

Minutes of meeting

People Committee

Date:	21 October 2021	Time:	09:00 – 11.00
Location:	Teams	Clerk:	Emma Pemberton, PA to National Director for Education
Present:	Frances Hall, Chair and Trustee Andrew Jones, Trustee	Attendees:	Nick Hudson, Chief Executive Officer Carmel Brown, National Director for HR, and Communications
Apologies:	Bal Samra, Trustee (left early) Janet Renou, Trustee Tuesday Humby, National Director of Teaching and Training		

	Item	Initials
1.	Welcome, apologies and sign-off minutes from previous meeting.	
	<p>The Chair welcomed all to the meeting and confirmed apologies received from JR. Additionally, BS would need to leave the meeting early due to external commitments. As a result, item 2 and 7 will be carried forward to the next meeting, but Trustees have provided comments in the interim based on papers issued.</p> <p>Minutes from 28 April 2021 were reviewed by attendees. All agreed that the minutes are a true and accurate record of the meeting. Action points from the previous meeting were reviewed and closed.</p> <p>The Chair commented that it would be useful to have a wider discussion moving forwards on areas such as succession planning and blended learning. These items had been discussed in previous meetings, but Trustees would like to review how these are followed-up afterwards.</p>	
2.	Teachers Pay	
	<p>The National Director of HR and Operations provided an overview of OAT's recommendation regarding positioning of Teachers pay for 2021/2022.</p> <p>A discussion took place between Trustees and OAT to better understand the background context of recommendations made including budgets and risks. The National Director of HR and Communications confirmed that current recommendations follow the STCPD review and as OAT currently work to national terms, it was the sensible thing to do.</p> <p>A further discussion took place regarding the structure of the performance management system in relation to pay and succession planning across OAT.</p> <p>Questions / Comments</p>	

	<p>The Trustees asked if TUs are happy and supportive of OATs recommendations?</p> <p>The National Director of HR and Operations confirmed that TUs had been consulted at recent JCC meeting and no adverse response received to the recommendations as they align with National Terms and other MATs nationally.</p> <p>Trustees asked why OAT had not applied the 1% increase when some other Trusts had?</p> <p>The National Director of HR and Communications confirmed that the decision was made following an investigation into the sector to understand what other trusts were doing. Very few of them were applying an increase. The cost of making an award is approximately £1 million. Any decision to implement this pay award would reduce the level of investment in School Improvement (e.g. additional SEND and mental health support etc) and ICT/ Estates catchup work. It would also reduce our ability to absorb general risks such as additional PEX/AP and Supply/agency costs that may arise due to the impact of covid. A further worry is the widely publicised rise in energy costs and the fact that these will be £2.7m higher than budget.</p> <p>The National Director of HR and Operations confirmed that OAT HO/Principal pay recommendations as agreed by the board had been applied. With regard to all OAT academy-based support staff this is a separate award which is still being considered nationally as the national TUS have turned down the governments recommendation. It is unlikely there will be any decision on this until early in the new year. Whatever happens, the pay award will be back dated to April 2021.</p> <p>Trustees would like to see OAT develop and focus more on talent coming through to help improve succession planning and to polarise top talent, whilst working to align OAT performance management to support this. Trustees would like to see a holistic approach to training, development and progression so that OAT stands out from the crowd.</p> <p>The Chief Executive Officer confirmed that some of the sector is moving towards auto-progression and managing negative performance through the capability procedure. It makes sense that OAT look at producing a comprehensive paper detailing views across the sector versus OAT to help inform discussions moving forward.</p> <p>The National Director of HR and Communications confirmed that CPD is a big focus for the National Director of Teaching and Training who has produced comprehensive CPD opportunities for staff and is an ongoing priority. We also have a target for the end of this current academic year to start to articulate more clearly a more consistent offer across our support staff body.</p> <p>OAT to take away comments made by Trustees to produce comprehensive report detailing views of Performance Management and how this aligns to OAT's plans moving forward.</p> <p>The Trustees thanked OAT for providing detailed feedback and context around the decision-making process. The Trustees support the decision not to implement a cost-of-living award to teaching staff.</p> <p>BS left the meeting.</p>	<p>CB/NH</p>
<p>3.</p>	<p>HRD Report</p>	
	<p>The National Director for HR and Communications provided Trustees with an update across a range of strategic people projects/pieces of work currently being undertaken within OAT.</p> <p>Comments / Questions</p> <p>The Chief Executive Officer asked if Trustee agreement would be required to determine any HO staff bonus payments.</p>	

	<p>Trustees confirmed that would not fall within the remit of the Trustee role.</p> <p>Trustees identified a theme in terms of OAT’s direction of travel, leading from the centre. OAT has clearly moved from a federated, autonomous culture to a centrally directed culture. How do people feel about that and is it proving to be a valuable investment of funds in terms of recruitment of centralised academy support?</p> <p>The Chief Executive Officer confirmed that principals are positive to the input from central HO as this has been a big cultural change within academies. It is agreed that there needs to be a mechanism to provide quantitative outcomes on the impact these roles have. The paper produced for Item 2 of today’s meeting was to evidence how centralised staff are used within academies, and to evidence that principals are positive to their input but the CEO agrees that the documentation is too large.</p> <p>To the broader point regarding the organisation being accepting of the move to a more centralised directed culture; OAT has the Staff Survey from 2020, which is being reissued this November to hopefully provide more quantitative feedback but accepts that there is more work that could be done on this subject to help inform Trustees on the impact of centralised support roles within academies.</p> <p>Final point is that ultimately OAT should focus on 3 or 4 high level metrics, which might be:</p> <ul style="list-style-type: none"> • Ofsted grades improving • Pupils performing better in terms of outcomes • That OAT can demonstrate that students are going on to do great things. <p>If we fail to make an impact to that end, then OAT is not successful. We need to look at how we measure the impact of what we call ‘support’.</p> <p>Trustees asked who the centralised staff in academies are accountable to?</p> <p>The Chief Executive Officer confirmed that they are accountable to the National Director of Teaching and Training.</p> <p>Trustees acknowledged that OAT is applying a large amount of investment into HO /central roles and would welcome seeing distinctions with HO/Centralised support roles, to see the split across departments.</p> <p>The National Director of HR and Communications to produce report to determine distinctions between HQ/Central services roles, to see the split across departments.</p> <p>The Trustees reflected that OAT currently does not appear to have a standardised Management Information Pack that is provided to Trustees on a regular basis. This would be a good way to identify and track KPIs across the Trust.</p> <p>The Chief Executive Officer confirmed that this issue had recently been raised in Exec. There is currently an Integrated Performance Report that Trustees see elements of, dependent on department. It was agreed that this needs to be replaced with something more concise and that is more fit for purpose. The National Director of Education is currently researching this and looking at how OAT can improve this so it becomes a better tool that can be shared with Trustees. OAT accepts that this needs to be improved and perhaps look to use it to inform the Board.</p>	<p>CB</p>
<p>4.</p>	<p>Teaching and Training Update – To cover succession planning work to date and future plans</p>	
	<p>Due to timescales, item to be covered within the next SISC meeting, 11 November 2021. Comments and feedback by Trustees are detailed below based on papers submitted.</p>	

	<p>Trustee Comments/Questions</p> <p>Trustees are extremely supportive of the work and investment of resources to improvement school improvement across centralised staff working within academies, but more information is required to quantify the impact of these roles, and effectiveness with students.</p> <p>CEO to talk to National Director for Teaching and Training regarding more information to quantify the impact of lead practitioner roles within academies, in readiness of next meeting.</p> <p>Trustees also asked that papers to be more concise or added as an Appendix so that only pertinent elements of detail are covered within Committee meetings.</p>	NH
5.	<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 and is shared with Trustees.</p> <p>Comments / Questions</p> <p>Trustees asked if the register is reviewed regularly by the OAT Executive Team?</p> <p>The National Director for HR and Operations confirmed that the paper is reviewed on a termly basis.</p> <p>The Chief Executive Officer would like succession planning to feature on the agenda at a future meeting following its recent inclusion on the register and comments made by the Chair at the start of the meeting.</p> <p>Succession Planning to be added to the next People Committee meeting agenda scheduled January 2022.</p> <p>Trustees queried whether the register should be adapted to align more with OATs values and to better represent how the organisation is changing.</p> <p>The Chair and National Director of HR and Operations to meet outside of PC meeting to discuss ways of developing the Risk Register to better align to OAT values and to better represent how the organisation is changing.</p>	EP FH/CB
6.	<p>Great People – Theme and update re HR Strategic Focus</p>	
	<p>The National Director of HR and Operations asked Trustees for feedback on the paper and any views on what they might want/expect to see in the development of OAT's People strategy going forward?</p> <p>Trustees believe that the paper provided a good, solid basis to work from but felt that content is currently too wordy and would benefit from some refinement to make it more concise.</p> <p>The National Director of HR and Operations agreed with the point raised and will look to review the content and discuss with Chair.</p> <p>Trustees raised some questions about the HR/Payroll tender around what is this system going to be producing / what value is it adding?</p> <p>The National Director of HR and Operation confirmed, as per the paper, we are going out to tender in November and this topic will come back to the PC in January before going to the Finance Committee for sign off.</p>	CB

7.	People KPI's (Key performance indicator) discussion	
	Item to be carried forward to January 2022	EP
8.	Update on OAT Employee Survey / Plan for roll out of next survey	
	<p>Trustees received an update on the relaunch of the OAT survey, and actions completed during the course of the year since the initial survey was issued.</p> <p>Comments / Questions</p> <p>The Trustees asked why OAT is rolling out the survey only a year after the initial OAT survey was sent to staff.</p> <p>The National Director of HR and Communications confirmed that most surveys within an educational setting are completed on an annual basis, but timescales may lengthen as time progresses and considerations are taken onboard from results. OAT is committed to roll-out of the survey in November 2021 to identify any changes in results from the first survey following the 'you said, we did' activities during 2021.</p> <p>The Trustees agreed that the survey provides a good measure of KPIs but advised caution to allow time for changes to be made as a result of feedback received.</p>	
9.	A.O.B.	
	<p>Diversity and Inclusion</p> <p>Trustees requested that diversity and inclusion be added to the agenda for the next meeting in January 2022, with a view to broadening the subject area to include 'class' as this directly impacts on students within OAT academies.</p> <p>Diversity and Inclusion to be added to the agenda at the next meeting, January 2022.</p>	EP
The next People Committee meeting will take place 26 January 2022 via Teams		

Table of Action Points		
2	Teachers Pay - OAT to take away comments made by Trustees and to produce comprehensive report detailing view of Performance Management across the Sector, and how this aligns to OATs view moving forward	CB/NH
3	HRD Report – National Director of HR and Operations to produce report to determine distinctions between HQ/Central services roles, to see the split across departments.	CB
4	Teaching and Training Update - CEO to talk to National Director for Teaching and Training regarding more information to quantify the impact of lead practitioner roles within academies, in readiness of next meeting	NH
5	Risk Register - Succession Planning to be added as agenda item at the next People Committee meeting, January 2022.	EP

ACHIEVING MORE TOGETHER

5	Risk Register – Chair/National Director of HR and Operations to meet outside of PC meeting to discuss ways of developing the Risk Register to better align to OAT values and to better represent how the organisation is changing.	FH/CB
6	Great People – The National Director of HR and Operations agreed with the point raised and will look to review the content and discuss with the Chair.	CB
7	People KPI's Discussion – To be added to the agenda at the next People Committee Meeting, January 2022.	EP
9	A.O.B. – Diversity and Inclusion to be added to the agenda at the next People Committee meeting, January 2022.	EP