

**BOARD:** **HR, People & Pay Committee Meeting**
**DATE:** 7<sup>th</sup> October 2021

**TIME:** 4.00pm – 5.30pm

**VENUE:** Remote via Teams

**DISTRIBUTION:** T Skeaping (TS) J Lawlor (JL) K Scrivener (KS)

**ATTENDING:** S Whalley (SW) M Greener (Clerk)

The Code of Conduct requires trustees to be honest and open with regard to conflicts of interest (either real or perceived). Trustees must not use their position for personal gain in business, political or social relationships. Therefore, a trustee who has, or may be perceived to have, such a personal interest in a particular matter under consideration should declare that interest, withdraw from all discussions relating to it and take no part in any vote on such matter.

Items marked \* are those in which a majority of Trustees may have an interest because of some shared attribute. When considering these items, Trustees should aim to achieve a balanced view, paying particular attention to the sources of information and advice, and remind themselves of their duties as trustees and to act in the public interest.

Actions, **red** Questions raised, **blue** Points agreed, **green**

<b>Item</b>	
1.	<b>Welcome and apologies</b> TS advised that PS had sent his apologies and asked if she could Chair the meeting if he is unable to make it. Following agreement at the last Trust Board meeting TS is allowed to stand in as a committee member with full voting rights if required.
2.	<b>Administration matters</b> <ul style="list-style-type: none"> <li>2.1 <b>Apologies for absence</b> Apologies were received from Philip Sanders and were accepted.</li> <li>2.2 <b>Confirmation of Quorum (<i>requires 3 members</i>)</b> The meeting was confirmed as quorate.</li> <li>2.3 <b>Declarations of Interest</b> No pecuniary or personal interests were advised for any agenda item for this meeting.</li> </ul>
3.	<b>Minutes</b> Trustee Committee members to ratify/approve the minutes from the meeting of the – 15.9.21.  <b>The Committee AGREED that the minutes were a true and accurate record of the meeting. The Chair to sign.</b>



4. **Matters arising from the Minutes:**

4.1 Update on action points / matters raised from the previous meeting on 15.9.21



Agenda Item	Action	Actionee	Status
6.1	Clerk to update Committee TOR to remove brackets and questions marks on point 9.	Clerk	Completed
6.3 (1)	Clerk to update the Remuneration Committee TOR to reflect the change of Chair of the sub-committee to the HR, Pay and Reward Committee Chair and not the CoT.	Clerk	Completed
6.3 (2)	SW to provide the committee with the new trust team structure (D-EDGE etc)	SW	Ongoing for completion by 18.11.21
6.3 (3)	Clerk to update the wording in section 11 of Remuneration TOR to include 'member of the committee'.	Clerk	Completed
6.4	SW to have dates available for review for the Strategic Workforce Plan at the 18.11.21 HR Committee meeting.	SW	Delayed due to failure of non-starters. Ongoing completion by 4.2.22
6.5	SW to give update on Staff Survey meeting and position at 18.11.21 HR Committee meeting.	SW	Ongoing
6.6	SW to bring signed agreements and further information regarding the Trade Union Side TOR to the 18.11.21 HR Committee meeting.	SW	Ongoing
7.5	SW to explore the options for a staff consultation committee either through the Strategic Workforce Plan or Staff Surveys.	SW	Ongoing completion by 4.2.22

6.3 (2) SW advised that regularisation of the senior leadership roles / titles has just been agreed and the next layer of senior posts are being reviewed and agreed, so no formal structure is available.

TS asked when this would be available for Trustees to receive?

SW confirmed this would be ready for the 18.11.21 HR Committee meeting

**Action: SW to provide Executive/team structure for next committee meeting on 18.1.21**

**6.4** SW advised that due to both new HR appointments having failed to start the Strategic Workforce Plan will be delayed and not ready for review until the 4.2.22 committee meeting. SW advised that the job market is impossible and she has never witnessed anything like this in her career. There are three strong candidates currently for the Business Partner role and a payroll member of staff has been appointed. Indeed has been a useful site as it is good at signalling what roles are hard to fill.

**TS asked what strategic conversations were taking place with regards to recruitment?**

SW advised that a new agency has been appointed with regards to recruitment and attraction. The Vice Principal for Okehampton College and the Principal for the Special School have been placed with them for a small investment.

**6.6** SW advised that positive conversations have taken place but it has been made clear to TUC that the proposed agreement is not fit for purpose at DMAT and she has been clear on our position.

5. **Matters Brought Forward at the Direction of the Chair**

No matters were noted.



6. **HR**

6.1 **Staff turnover and sickness update**

SW advised that in the last 3 months there have been 59 new starters and 52 staff have left which indicates that we are not increasing capacity at levels as expected. No FTE data is available as of yet and there is no HR system. Payroll system contract is due to expire soon so it is a good opportunity to review the market.

The Every HR system that was implemented 18 months ago is not fit for purpose. There is no recruitment module on the system and no onboarding facility and it is a long way until it is functional for the size and complexity of DMAT. Minimum requirements are trying to be installed but more staff are needed to manage data. SW advised that conversations are being had with the provider for a contingency plan until a better place is achieved. SW advised that the system is under reporting on absence and sick pay is not being triggered effectively with payroll.

**JL raised a concern that fairly new systems have been implemented that are not fit for purpose and is an investigation required?**

SW advised that she is confident the right system will be purchased moving forward but for now she is investing time in making Every work. The payroll system was taken out on a short-term contract which expires in April 2022 and we will lose no money.

**TS asked who is collating data from principals and how is this compared to national statistics in COVID-19 times?**

SW advised that simple systems to report to payroll have been introduced (ticket system which are open/closed) and absence is recorded in this way now.

**TS noted that the absence figures seem low?**

SW agreed and will be speaking with principals to establish why staff are missing.

**TS asked when this information will be shared (by email?)**

JL advised that good quality data is needed and the risk register should have an addition to show that no adequate HR system is a risk to the Trust.

**Action (1): SW to arrange for the risk register to reflect the risk to the Trust of an inadequate HR system.**

**It was AGREED to review sickness at the February Committee meeting.**

**Action (2): SW to provide sickness data for February Committee meeting (4.2.22)**

**TS asked whether any data is known on staff absence for the summer term?**

SW confirmed that there was nothing available. SW advised that the system was purchased by people who did not know what was needed with the best possible interests but they lacked the experience.

6.2 **Accident reports update**

SW advised that no accidents have occurred and that these go to the H&S Committee if applicable.

6.3 **Ongoing impact of Covid 19 on staff and students**

SW advised that she is not currently aware of this position other than the most pressing issue on the guidance for 28-week pregnant women. Reasonable adjustments need to be made and if not possible then they need to work from home.



6.4 **Link between the HR, People & Pay Committee and Occupational Health**

TS advised that she believed this related to the number of occupational health referrals.

SW advised that the workforce reporting (which will be available in 6 months) will report on absence, attendance and number of OH referrals could be included with reasons and location to inform decisions.

JL suggested that SW/PS meet to discuss management reporting.

**Action: PS/SW to meet and decide what information should be included in the Workforce pack, reporting needs and cycle of business**

SW advised that she is hoping the new system purchased will allow custom reports to be run.

6.5 **Diversity & Inclusion update**

JL requested this be included in the management report discussion.

**Action: D&I to be included in management reporting discussion.**

6.6 **Update on training e.g. apprenticeships, work experience etc**

JL requested this be included in the management report discussion.

**Action: Training, apprenticeships and work experience to be included in management reporting discussion.**

6.7 **Update on recruitment and training expenditure for all staff and training for trustees**

TS advised that she has met with PL who is now the Trustee leading training across the trust.

**Action: PL to develop training pathway for governors.**

SW advised that £50k has been spent on staff training over the last 6 months and that better understanding is needed with the Finance team to understand the type of development and to establish whether the training is meeting the trust's needs.

TS updated the committee that feedback from the strategy day highlighted that colleagues need to be supported with the digital platform and that how people are treated across the trust needs to be fair and consistent.

SW advised that £35k has been spent with E-Teach and the decision has been made to move to Socially who are more focussed on attraction and stimulating roles. £2.5k has been spent with Socially for 20 campaigns and 1 campaign could be for 30 jobs.

**A discussion was had on the Designate Principal role for the new special school and TS asked why a head hunter was not being utilised?**

SW advised that Socially have received an in-depth briefing and have good experience in the education sector about placing advertisements in front of the right candidates. The role is being advertised nationally.

SW advised that £16.5k has been spent on DBS costs and confirmed this is due to moving across to the update service which is a good investment. In order for this to be used every year staff will need to give permission for the Trust to approach the service and the best way forward with this is being considered.



	<p>6.8 <b>Co-ordination of Green Travel across the MAT (are schools responsible for producing their own?)</b> SW advised the trust is working towards this with staff working smarter virtually and reducing travel and TS agreed that this concept is more time efficient.</p>
<p>7.</p>	<p><b>Policies</b></p> <p>7.1 <b>Disciplinary</b></p> <p><b>JL Should anyone secondment not be subject to our rules and procedures?</b> SW advised that terms agreed based on secondment agreement and most cases by importing employer</p> <p><b>JL asked what is meant by Schools senior leader?</b> SW advised this could be renamed to Principal, VP, Asst Principal</p> <p><b>KS asked Who is the decisions manager/appeal manager?</b> SW advised the line manager is appropriate but it depends on each circumstance.</p> <p><b>TS asked for clarifications that the Trust is moving towards no panels for disciplinary and governors will not be involved?</b> SW confirmed this was correct and it is common practice in maintained schools for governors to be involved to provide check and balance for the HT. This is not the position within DMAT which is functioning as a business versus an individual school and thus a new operating model is required.</p> <p>A discussion on how the process remains balanced and professional took place and SW confirmed that staff would still be able to bring union representation with them to a meeting and that she is confident that line managers are capable of handling this process given they are responsible for monitoring, setting objectives, identifying conduct issues and recruitment.</p> <p><b>JL asked whether it was not usual for HR to be involved in the disciplinary process?</b> SW advised that check and balance will be in place and HR will be involved for disciplinary cases from a support point of view but will not lead.</p> <p><b>JL asked if it is a fair and equitable process?</b> SW advised that heavy coaching of managers is currently taking place and HR will be available at all times to provide professional advice and to attend meetings.</p> <p><b>KS queried downgrading?</b> SW advised this could be an alternative to dismissal subject to availability and it provides an opportunity for those individuals who have perhaps been over promoted a role and gives flexibility.</p> <p>SW advised that the policy will be taken to the union meeting on 14.10.21</p> <p><b>Action: SW to circulate document with tracked changes to the HR, People &amp; Pay Committee after the union meeting has happened.</b></p> <p><b>Committee members AGREED the policy subject to union amendments.</b></p> <p>7.2 <b>Investigation Guide</b></p> <p><b>JL Does the employee being investigated have the right to be accompanied whilst being interviewed by the investigator?</b> SW Yes – and this is clear in relevant docs – this is a guide for the Investigator role</p>



	<p><b>Committee Members AGREED with the policy and proposed to send to the Trust Board for ratification.</b></p> <p>7.3 <b>Pay Policy</b></p> <p><b>KS asked how the appraisal pay progress is shared with staff as it is different across all the schools?</b> SW advised that Sarah Jones has met with all the principals and a Pay Committee for all staff will be held at the end of October. The Remuneration Committee will then meet in November. The Green Book agreement is not coming as the unions have rejected the proposal.</p> <p><b>JL asked whether pay has been frozen?</b> SW confirmed that all salaries over £24k are frozen and only progression pay can happen.</p> <p>SW confirmed that all the principals will need to make pay recommendations to the Pay Committee which will be chaired by Sarah Jones and this board’s recommendations will be sent to the Remuneration Committee for review.</p> <p>SW advised the committee that as DMAT is an academy the Trust does not have to follow the national pay awards and can set its own T&amp;Cs. Affordability will be considered when applying pay rewards and levels of awards will receive higher scrutiny that perhaps historically done.</p> <p><b>The Committee APPROVED the folder of documents relating to the Pay Policy once the Executive pay scales have been included. Full approval will be sought from the board on 16.12.21.</b></p> <p>7.4 <b>Probation</b></p> <p><b>The Committee APPROVED the Probation policy and proposed to send to the Trust Board for ratification.</b></p> <p>7.5 <b>Safer Recruitment</b></p> <p>A discussion took place as to why governors/trustees will no longer be responsible for checking school SCRs. SW confirmed the new processes in place move this responsibility and means that it is one less thing for the governors to worry about.</p> <p><b>JL noted that the LSB TOR still made reference to checking the SCR in schools.</b></p> <p style="text-align: right;"><b>Action: Clerk to remove reference to SCR in LSB TOR</b></p>
8.	<p><b>AOB</b> A discussion on the venue for meetings was discussed and it was agreed that the preferred option was to stay remote for now as it is more time efficient.</p>
9.	<p><b>Date of next meetings</b></p> <ul style="list-style-type: none"> <li>9.1 18<sup>th</sup> November 2021 (Pay Recommendations) - 4pm</li> <li>9.2 4<sup>th</sup> February 2022 – 4pm</li> <li>9.3 27<sup>th</sup> May 2022 - 4pm</li> </ul>
	<p><b>The meeting ended at 5.39pm</b></p>

**Action Log from 7.10.21 - HR, People & Pay Meeting**

<b>Agenda Item</b>	<b>Action</b>	<b>Actionee</b>	<b>Status</b>
4.1	SW to provide Executive/team structure for next committee meeting on 18.11.21	SW	
6.1 (1)	SW to arrange for the risk register to reflect the risk to the Trust of an inadequate HR system.	SW	
6.1 (2)	SW to provide sickness data for February Committee meeting (4.2.22)	SW	
6.4	PS/SW to meet and decide what information should be included in the Workforce pack, reporting needs and cycle of business.	PS/SW	
6.5	PS/SW to meet and decide what information should be included in the Workforce pack	PS/SW	
6.6	Training, apprenticeships and work experience to be included in management reporting discussion.	PS/SW	
6.7	PL to develop training pathway for governors.	PL	
7.1	SW to circulate document with tracked changes to the HR, People & Pay Committee after the union meeting has happened.	SW	
7.5	Clerk to remove reference to SCR in LSB TOR	Clerk	Completed