

# Minutes of meeting

## People Committee

<b>Date:</b>	7 October 2020	<b>Time:</b>	09:00
<b>Location:</b>	Teams Meeting	<b>Clerk:</b>	Emma Pemberton
<p><b>Attendees:</b></p> <p><b>Trustees</b></p> <p>Frances Hall, Chair and Trustee Bal Samra, Trustee Janet Renou, Trustee</p> <p><b>In attendance:</b></p> <p>Nick Hudson, Chief Executive Officer Carmel Brown, National Director HR, and Operations Tuesday Humby, National Director of Teaching and Training</p> <p><b>Apologies:</b></p> <p>Andrew Jones, Trustee</p>			

	Item	Initials
1.	<p><b>Welcome &amp; Apologies</b></p> <p>The Chair welcomed all to the first official meeting of the People Committee, formerly part of the Remuneration Committee, and confirmed apologies received from Andrew Jones who is unable to attend due to technical difficulties.</p>	
2.	<p><b>Approval of Minutes from previous meeting</b></p> <p>The National Director for HR and Operations confirmed that Chair of previous committee meeting had agreed the minutes due to the current Trustees of the People Committee not being present at the meeting.</p>	
3.	<p><b>Purpose and Scope of People Committee (FH)</b></p> <p>The Chair reviewed the purpose and scope of the People Committee to gain a better understanding of Trustee aspirations for the Committee moving forward, including areas of focus, importance, and concern in order that Trustees can effectively fulfil their role in supporting OAT.</p> <p>As well as the broad areas covered by HR, the Trustees identified that equality and fairness are key areas of focus for the Committee moving forward to ensure that OAT benchmarks and aligns itself to</p>	

	<p>the broader market. It is the Committees hope to help create positive working environments for staff, whilst supporting development and progression for employees within the Trust.</p> <p>The Trustees also identified that, with the expansion of the Trust, the structure and strategy of OAT should be reviewed within the Committee, with focus on organisational design in order to ensure that OATs staffing structure helps deliver positive outcomes for the Trust. Recruitment is an important element of focus to ensure that OAT attract, retain, train and support employees wishing to progress to roles either within OAT or externally.</p> <p>The Chief Executive Officer is supportive of the People Committee assisting with the review of OAT organisational design in terms of progress and direction of the OAT strategy and how this is delivered; To ensure that OATs expectations and plans are in line with the broader market and match OATs standards. <b>An update on any ongoing OD work is to be brought to the next meeting.</b></p> <p>The Trustees confirmed that although the design model could be addressed by the People Committee, any relevant costings would need to be deferred to the Finance and Capital Committee for review.</p>	<p>NH/CB</p>
<p>4.</p>	<p><b>HRD Report</b></p> <p>The National Director for HR and Operations outlined the background of the HR function within OAT to help Trustees understand the function of the department.</p> <p>The HR function is constantly evolving and has been challenging in terms of its journey. From inception academies had their own payroll systems, contracts, and processes. OAT HR have worked with academies to bring these elements together so that these functions now feed directly into OAT as one collective.</p> <p>The Trustees thanked the National Director for HR and Operations for the update on current operations within the HR function. It is clear that a lot of collaborative work has taken place with both EPM and Vacancy Filler, which is working well. The Trustees understand that there scope for more development in both areas but ask that OAT ensure that the service they provide is not only at a high standard but to also ensure that both organisations adopt our goals and aspirations so that they are an extension of OAT rather than a stand-alone third party supplier.</p> <p><b>The Trustees identified that inclusivity and diversity in recruitment are key areas of focus and asked how OAT attracts talent. Does OAT vary the recruitment sources to facilitate diversity?</b></p> <p>The National Director for HR and Operations confirmed that in the past academies had their own recruitment budget and managed their own recruitment, so they had autonomy on how to advertise and recruit. The change in the process allows OAT to bring the process in-house and therefore will allow OAT to focus on addressing both inclusivity and diversity.</p> <p><b>Trade Unions</b></p> <p>OAT is working in partnership with Trade Unions; meeting once per term and keeping communication lines flowing throughout the recent Covid-19 pandemic to help manage staffing issues. A meeting was held recently where no significant issues were raised, which is testament to the strength of OATs relationship.</p> <p><b>The Trustees asked how trade unions view OAT and if OAT goals, aspirations and strategy are shared?</b></p> <p>The National Director for HR and Operations confirmed that trade unions see OAT as a fair and reasonable employer. It does not mean that we do not have challenging and constructive discussions, but we approach our relationship proactively and openly, and this is well received.</p>	

OAT has formal Joint consultative committee (JCC) meetings once per term, and these include a member of the OAT Executive team so that the unions understand the broader picture within OAT and our direction of travel. It works well and helps provide content to the meetings as well as reinforce our relationship.

**Terms and Conditions of OAT Staff**

An overview was provided to Trustees of the Terms and Conditions for School Teachers and how it works on a national level, including pay progression.

**Teachers pay award 2020/21**

A summary was provided, and key changes overviewed, following recommendation from STRB. These are to take place from September 2020.

**The Trustees ask if OAT is required to follow the STRB policy or do we have ability to adopt it?**

The National Director for HR and Operations confirmed that OAT is not required to follow the STRB policy. OATs approach is in line with other MATs, although the policy remains under regular review. Principals are covered under a separate contract.

There was no desire amongst the Trustees to move away from the Terms and Conditions for School Teachers but identified that a different approach may need to be applied in order to attract and retain key leadership positions. This process may need to be different to that of the wider workforce.

The Chief Executive Officer agreed that, in order to create the right culture and make improvements, that a review of pay and reward may need to be undertaken in the future.

*The Trustees requested that the existing policies be reviewed to complement one another in terms of design, behaviour and culture so that all aspects correlate across each element rather than being seen as separate entities. This would encapsulate the different pay policies for the different occupational groups within OAT.*

CB

The National Director for HR and Operations confirmed that the pay scales processes for different groups of staff is being addressed across OAT by looking at principal and OAT HO staff pay and reward. This change would enable us to use pay scales more effectively in order to support progression aspirations moving forward.

**Data**

Data collection is an area of development. HR are working with EPM to produce a dashboard to help identify key metrics, but there are anomalies in the system that are being refined and addressed. It is hoped that the dashboard will be up and running by December assuming so that OAT can have a robust system in place, that provides reliable data.

**The Trustees asked for more information on 'OAT 8'.**

The Chief Executive Officer confirmed that although this had been covered within the last Board Meeting, some additional work needs to be done to help provide more information to Trustees. OAT has started to highlight and promote OAT 8 with staff and are embedding the principles within the performance management process.

The National Director for HR and Operations confirmed that the basics are covered within the people strategy but will develop over time and expressed hope that the People Committee can support in this regard.

	<p>The Trustees acknowledged that OATs HR function at HO is not as large as other organisations but appreciates that a number of functions are outsourced with great effectiveness.</p> <p><b>The Trustees raised concern about the levels of staff absenteeism.</b></p> <p>The National Director for HR and Operations confirmed that HR had identified this as an area of concern and are working with individual academies to address absenteeism. Covid-19 has impacted across our staff and student population, but HR is mindful of staff absence figures overall and is looking at this in greater detail to see where improvement and changes can be made.</p>	
<p><b>5.</b></p>	<p><b>Principal Bonus Update 2019/2020 (CB)</b></p> <p><b>The Trustees asked for an update following the recent communication to principals requesting that they forego bonus to see how this was received, and also to have an update on the work on bonus so far.</b></p> <p>The Chief Executive Officer confirmed it was agreed at the previous remuneration meeting not to award bonuses across the organisation as a whole. This was communicated to principals illustrating the intention that funds be reinvested to help disadvantaged students across the Trust to access remote learning. The response from principals overall has been very supportive of this stance.</p> <p>HO staff were also contacted about the HO bonus scheme and responses echo those of the principals.</p> <p>An outcome of this is that OAT has identified £250K to invest in devices to support disadvantaged pupils that are without laptops and/or internet connectivity. Distribution is to take place as soon as possible across as many academies as possible.</p>	
<p><b>6.</b></p>	<p><b>OAT Employee Survey</b></p> <p>The National Director for HR and Operations provided an update on the direction of travel for delivery of the OAT Employee Survey, and established if the Trustees had any ideas, suggestions or improvement that can be incorporated before the survey is rolled-out to employees.</p> <p>Although local surveys have taken place, this will be the first occasion where OAT has delivered a full employee survey. In order to facilitate this, and improve anonymity for those completing the survey, OAT has engaged an external partner, Endurio, to deliver the survey, although OATs branding will be embedded.</p> <p>The release date for the survey was originally summer 2020 but this was delayed due to the impact of Covid-19. This has now been rescheduled to launch 4 November. The survey is set to run for a period of three weeks and will close 27 Nov 2020 with headline results available prior to Christmas.</p> <p>HR are working closely with the exec team to agree headline themes, of which there are 12 in total. These were summarised to Trustees. There will be c57 questions in total and work is underway to ensure that the demographic delivery of the survey is measured in such a way as not to make those in a group of 4 or less identifiable.</p> <p>OAT will be able to view results and identify trends Trust-wide, academy, regional and Head Office level. The results will allow OAT to view trends across the Trust as a whole, but filters can also be applied to identify feedback in areas such as IT, Estates.</p> <p>It is important to understand what OAT intend to do with the information collated. HR are looking to identify trends for both developments and strengths. Action plans will be created to support each element so that there are effective outcomes. The results may trigger the need for more conversations with staff in terms of small surveys to capture specific issues and to ensure that staff feel it is a worthwhile exercise.</p>	

	<p><b>The Trustees expressed their interest in seeing the outcome of the survey and asked if the survey would cover behaviour and culture and whether the survey would include all members of staff, regardless of position?</b></p> <p>The National Director for HR and Operations confirmed that the questions would cover behaviour and culture and included all members of staff.</p> <p><b>The Trustees asked if OAT would aggregate the data?</b></p> <p>The National Director for HR and Operations confirmed that the information could be aggregated.</p> <p><b>The Trustees suggested that moving forward, perhaps the next phase could include the use of pulse surveys to drill down on particular elements highlighted within the first survey. Pulse surveys help to illustrate a journey of development. This may also help support the communication of strategy with the wider staffing community. <i>Additionally, the Trustees asked that OAT consider making sure that the design of the survey links to the OAT strategy, vision and values so that the results benchmark against those areas.</i></b></p> <p>The Chief Executive Officer believes this to be a significant piece of work, which will provide OAT with some important benchmarking information. It is important that OAT develops better lines of communication, so that staff hear the voice of the CEO, but also stated that this is important for other key roles within the Trust too. How we move forward following the survey will be key.</p>	<p>CB</p>
<p>7.</p>	<p><b>Reward Strategy: Update for Principals 2020/2021</b></p> <p>OAT has taken the decision to review the way in which principals are rewarded; Moving away from spot salaries and performance related bonus to a set of principal leadership scales, OAT group sizes and OAT Challenge points in order to create a new performance related pay progression for OAT Principals.</p> <p>The National Director for HR and Operations confirmed that the existing policy has been in place since OATs inception and significant changes have taken place throughout the Trust. OAT is looking to improve and create a robust system.</p> <p>OAT is working with Brown Jacobson to deliver this project, which includes a proposal to move Principals to Individual School Ranges. This will allow principals to be mapped within pay scales and pay points across the Trust and will allow OAT the opportunity to align salaries, whilst enabling principals to develop and progress forward.</p> <p>Work has taken place already to map principals across the proposed pay scales, to help identify where individual principal's pay would sit.</p> <p>For principals who's salary it at the top end of their salary range it is important that they still have the opportunity to develop and progress. It is proposed this will be covered by the introduction of 'OAT challenge points', that will provide the opportunity to reward a principal where a salary increase would not be possible. The system would require OAT Executive level sign off and would allow high performance to be rewarded.</p> <p>For those at the top of their salary bracket, there may be the requirement to freeze pay until the pay scales catch up, or to only receive cost of living increases until salary scales align.</p> <p><b>The Trustees asked that OAT look at other options within the Trust, not simply at the role of principal in isolation. Is there any further opportunity for principals to support the wider academic community that may help salary progression?</b></p>	

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	<p>The Chief Executive Officer confirmed that Regional Directors currently manage Principals, but OAT also have Regional Executive Principals that are centrally employed but managed by Regional Directors. These roles are situated in the North and West. OATs challenge is to provide scope for principals to be able to move and progress. This was recently achieved through promotion of a Principal in the East to a Regional Director position.</p> <p>The Trustees discussed the importance of staff development, having a structured pay progression, the balance between market forces and performance on pay structures, clear career pathways , ensuring equal pay and how employees exit a role, whether internally through promotion or through external recruitment.</p> <p>The Trustees highlighted that a role within OAT is much more than just a salary. There are other benefits to consider such as pension and development training opportunities. These are just as valuable as salary and should be promoted as such.</p> <p>The Chief Executive Office explained that following the recent remuneration committee meeting it was agreed that it was not the appropriate time to review the salary of specific leadership roles due to economic conditions. <i>Would the Committee be comfortable with OAT revisiting this decision to broaden the scope of work and allow a more holistic approach to the project?</i></p> <p>The Trustees would welcome other leadership roles being included in the salary review. It was noted that whilst the review should be undertaken, this did not mean that the outcomes have to be implemented immediately. The Trustees are also keen to ensure that the changes do not give rise to increased significant total salary costs.</p> <p><i>The Trustees would also like to encourage OAT to promote the wider reward benefits available to candidates/employees such as pensions and training.</i></p> <p><b>The Trustees asked how OAT manage behaviours within the Trust so that academies are collaborative and outward facing.</b></p> <p>The Chief Executive Officer confirmed that behaviour features within the principal performance reviews but that is also a key part to the recruitment process moving forward so that OAT promotes the right cultures and behaviours across the Trust. There is more work to be done in this area and so the Trustees will be updated on an ongoing basis.</p>	<p>NH/CB</p> <p>CB</p>
<p><b>8.</b></p>	<p><b>Reward Strategy: Update for HO Staff 2020/2021</b></p> <p>The National Director for HR and Operations provided an update on piece of work to move the existing Head Office staff pay and reward scheme to a more structure system of performance related pay with a robust grading and pay scheme, and would welcome any suggestions from Trustees to support the process moving forward.</p> <p>OAT currently employs 80 staff within 45 roles and in order to review the process OAT are partnering with an external supplier to conduct a role mapping exercise to look at identifying either job families or to focus on different themes of management and leadership roles. The approach is still under review and yet to be agreed.</p> <p>It is important that costing of this project be assessed before proceeding. At present Head Office staff do not receive a salary review and receive the standard rate of living salary increase each year. It is therefore important to evaluate the cost implications and impact before proceeding.</p> <p><b>The Trustees asked if this project captures all functions to ensure that career progression within the Trust is clearly visible?</b></p>	

	<p>The National Director for HR and Operations confirmed that this would at Head Office level. This will not include the support roles in the academies, whose pay is covered by the Green Book, but the focus of those roles and their relationship with HO will be considered.</p> <p><b>The Trustees asked how performance related pay may be communicated to employees. Would the focus be on culture and behaviour or on achieving bonus?</b></p> <p>The National Director for HR and Operations confirmed that the focus will be on rewarding the right behaviours and outcomes. Any communication around this topic would be agreed once decisions made to move forward on performance related pay for principals and OAT HO staff.</p> <p><i>An update will be provided on progress to Trustees at the next meeting.</i></p>	<p>CB</p>
<p>9.</p>	<p><b>Teaching and Training Update</b></p> <p>The National Director of Teaching and Training provided an update on Ormiston’s SCITT provision. ‘The Oaks’ has undergone significant development this year after enjoying a great relationship with over 40 academies across five different regions but only four of these were Ormiston Academies.</p> <p>SCITT provision has increased significantly. There is now a hub located in Birmingham (NEWA), and The OAKS is now expanding to Norfolk in the East. UCAS opens this week and every department has been engaged to push this forward and not let Covid determine the future of the programme.</p> <p><b>Next steps for SCITT</b></p> <p>At present the OAKS captures 24 of Ormiston’s Academies and the hope is to reach all secondary academies within the Trust. In addition, after establishing OAKS in Norfolk, focus will move to establishing a hub in Suffolk, so that there is provision in the West, East and South. Alongside this, there are plans to also try and find a solution to support primary.</p> <p><b>Induction package and CPD available</b></p> <p>A structured NQT induction programme has been developed to support newly qualified teaching staff joining OAT, with the added benefit of professional development training available across a diverse section of subjects, including Science, Maths and English.</p> <p><b>Leadership development</b></p> <p>Leadership classes are now full, with 163 staff accessing training programmes throughout OAT. In addition, there are currently 24 staff delivering training from within OAT.</p> <p>Regular meetings take place with Principals’ every half-term to agree training and development needs to ensure that the programmes continue to develop and support the teaching staff. Work is also taking place with Teaching and Learning leads within academies to formalise the early career framework.</p> <p><b>Quixote CPD</b></p> <p>Quixote CPD software has been developed to track staff engagement more effectively and widely. Providing one centralised area to record learning and development activities, alongside performance management. Allowing both data and CPD to talk to one another.</p> <p><b>Why we need it?</b></p> <p>There are packages out there that do support academies, such as Bluesky, which is used within some of our academies, but these are very costly so if we allow academies the ability to use BlueSky we look set to incur a large financial loss. Our hope is to bring this requirement in-house using Quixote CPD.</p> <p><b>Timescales</b></p>	

	<p>It is hoped that the new system will be released over a three-year period, to replace Bluesky provision but a review process will need to take place with academies in the first instance with academies to ascertain feasibility of moving over.</p> <p>The Trustees appreciate the work that has gone into producing this software and believe this will provide a good vehicle to evaluate, feedback and develop staff development.</p> <p><b>The Trustees asked if the system would capture all training, including mandatory training for staff?</b></p> <p>The National Director for Teaching and Learning confirmed that it is hoped that OAT can tailor the offering so that each individual has their own training page, perhaps with links to IHASCO to provide high levels of CPD to support staff, even if staff move to roles outside OAT.</p> <p>The Chief Executive Officer highlighted that this presentation shows the significant progress OAT has made in this area. Although the scope of work will take three years, it illustrates the strides that OAT is taking in moving forward.</p> <p><i>To be included as standard agenda item moving forward.</i></p>	
<p><b>10.</b></p>	<p><b>Review of People Risk Register</b></p> <p>The Chair confirmed that the full Risk Register, maintained within the Audit Committee, has been reviewed and items relating directly to the People Committee have been extracted to form the People Risk Register.</p> <p>The Trustees identified that some work would need to take place in terms of the wording of these risks to align them more closely to the People Committee.</p> <p>In addition, there may be further risks to include as members of the People Committee establish a better understanding of its role and purpose in coming months.</p> <p><i>The risk register will be reviewed and updated at the next meeting.</i></p>	
<p><b>11.</b></p>	<p><b>A.O.B.</b></p> <p><b>Trustees asked how staff are feeling following the return to school life?</b></p> <p>The Chief Executive Officer confirmed that, in terms of Principals' academies are in a different place to three weeks ago. Academies are now set in a routine and rhythm within the new Covid world. Principals' now know what they are doing with regards to the structure of the school day and how students and staff move around school. However, increased communication requirements in terms of monitoring and reporting have created some levels of anxiety for principals, which has been a drain on resources.</p> <p>For teachers, the main impact has been on the location of their classes, which they have now adapted to, but there are additional challenges as a result for them to deal with.</p> <p>As mentioned previously, OAT has worked closely with both academies and trade unions, and it is testament to our relationship that only a small number of issues have been raised from academies and trade unions.</p> <p>The National Director for HR and Operations wished to commend principals for their fantastic work. They worked hard to ensure that staff in academies were kept fully informed and aware of what actions needed to take place.</p>	

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	<p><b>The Trustees asked what steps OAT are looking at taking to provide additional support during the winter period?</b></p> <p>The National Director for HR and Operations confirmed that OAT staff have access to private health care with a counselling service, but in some cases, OAT is also providing one-to-one counselling where required.</p> <p>The Chief Executive Officer confirmed that there are some challenges ahead that OAT will inevitably have to face. OATs geographic structure means that our academies in North and West have had a significantly different experience to those in the South and East and confirmed that OAT are working to support academies during these testing times.</p> <p>It is also worth noting that the work currently being rolled out by the National Director of Teaching and Learning is of great importance. There are a large number of staff signing up to attend development courses, which is significant. It illustrates that teachers are now focusing on their personal development and the need to engage on something positive outside Covid-19.</p> <p><b>The Trustees asked what OAT are doing in terms of performance management during Covid-19?</b></p> <p>The National Director for HR and Operations confirmed that Head Office is currently entering in this phase with principals and adapting paperwork to reflect the current situation.</p>	
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Table of Action Points		
3	Update on any OD work to be brought to the next meeting.	NH/CB
4	Review across pay policies to complement one another in terms of design, strategy, behaviour and culture so that all aspects correlate across each element rather than being seen as separate entities. This work to be undertaken as part of the ongoing work on pay policies in the Spring term.	CB
6	Ensure design of the employee survey links to the OAT strategy, vision and values so that the results benchmark against those areas.	CB
7	The work on Principals pay is to be broadened to cover the roles of other leaders in OAT e.g. Regional Directors.	NH/CB
7	An update on Principal's Reward to be provided at the next meeting	CB
8	An update on Head Office Reward to be provided at the next meeting	CB
9	An update on the OAT wide Employee Survey to be provided at the next meeting	CB