

Minutes of meeting

People Committee

Date:	27 April 2022	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 Jan Renou, Trustee	Attendees:	Nick Hudson, Chief Executive Officer Carmel Brown, National Director for HR and Communications
		Guests:	Malcolm Trobe, CST Ian Brookman, Trustee
Apologies:	Andrew Jones, Trustee		

	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 Andrew Jones.</p> <p>Minutes from the previous meeting, held 7 January 2022, 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> <p>The Chair overviewed the additional AOB items to be addressed within the meeting and confirmed that AOB would be covered before 'Succession Planning' to avoid attendees having to leave and rejoin the meeting to accommodate the confidential item.</p> <p>The Chair took the opportunity to acknowledge that this will be the final People Committee meeting attended by the current National Director of HR and Communications. The Chair, and Trustees, expressed their thanks for all the hard work and commitment shown over the years and acknowledged the achievements made during that time. The Chair and Trustees wish the National Director for HR and Communications all the very best for the future and expressed that they will greatly miss their input at future meetings.</p>	
2.	People Strategy Discussion (including KPI's)	
	<p>The National Director for HR and Communications provided a summary of the current draft People Strategy document. The document reiterates items covered in the previous People Committee meeting and now includes new items of focus, with a view that the incoming National Director for People and Culture will provide input to help develop the strategy moving forward.</p> <p>The National Director for HR and Communications asked Trustees to review and feedback on elements covered within the document.</p> <p>Questions / Comments</p>	

	<p>The Chair acknowledged the importance of creating the first People Strategy for OAT. This document provides a focus for activity until the new OAT strategy and supporting People Strategy are developed. Once the main OAT Strategy has been finalised, the People Strategy document can then adapt and to link more cohesively with the over-arching strategy and be more widely distributed.</p> <p>Trustees thanked the National Director for HR and Communications for sharing the draft People Strategy and suggested focusing on delivery one KPI for each element to maximise impact within those areas.</p> <p>Trustees put forward suggestions to help provide focus moving forward, especially around career progression / succession planning across both teaching and Head Office; Identifying as being a destination employer and focus on progression into OAT and beyond OAT.</p> <p>The CEO acknowledged that it is important to remember that not all teaching staff will want to progress outside the classroom. OAT should ensure that this is supported and recognised within the strategy.</p> <p>The Chair thanked all the input into the feedback session and acknowledged that the current draft People Strategy will provide an opportunity for the incoming National Director of People and Culture to have input whilst also allowing existing team focus and consistency.</p>	
<p>3.</p>	<p>People Risks</p>	
	<p>The Chair confirmed that the Risk Register identifies key risks within the People Committee, which is available for all Trustees to view. The Chair asked the other trustees to focus on people matters within OAT, and asked what they thought were real risks both externally and internally rather than look in detail at existing identified risks.</p> <p>The committee discussed various areas of risk including succession planning and the impact of organisational changes; wellbeing of all staff following Covid-19, and the wellbeing and mental health of staff in general; The changing vocational opportunities that individuals have moving through the education sector, and OAT being able to adapt and promote the profession in order to attract new people into the sector; Ensuring that internal investment within OAT is challenged to ensure that it adds value and the growth in numbers of RLP's was part of the discussion; and the inclusion of a risk around EDI.</p> <p>The National Director for HR and Communications confirmed that OAT will be focusing on wellbeing moving forward and is working closely with the Director of Inclusion on mental health of both staff and students moving forwards.</p> <p>Action: The CEO and National Director for HR and Communications undertook to ensure that the risks discussed are accurately reflected in the risk register.</p>	
<p>4.</p>	<p>Diversity and Inclusion Discussion</p>	
	<p>The National Director for HR and Communications provided the Trustees with an overview of OAT's initial ideas on our planned approach to equality, diversity and inclusion (EDI), including what actions have taken place to date and key areas of focus moving forwards.</p> <p>The HR team has grown and now has resource available to focus on EDI and is looking to work with academies, both staff, and students via student voice, to help develop a plan over the summer term to target specific areas within OAT.</p> <p>Questions / Comments</p> <p>The Chair and Trustees are pleased to see such positive steps being taken to start addressing the subject of EDI across the Trust and believe that it should form a key part of the OAT culture moving forwards.</p>	

	<p>The Trustees want to ensure that ownership and sponsorship sits firmly with the CEO/National Director of People and Culture so that it sits at the heart of the Trust. The CEO confirmed that the role of sponsorship will sit with the CEO.</p> <p>The CEO confirmed that there is amazing work taking place across the Trust and within academies, which was evident at the OAT Conference that took place in November 2021. It is imperative that the Trust engage with academies and head office staff to share best practice across the Trust and help enable data collection to inform and support development moving forward.</p> <p>Trustees are aware that organisations across a number of sectors have already developed their strategies for EDI but for OAT because of the organisation we are, class and social disadvantage should also be a focus as it wasn't highlighted in the paper. This is a key area that could make a big difference to our staff and pupils across the Trust and could be an opportunity for OAT to really make a difference.</p> <p>Trustees questioned destinations for students within OAT and asked if it would be possible for former student success be shared across the Trust where students achieve employment in key professions and industries that some students may feel are unachievable, to help change the mindset of students relating to future career aspirations. Also, in relation to numbers going on to University and Colleges.</p> <p>Trustees would encourage OAT engage with external resources to help inform and develop the EDI policy.</p> <p>The Chair confirmed that the People Committee endorse the work completed to date reiterated the need to have an increased focus on EDI, and would encourage OAT to broaden scope and think about making it clear who the sponsorship lead is and the idea that OAT focus on one key element for each area, and how OAT can best serve the communities and schools that are not entirely represented within our society.</p>	
<p>5.</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 since the last meeting, as well as an operational update on recruitment.</p> <p>Questions / Comments</p> <p>Principals' Performance Management - The Trustees suggested that HR work with Finance to identify the impact of inflation on pay going forward to reflect on how pay progression is managed within performance management processes to ensure the system is fair and robust when target setting and reviewing performance.</p> <p>The National Director for HR and Communications confirmed that costings had been reviewed at the start of the year and confirmed that the National Director for Education and Regional Directors review targets to ensure consistency and fairness.</p> <p>The CEO confirmed that Finance has drafted a paper which covers the queries raised and addresses the concerns around inflation and rising energy costs which would be presented to the board later in the year</p> <p>There was a discussion about performance related pay in general and trustees asked if OAT had looked at the natural distribution curve with regard to salary progression of staff. The National Director for HR and Communications confirmed that the majority of our staff are rewarded through nationally agreed terms and so this distribution curve does not currently apply with the education sector. With regard to performance related pay, the CEO confirmed that there is evidence that other Trusts are moving to an auto-pay progression model and managing performance separately. This area will need to be discussed and reviewed over the long-term, where the new National Director of People and Culture can provide input.</p>	

