

Minutes of meeting

People Committee

| | | | |
|------------|--|------------|---|
| Date: | 28 April 2021 | Time: | 09:00 – 11:00 |
| Location: | Teams | Clerk: | Emma Pemberton, PA to National Director for Education |
| Present: | Frances Hall, Chair and Trustee Bal Samra, Trustee Janet Renou, Trustee Andrew Jones, Trustee | Attendees: | Nick Hudson, Chief Executive Officer Carmel Brown, National Director for HR, and Operations Tuesday Humby, National Director of Teaching and Training |
| Apologies: | None received | | |

| | Item | Initials |
|----|--|----------|
| 1. | <p>Welcome, apologies and sign-off minutes from previous meeting.</p> <p>The Chair welcomed all to the meeting and confirmed no apologies received.</p> <p>Minutes from 20 January 2021 were reviewed by attendees. All agreed that the minutes are a true and accurate record of the meeting.</p> <p>Action points carried forward were reviewed and closed.</p> | |
| 2. | <p>Teaching and Training Update</p> <p>The National Director for Teaching and Training provided an update on current teaching and training activities covering:</p> <ul style="list-style-type: none"> • CPD • The Early Career Framework (ECF) and Induction • The Oaks <p>Questions</p> <p>The Trustees asked if schools could opt-in or opt-out of the ECF?</p> <p>The National Director for Teaching and Training confirmed that every school now has a choice to select a route for their early career teachers in order to ensure that they receive the full coverage of the ECF. OAT has given schools the autonomy to choose the route to go down, but also offered a pathway of support, which is aligned to the Education Development Trust (EDT). It is hugely encouraging that most schools within the Trust are looking to align to the OAT/EDT model.</p> <p>The Trustees asked how many SCITT programmes there would be?</p> <p>The National Director for Teaching and Training confirmed that there is only one SCITT programme but confirmed that the programme is to be delivered across a number of hubs located around England. Initially there was one hub in Keele that serviced 50 schools, including 3 OAT academies. Two years on and there is now a hub in Birmingham and two further hubs in Norfolk and Suffolk, which provide a good level of coverage to OAT schools across the Trust. The focus is now on addressing geographically isolated schools to help ensure that coverage is Trust wide.</p> | |

| | | |
|------------------|--|--|
| | <p>Comments</p> <p>The Trustees suggested working more closely with HR and Finance to help manage recruitment across The Oaks hubs and for specific subjects.</p> <p>The National Director for Teaching and Training thanked all for the feedback received and left the meeting.</p> | |
| <p>3.</p> | <p>HRD Report</p> <p>The National Director for HR and Operations provided Trustees with an update on strategic HR work around OAT 8 and asked Trustee views on how to develop Equality, Diversity and Inclusion (EDI) across the Trust.</p> <p>The Trustees discussed this at length and provided the following feedback:</p> <ul style="list-style-type: none"> • To focus on inclusivity. In doing so, it will address and encapsulate both equality and diversity. • Look at how we recruit roles and look at new ways to find new talent to help make a difference and help to populate our talent pipeline. • To focus on developing Impact roles out in our academies to help move this forward – These are roles/people in the organization who closely align with OAT values and are well connected within OAT. These roles can help to have a direct impact on the schools they serve. • The Trustees recognises that OAT schools are all different and sit within a variety of demographic settings. Should OAT look to mirror the communities within the OAT workforce and approach each demographic individually rather than under one strategy? • There was also a discussion around positive action and its appropriateness in our planning going forward. <p>The National Director for HR and Operations thanked the Trustees for their support and feedback.</p> | |
| <p>4.</p> | <p>Pay and Reward Recommendation Paper</p> <p>The National Director HR and Operations summarised the recommendations for the new pay and grading process for the following groups:</p> <ul style="list-style-type: none"> • The OAT Executive Team • OAT HO staff including Regional Directors and Director of Primary and SEND who form the Senior Leadership Team • Principals pay and reward <p>The National Director HR and Operations explained that this is the culmination of two pieces of work around pay and reward to bring all elements in line across OAT. Specifically, to bring Head Office and Principals pay in line with how OAT reward our teaching and support staff and to ensure that there is a robust, aligned approach moving forward.</p> <p>In order to facilitate this OAT partnered with two external organisations:</p> <ul style="list-style-type: none"> • Pay in Education for Head Office and SLT pay; and • Brown Jacobson to help support pay. <p>Comments</p> <p>The Trustees expressed a view regarding the HO process that suggests that an employee could automatically move through the salary range, from one increment to the next, subject to a satisfactory performance review. The Trustees requested that the wording and language be altered to emphasise that pay increments are not automatic, and to clearly outline the performance management process and movement through the pay scales, so the process is robust and clear. It was agreed that HO roles are different from those in schools and thus the demands and targets should be determined differently and should include trust wide targets as well as individual ones.</p> | |

| | | |
|------------------|---|---------------------------|
| | <p>The Trustees would like to see a greater level of succession planning within OAT, in order that more roles be appointed from within, where appropriate.</p> <p>Additionally, more clarity needs to be provided on the criteria for awarding OAT challenge points described for Principal pay.</p> <p>The National Director HR and Operations explained that OAT is actively working on succession planning and we have been particularly successful with promoting strong Vice Principals into Principal roles. The current model is working well and has provided a good balance of both internal and external appointments. The trustees pointed out the desire to have some 'churn' in order to drive innovation.</p> <p>The Chief Executive Officer agreed that there are good mixture of candidates coming through from academies, but it is important that individuals earn their position and go through a robust recruitment process. We are also looking to build further opportunities for principals to move away from academy roles into executive principal roles or to become part of the central education team, which will broaden opportunities for progression.</p> <p>The Chief Executive Officer thanked the Trustees for the feedback relating to OAT Challenge Points for principals in terms of retention in particular and would be happy to moderate and change the terminology to provide more clarity.</p> <p>The Trustees recommended that the timing and communication of outcomes be managed carefully in order to maintain consideration to the ever-changing environment we find ourselves in.</p> <p>Decision Outcome</p> <p>Recommendations approved subject to:</p> <ul style="list-style-type: none"> • wording on incremental progression within OAT HO roles being strengthened with a clear robust process • amending the wording re the terminology around OAT challenge points relating to retention <p>The paper with recommendations will move forward to be presented to the main Trustee Board in July 2021 for final sign off.</p> | <p>CB/NH</p> <p>CB/NH</p> |
| <p>5.</p> | <p>OAT Staff Behaviour's Update</p> <p>The National Director for HR and Operations provided an update to Trustees on the work taking place within OAT to develop a set of OAT behaviours.</p> <p>Comments</p> <p>Some of the Trustees discussed the wording around 'behaviours' and commented that it might not be the ideal word to use and the National Director of HR and Operations agreed to take an action to review this. One alternative discussed could be '<i>What we should be demonstrating to deliver OAT values.</i>'</p> <p>The National Director HR and Operations to look at wording of title and contents.</p> <p>Questions</p> <p>The Trustees asked if this had been consulted internally?</p> <p>The National Director HR and Operations confirmed that it had only been consulted at Executive level and a light touch conversation with our Regional Directors/Director of Primary/SEND. The next phase would be to consult with principals once final wording agreed.</p> | <p>CB</p> |

| | | |
|-----------|--|-----------|
| | <p>CB to forward a copy of Appendix 2 to the Chair (FH) to review as she has some experience in this area to add some more content/suggest any amends.</p> | <p>CB</p> |
| <p>6.</p> | <p>OAT Employee Survey update</p> <p>The National Director HR and Operations provided an update on work to date on the OAT Employee Survey, with a focus on:</p> <ul style="list-style-type: none"> • CPD and career planning actions • Workload • Student behaviour • Trust perception <p>Questions</p> <p>The Trustees asked how ‘Trust Perception’ was split in terms of role?</p> <p>The National Director HR and Operations confirmed that responses from principals and HO were more positive than support staff / teachers. The Executive Team are looking to investigate Trust perception and to look at ways to further improve internal communications to help develop the relationship between the Trust and those working in academies.</p> <p>The Trustees asked if there were any geographical elements to consider?</p> <p>The National Director HR and Operations confirmed not. The lower scores are predominantly from support staff and teachers in schools, where communication is more challenging. The Chief Executive Officer now writes to all staff on a more regular basis to provide a Trust update, which connects directly with support staff and teachers. As such, communication is moving in the right direction, whilst being mindful not to overload staff, but there is still the opportunity to develop a much more robust approach to internal communications.</p> <p>Questions</p> <p>The Trustees asked if the pandemic had provided an opportunity for schools to change their processes to help alleviate and streamline workload?</p> <p>The Chief Executive Officer confirmed that some schools had already expressed their intent to retain some of the changes made during the pandemic as these have had a positive impact on staff and students. It had provided an opportunity to introduce a different way of working and new systems that have since worked well.</p> <p>The National Director HR and Operations confirmed that OAT Head Office had also engaged well with transitioning from office-based face to face meetings to an online only provision during the various lockdowns. This has worked well and will continue in the future, where appropriate.</p> <p>Comments</p> <p>The Trustees requested that OAT explore how blended learning could be utilised in the future, stressing the need to be innovative and forward looking.</p> | |
| <p>7.</p> | <p>Review of Risk Register</p> <p>The Risk Register is an extract from the overall OAT Risk Register, which details items pertinent to the People Committee.</p> <p>The National Director HR and Operations confirmed that the paper supplied is incomplete. Due to IT migration issues, it was not possible to provide an updated copy on Passageways.</p> | |

| | | |
|----|--|-------------------------------|
| | <p>The National Director HR and Operations will forward a full copy of the Risk Register to all Trustees to review with a deadline for responding.</p> <p>Questions</p> <p>The Trustees asked that a new risk be included that relates to pay and reward.</p> <p>CB – To separate risk 23 to make it into two different risks, one on recruitment and one on retention.</p> | <p>CB</p> <p>CB</p> <p>CB</p> |
| 8. | <p>A.O.B.</p> <p>Future Meetings</p> <p>The Trustees discussed the current format of the People Committee meetings and whether to continue with online meetings or to move back to meeting face to face.</p> <p>There was a discussion around trustees' appetite for face-to-face meetings and it was agreed that this would be given consideration where appropriate. The Trustees expressed a preference for online meetings where possible.</p> | |
| 9. | <p>The next People Committee meeting will take place in the Autumn term in 2021 with dates to be suggested. It was agreed that there would be a termly meeting of this new committee in this first year and these 3 meetings have now taken place.</p> | |

| Table of Action Points | | |
|------------------------|--|-------|
| 4 | <p>Pay and reward recommendation paper</p> <p>Recommendations approved subject to:</p> <ul style="list-style-type: none"> Trustees are happy to proceed with recommendation that the wording on incremental progression being strengthened with a clear robust process (HO staff) Trustees are happy to proceed with a recommendation to amending the wording re the terminology around OAT challenge points relating to retention (Principals) | CB/NH |
| 5 | OAT Staff Behaviours update – CB to look at what word might be more appropriate to use as an alternative to 'Behaviour' from main title and contents of document. | CB |
| 5 | OAT Staff Behaviours update - CB to email Appendix Two to FH to review and offer feedback. | CB |
| 7 | Risk Register – CB to email full Risk Register to Trustees and to set deadline date for responses. | CB |
| 7 | Risk Register – CB to include additional risk to cover pay and reward | CB |
| 7 | Risk Register – CB to separate Risk 23 to cover recruitment and retention separately? | CB |