

HR in MATs

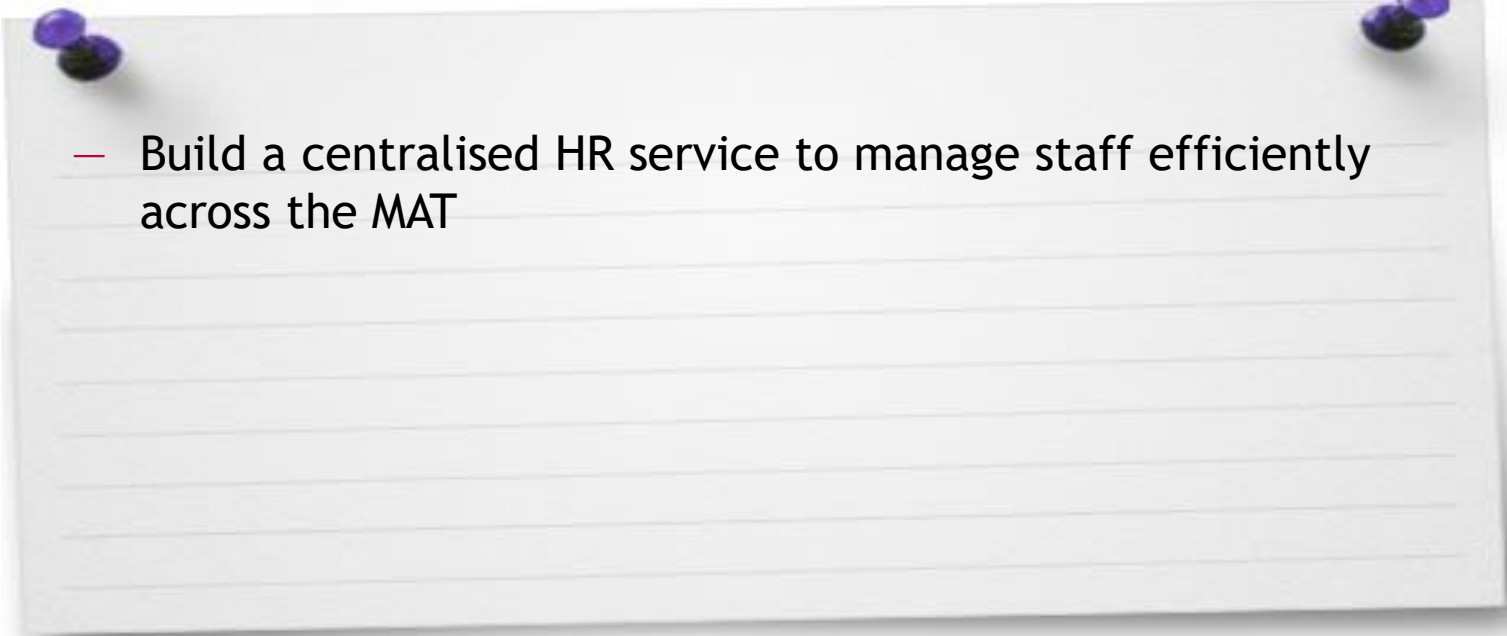
Emma Hughes

9 May 2019

brownejacobson^{LLP}



What we will cover today

- 
- Build a centralised HR service to manage staff efficiently across the MAT

What does HR need to cover in any organisation?



- Size of MAT
- Geographic spread
- Type of schools in the MAT
- Political landscape -funding

MAT growth and HR capability, for example:

Single Academy or Beginner Trust

- Unlikely to have an HR professional inhouse - still outsourcing HR
- Function is highly transactional and inconsistent

Developing Trust

- Possible appointment of an HR professional to deliver project work as well maintain the transactional function, may still outsource HR
- Function is still highly transactional and reactive

Embedding Trust

- Well qualified HR resource ensuring the Trust operates as a single entity.
- Strong systems, consistency, working towards HR delivering to the overall MAT strategy

Leading Trust

- HR strategy enables the overarching MAT strategy.
- HR is delivering both proactively and reactively and is able to demonstrate contribution to excellent educational outcomes

What is right for
your MAT now and in
the future?

Which model is right for your MAT?

- What is your MAT looking to achieve?

What changes will have impact on your MAT over the next 5 years?

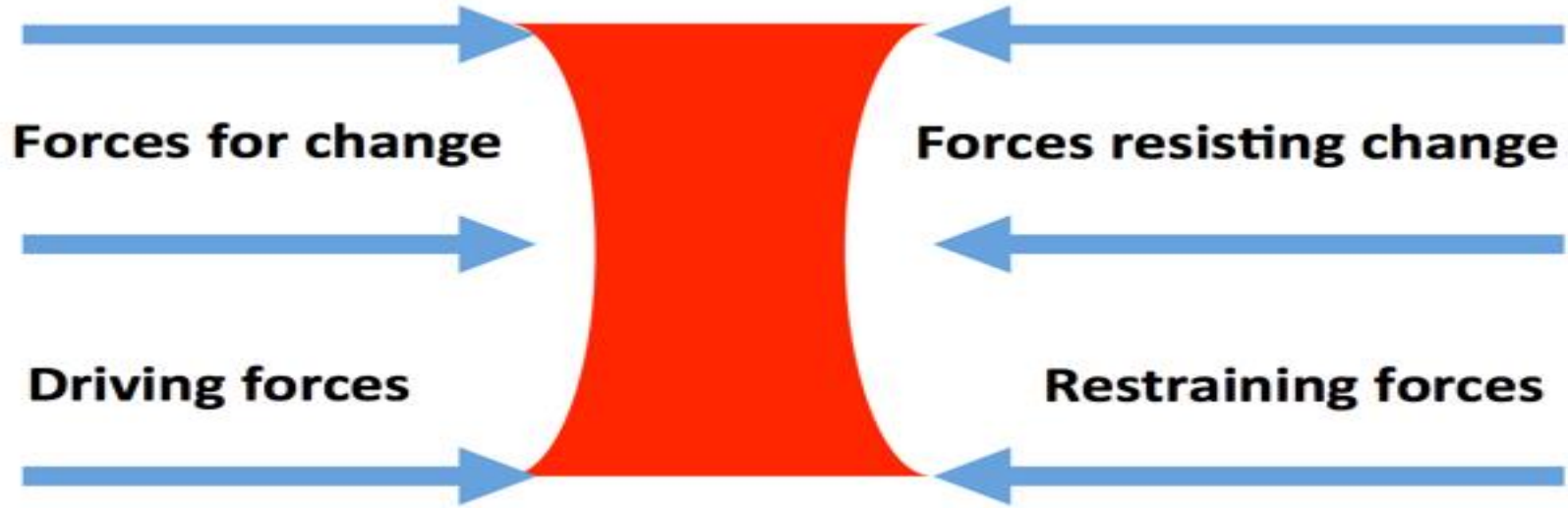
**INTERNAL
Changes**

- +ive
- -ive

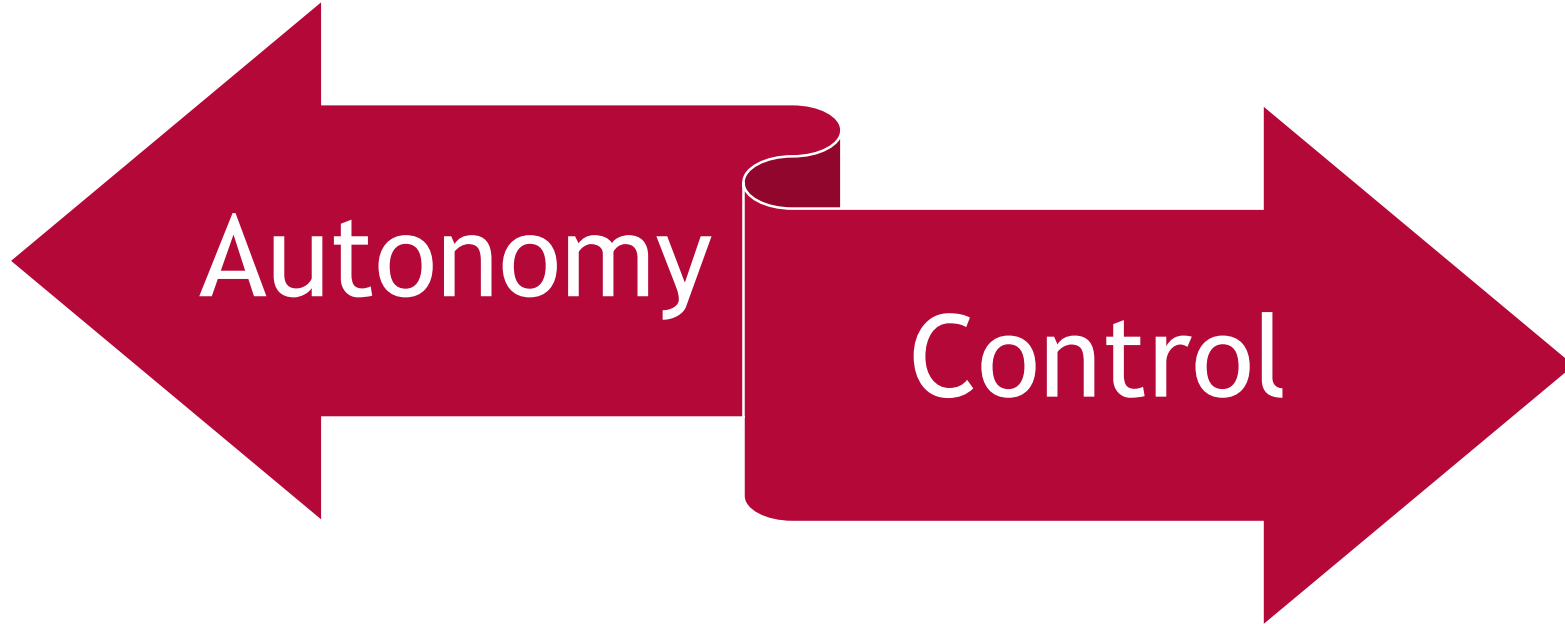
**EXTERNAL
Changes**

- +ive
- -ive

Lewin's Force Field Analysis



Autonomy / Control



Different operating models in MATs

Action plan

- Help shape the HR strategy going forwards and the operating model that may best fit the MAT
- For example:
 - High levels of ER case work could mean that line manager and leadership capability is poor - greater accessibility of HR advice is required before line manager action is taken
 - Significant difficulty in recruiting and retaining talented staff - greater focus at the centre on R&S, talent management, comp & ben

Maintaining the status quo



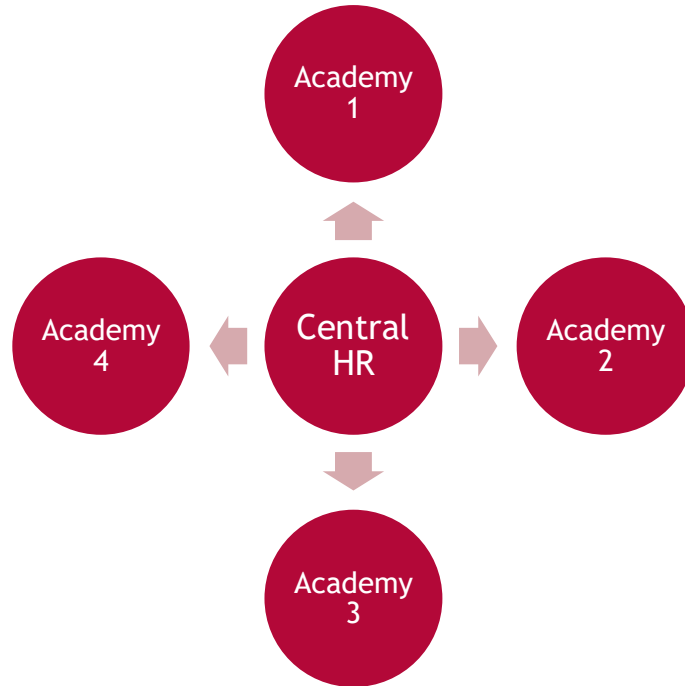
Maintaining the status quo (1)

- Academies individually responsible for the recruitment and delivery of HR.
- This model will struggle to meet the objectives of the MAT as there is no direct line of accountability between the central function and the academy-based staff.
- The high degree of autonomy will lead to an inconsistent HR service.
- There may be a number of capability issues identified that Headteachers are not addressing.

Maintaining the status quo (2)

- Wide variance in pay and impact/output of the roles in individual schools may exist.
- Likely to result in a high degree of duplicity of workload therefore the model is costly.
- Lack of specialist skills and experience in school may mean that this is bought in, in addition to the cost of the posts in the structure.

Centralisation



Centralisation (1)

- HR delivered from one central point by a team responsible for all aspects of the function from the admin-based tasks to the decision-making and high-level reporting.
- This is likely to be the most cost-effective model, particularly as new academies join the MAT.
- This model would provide the most control for the MAT but the least involvement/autonomy for academy Headteachers.
- New model would deliver consistency in roles/responsibilities and pay.

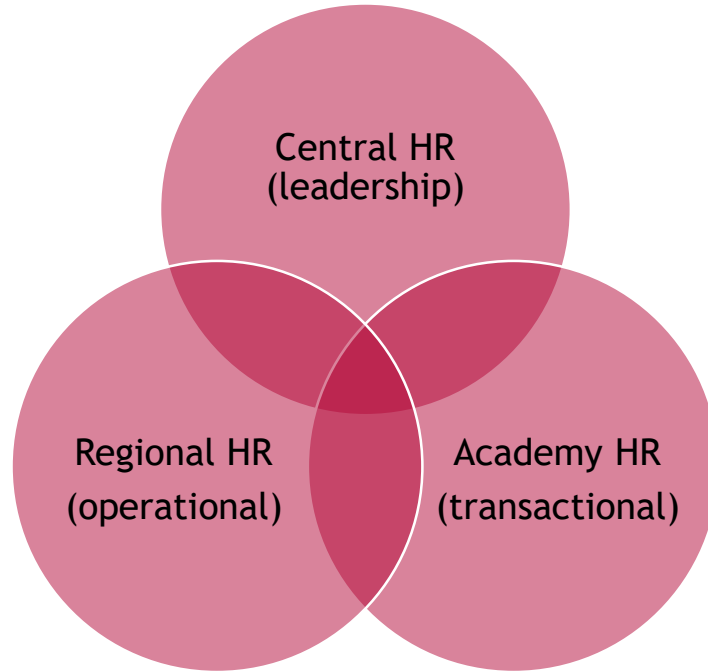
Centralisation (2)

- Centralisation would cause issues with managing academy-based transactions from a distance - technology investment will be required.
- Local issues may not be taken account of from a central base - service could become less agile (e.g. recruitment).
- Could lead to a deterioration of effective communication between academies and central office.

Centralisation (3)

- Possible cost implications for larger central office space.
- Could lead to high redundancy/relocation costs if looking to move staff from academies to a centralised model.
- Loss of valuable staff presence, particularly in smaller primary settings.

Regionalisation



Regionalisation (1)

- The formation of regional teams providing a link between the central team and academy-based staff. Management responsibilities would be dealt with at a regional level with more transactional tasks remaining within the academy. The entire function is line managed by central staff to ensure integrated business planning and budgeting.
- The majority of regional posts could be filled by existing academy staff presenting career progression opportunities.
- Regional staff will be much more visible and accessible to academies than a centralised function.

Regionalisation (2)

- Heads will be supported by a HR partner acting as a trusted adviser and coach - leading to stronger line management.
- Savings could still be realised, similar to those with centralisation.
- This model could ensure greater accountability and consistency in the delivery of the HR service as HR professionals are on the ground in academies.
- New model would deliver consistency in roles/responsibilities and pay.

Regionalisation (3)

- There will be more robust career pathways for support staff to develop and aspire to.
- A regional structure will be best placed for HR to recognise local issues affecting academies enabling more agile central services in the widest sense.
- Regional teams are able to share best practice across the Trust.
- Academies joining the Trust can benefit from the efficiencies of an existing arrangement.

Summary

Summary

- The right HR operating model for your MAT will depend on so many different factors - there isn't a one size fits all.
- Due diligence
- Stakeholder involvement is key
- Future proofing

Thank you

Emma Hughes

Head of HR Services

t: 0330 045 2338

e: emma.hughes@brownejacobson.com