

Minutes of meeting

People Committee

Date:	7 January 2022	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 Bal Samra, Trustee Jan Renou, Trustee	Attendees:	Nick Hudson, Chief Executive Officer Carmel Brown, National Director for HR, and Communications Rob Pritchard, National Director of Education Jo Dawson, National Finance Director
Apologies:	None received		

	Item	Initials
1.	Welcome, apologies and sign-off minutes from previous meeting.	
	<p>The Chair welcomed all to the meeting and confirmed no apologies received.</p> <p>Minutes from the previous meeting, held 21 October 2021, were reviewed and all agreed that the minutes are a true and accurate record of the meeting. Actions from the previous meeting were reviewed and items closed or carried over to the next meeting.</p>	
2.	HRD Report	
	<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>Questions / Comments</p> <p><u>Payroll & HR Services Contract</u></p> <p>The Trustees raised concerns regarding the procurement of the new payroll system and expressed a wish to be kept informed of the applicants that OAT receives during the tender process to ensure the best possible supplier is engaged.</p> <p>The National Director for HR and Communications advised that procurement was proceeding in line with OAT procurement process and legislation. Moderation is due to take place in January. The contract is due to be awarded at the end of February. Trustee approval will be requested in February.</p> <p>The Chair requested further information and updates be provided as the process continues.</p>	

	<p>The CEO confirmed that information would be provided in line with public sector procurement legislation and guidelines.</p> <p><u>Safeguarding</u></p> <p>Trustees requested appropriate information to be provided on a regular basis regarding significant safeguarding issues across the Trust.</p> <p>CEO to speak to the Safeguarding Manager on how best to communicate this to Trustees.</p> <p><u>Performance Management</u></p> <p>The new Performance Management process across HO and principals was discussed, as were the wider performance management processes across teachers and support staff in our academies. This will be the subject of a paper at the next People Committee in April.</p> <p><u>Head Office Resource & Structure</u></p> <p>The HO breakdown across various functions, specifically the 'education' and 'non-education' roles, noted in the annex of this paper was also discussed. Trustees agreed that it illustrates the wide-ranging leadership, oversight, support and value provided by the central teams to the academies and that associated information should be shared with academies.</p>	<p>NH</p> <p>NH</p>
<p>3. Education Structure</p>		
	<p>The National Director of Education and National Director of Finance joined the meeting.</p> <p>Details regarding proposed changes were discussed in depth to ensure that they align to the OAT mission, values and the future strategy.</p> <p>The Chair asked if the proposed changes had been through a thorough review.</p> <p>The National Director for HR and Communications confirmed that a thorough review had taken place. The proposals will be shared with Trade Unions on 7th January 2022.</p> <p>The Trustees asked if the proposed changes would be welcomed by academies?</p> <p>The CEO confirmed that principals value the support received from the Trust, that the changes proposed were designed to meet the needs highlighted by principals during recent strategic and school improvement meetings. The CEO highlighted that the new structure would provide additional support around Inclusion, SEND, Primary and ensure consistency and fairness across secondary school improvement.</p> <p>The Trustees asked if the proposed changes would result in cost increase?</p> <p>The National Director of Finance supported the proposal saying that it addressed many of the issues flagged by principals during the last round of strategic budget discussions.</p> <p>The National Director of Finance explained how short-term decisions had already been made to address immediate concerns around SEND, Inclusion and School Improvement and that some elements of the proposal, whilst not in the original 21/22 budget, were a continuation of current costs. It was also highlighted that there was an expectation that the new structure would reduce the need for external consultancy and future fixed term educational leadership support.</p>	

	<p>However, the National Director of Finance did highlight that year-on-year “central” budgeted costs were increasing for a number of reasons, all sensible and focused on optimising making the biggest difference to children across the Trust. The National Director of Finance highlighted that a detailed review of central costs and associated recharges was planned for the next Trustee Board Meeting (Strategy).</p> <p>Trustees stated that they will expect to see a positive response from principals’ and that the changes have an impact on academy performance.</p> <p>Decision – Trustees accepted the proposed changes.</p> <p>The CEO thanked Trustees for their constructive challenge and input to the process.</p> <p>The National Director of Education and National Director of Finance left the meeting.</p>	
<p>4.</p>	<p>Succession Planning</p>	
	<p>The National Director for HR and Communications and Clerk left the meeting whilst this item was covered.</p> <p>It was agreed that the CEO and Chair would prepare a paper for the Trustees that considers succession within the Trust.</p>	<p>NH/FH</p>
<p>5.</p>	<p>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>The National Director for HR and Communications provided an overview of the status of items within the register.</p> <p>No questions received.</p>	
<p>6.</p>	<p>Employee Survey Headlines</p>	
	<p>Trustees received an update on the OAT Employee Survey, which took place in November 2021. Data from the second survey was received prior to Christmas but is considerable in size and will require some time to analyse and process. Initial findings have been discussed at Exec level, but the next two weeks will help to identify:</p> <ul style="list-style-type: none"> • Trends • Key areas of development • How OAT addressed key issues from the previous survey • Key improvements from previous survey <p>Once the data has been processed, Exec can put a plan in place to communicate findings and actions to be taken as a result across OAT.</p> <p><u>Comments / Questions</u></p>	

	<p>The Chair and Trustees would like the survey to address areas of ‘what you said, what we’ve done to ensure that, where possible, outstanding actions from the previous survey are addressed.</p> <p>The National Director for HR and Communications confirmed that “You said, we did” was included in communications to staff prior to relaunching the November 21 survey and that a similar approach would be taken in 2022.</p> <p>The National Director of HR and Communications discussed the frequency of the survey suggesting that more time may be required before launching the third survey to enable time to focus on addressing issues and focusing on key areas of improvement</p> <p>The Trustees acknowledged that OAT employees are operating under unusual and unique times, dealing with some sensitive and disturbing events. It may be that future surveys produce different results as we progress through/out of the pandemic.</p> <p>The Trustees asked if it would be possible to see an Executive Summary?</p> <p>The CEO confirmed that the amended date of People Committee meeting had directly impacted on the survey being communicated to Trustees, as it was hoped that analysis would have been completed and Executive Summary provided.</p> <p>An Executive Summary will be provided to Trustees at the next meeting.</p> <p>The Chair requested that results for Primary / Secondary be split to allow for proportionate results as the nature of their structure/functionality differs.</p> <p>Trustees suggested engaging with role-models across the Trust to share best practice when communicating results, to share best practice and help motivate / inspire others.</p>	<p>NH/CB</p> <p>NH/CB</p>
7.	AOB	
	No items.	
<p>The next People Committee meeting will take place 27 April 2022 via Teams</p>		

Table of Action Points raised in today’s meeting:		
2	HRD Report – Payroll System Procurement: Further updates to be shared with Trustees on the tender process in line with public sector procurement legislation and guidelines.	NH
2	HRD Report – Safeguarding: CEO to speak to the Safeguarding Manager on how best to communicate significant safeguarding issues across the Trust with Trustees.	NH
4	Succession Planning - It was agreed that the CEO and Chair would prepare a paper for the Trustees that considers succession within the Trust.	NH/FH
6	Employee Survey: An Executive Summary to be provided to Trustees at the next meeting, allowing time for the data to be broken down and analysed.	NH/CB
6	Employee Survey: The Chair requested that results for Primary / Secondary be split to allow for proportionate results as the nature of their structure/functionality differs.	NH/CB