging requires addressing systemic barriers, not just individual support.

Need for place-sensitive approaches to measurement and intervention in attendance policies.

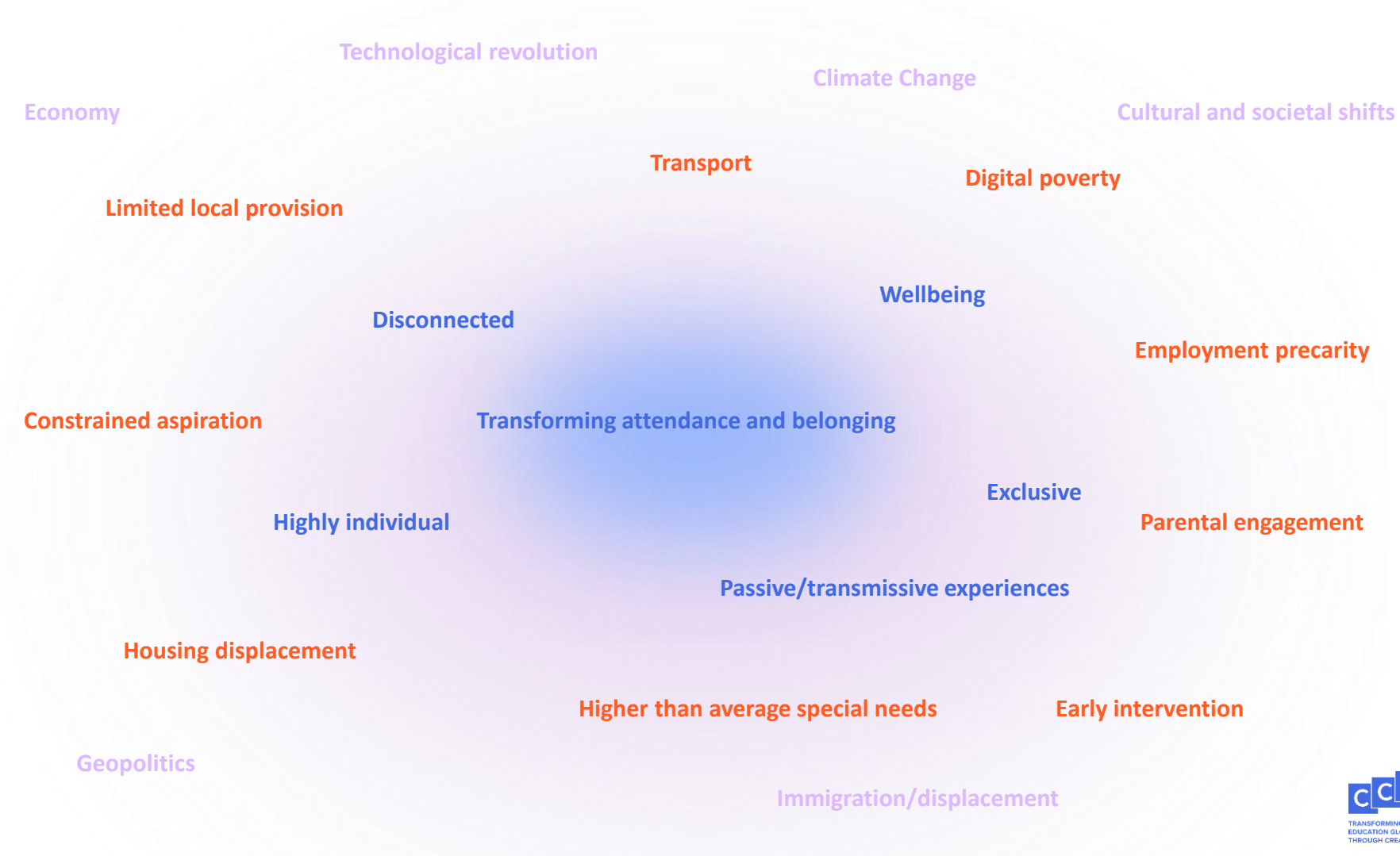
Recognise how employment instability creates cascading educational effects.

- ✓ **Develop rural-coastal specific attendance support measures**
- ✓ **Consider transport barriers and how to overcome them**
- ✓ **Understand housing availability crisis affects on school communities**
- ✓ **Innovative delivery where possible combining digital and place-based provision**
- ✓ **Review and apply best policies and practices that emerge on attendance and belonging from the PMU research – Cornwall Council funded Attendance Project and Are We Included?**

Creative Thinking



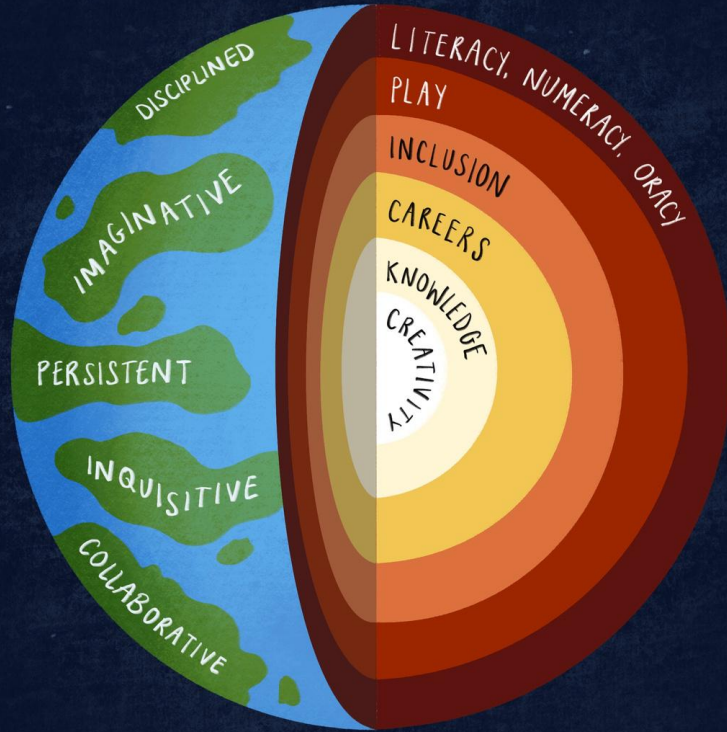
Lucas, B., Claxton, G. and Spencer, E. (2013). Progression in Student Creativity in School: First steps towards new forms of formative assessments, OECD Education Working Papers No. 85. Paris, OECD. **Commissioned by CCE in partnership with the OECD Centre for Educational Research and Innovation (CERI).**



Creative Leadership

Creative leadership requires both mind and body, it requires a clear purpose, openness, courage, and adaptability. Creative leadership creates the conditions for creative habits to be adopted and embedded throughout the system.

'It's about seeing, thinking and doing things differently in order to improve the life chances of all students.' (Stoll and Temperley, 2009)



CREATIVITY AT THE CORE

“To be a creative leader is to be someone who goes beyond traditional leadership towards enabling transformative practice...embracing diversity and celebrating difference.

Through collaboration and the development of agency, creative leadership energises colleagues, ultimately becoming part of the DNA of a school culture.”

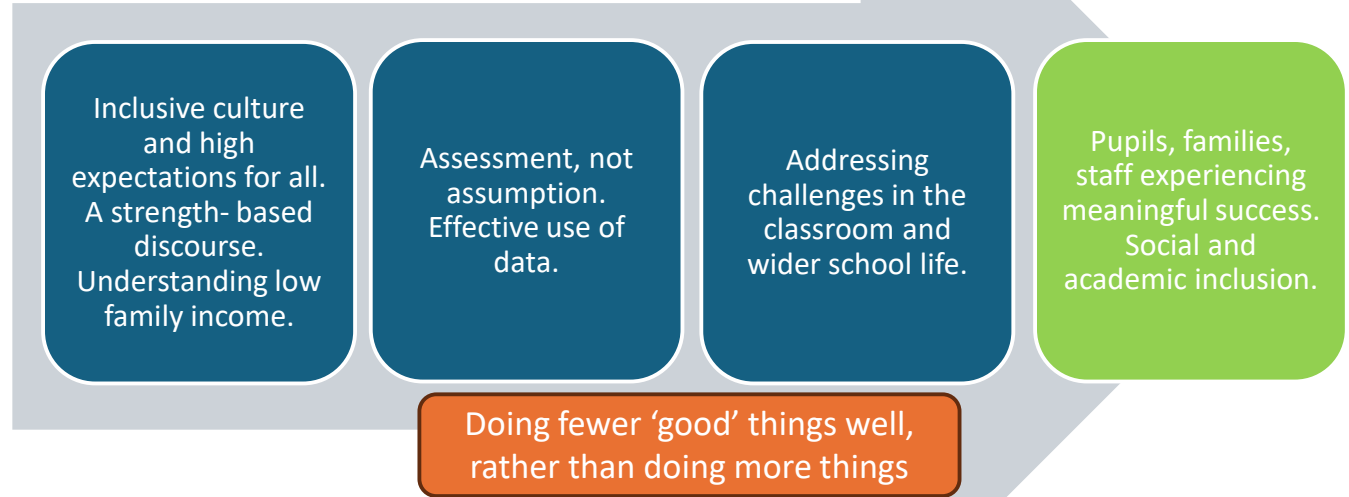
Dame Alison Peacock

The small changes in our power to make.
Janine Bisson

**What are the
rocks and
what could be
the water?**

An ongoing process

- 1 Diagnose your pupils' needs >
- 2 Use reliable research evidence to support your strategy >
- 3 Develop your strategy >
- 4 Deliver and monitor your strategy >
- 5 Evaluate and sustain your strategy >



We might like to.....

What impact does [approach] delivered over [time] have on [what outcome?] for [whom]??

For example:

What impact does [free breakfast]

delivered [daily]

over [12 weeks]

have on [punctuality, attendance and learning behaviours]

for [30 disadvantaged year 8 pupils]?

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Next Attendance & Belonging Working Group

Thurs 19th March 11am-2pm

Tues 19th June 10am-12pm

DRAFT AGENDA (19.3.26)

Welcome, Introductions and Apologies (5 mins, Chair)

Check Actions from previous meeting (5 mins, Chair) - please can these be shared with the agenda as a prompt/reminder

Cornwall Schools Attendance Research Project (15 mins, Elpida)

Creative Leadership for Transforming Attendance & Belonging (27.1.26) (10 mins, Chair)

Thanks, Feedback & Outputs

Priority Engagement: Lead? Trusts? LA Contact?

Webinar Attendance & Outputs (10.3.26, 7.5.26)

Disciplined Inquiry 2026/27 (20 mins, Chair)

Themes:

Parent/Carer Engagement (Lee Moscato?)

Transitions (Kristien Carrington)

Transtech (Kate Littledyke)

Access to Provision, Community Engagement (Could Chris CC move here?!)

Who: Trusts/Geographical Areas

What next (follow up and continuation professional learning and collaboration)

How this work sits within wider Operations Board and CEP (10 mins, JB)

How is this being shared and communicated?

Revisit - Do we/How do we promote engagement with Behaviour/Attendance Hubs (Ted Wragg, Cabot Federation) (5 mins, JB)

Agree Activities and Leads before Summer A&BWG Meeting (30 mins, Chair)

Forthcoming events

Tues 10th March and **Thurs 7th May** via Teams 16.00 – 16.45 - Disciplined Inquiries webinars

Weds 18th March: [CAPH Spring Conference 2026 - Transforming Inclusion - Bookings Open](#)

Fri 20th March: CASH Spring Conference 2026

SEND Network:

Tues 24th March 2026 CASH SEND Spring Meeting

Weds 10th June 1-3.30pm [CAPH & CASH SEND and Inclusion Network Meeting](#) (OAIP focus)

Regional Conference:

Save the date for **Weds 14th October 2026** as this will be our Headteacher Conference at the Eden Project - this time collaborating with CAPH, CASH and the Diocese – ‘Cornwall Education Partnership’.

OTHER -