

Minutes of meeting

People Committee

Date:	1 November 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	Attendees:	Nick Hudson, Chief Executive Officer Justine Kenny, National Director of People and Culture
		Guests:	Melanie Wheeler, Head of Academies HR
		Apologies:	Jan Renou, Trustee

Item	Initials
1 Welcome, apologies and sign-off minutes from previous meeting.	
The Chair welcomed all to the meeting and confirmed apologies received from Jan Renou.	
2 Review of minutes from 27 April 2022 and action log	
<p>Minutes from the previous meeting, held 27 April 2022, reviewed and all agreed to be a true and accurate record of the meeting. Actions from the previous meeting reviewed and items closed or carried forward to the next meeting.</p> <p>Matters Arising Trustees discussed the remit of Governance across OAT Committees with a view to ensuring all activities of a GAR Committee are covered. In particular activities relating to oversight of Governance as a whole, including systems, appointments, processes, skills and training.</p> <p>The CEO thanked the Trustees and agreed to review existing TORs for each committee to identify whether any changes should be applied to the existing responsibilities.</p> <p>Action – Governance Oversight - CEO to implement review of existing TORs across the Trust. Action – Governance Oversight – Trustee to share example GAR Committee TOR with Chair/CEO once cleared for issue.</p> <p>Risk Register It was agreed in the meeting that the National Director of People and Culture update the Risk Register with the suggested amendments shared and reissue an updated copy at the next meeting in March 2023.</p>	NH BS
3 General Update	
<p>Since the last Committee meeting the new National Director of People and Culture had joined the trust. She has spent time getting to know the team, visiting a range of academies, and has focused on the development of the people strategy. She updated the Committee on a range of developments since the last Committee:</p> <p><u>Principals Pay</u></p>	

Principals had now transferred into the new pay arrangements, largely without issue. A very small number were on pay protection arrangements expected to be overtaken by the cost-of-living award, once agreed. Letters had been sent to principals in July without any issues being identified.

Recruitment

OAT has successfully recruited two principals and Head of Mental Health for the Trust. There are 30 new starters within OAT since April 2022, with a further 10 to join between now and January 2023. In total there are c145 employees within Head office, but this covers both education and central functions.

Questions / Comments

Trustees recommended that staff numbers be categorised for clarity moving forward to better illustrate education staff and central functions.

The CEO confirmed that the annual report will reflect this approach.

Induction

A structured induction system is now in place to support the new starter process. It worked well during September, but some changes will be implemented to further improve the process going forward.

Pay Award

An update on the annual pay award was provided, although the outcome has yet to be confirmed due to Union negotiations. It was noted that there remains a risk of strike, dependent upon the outcomes of union ballots.

EDI Trust survey and resources

The EDI survey was completed earlier this year and received a good response, with 850 replies. The feedback received had been analysed and output actions are being incorporated into the People Strategy action plan.

Wellbeing resources are now available for staff within OATnet covering a range of topics, which were requested via the survey.

Questions / Comments

Trustees asked whether there are sufficient resources within HR to help deliver the OAT People Strategy.

The National Director for People and Culture was clear that although there are some good people in the central HR team, the nature of the structure and roles would benefit from an overall review and possible increase in resource in order to strengthen the team and deliver on the strategy. It was also likely that a more centralised HR team across the trust would be beneficial. She would work on this in due course and revert with recommendations.

Trustees recommended re-evaluating where OAT are within the process to ensure that the Trust positions itself within local schools and the surrounding communities, looking at culture, effectiveness and efficiency.

4 Draft People Strategy

The National Director of People and Culture had met with a number of people across the Trust including principals, senior leadership teams, teachers, support staff, head office staff and students in order to obtain a broad range of ideas and input to help inform and develop the draft People Strategy. She had also taken into account feedback from other sources including the staff survey, and EDI survey.

Trustees noted the amount of work that had gone into the document and welcomed having a comprehensive people strategy that aligned to the overall strategy.

The Committee discussed each element of the Strategy in turn:

Our students

The student section of the strategy has been compiled as a direct result of conversations held with students across a range of OAT academies. This is in draft at present as there are elements to be reworded and expanded upon, including feedback from a National Student Voice meeting later this week.

Trustees agreed that the wording and certain elements were ambiguous and recommended a review to clarify.

OneOAT

Trustees acknowledged that OneOAT goes beyond just the People Committee and requested that OAT check that the strands beneath the OneOAT value resonate across the other elements of the Trust to help people understand and embrace the strategy as a collective.

The CEO confirmed that the National Director of People and Culture had met with Exec as a whole and with individual Exec members to agree the draft strategy but is happy for this to be presented to Exec again for completeness.

Action – Draft People Strategy to be put forward to Exec to agree 'OneOAT' wording. Clerk to forward document for inclusion at next OAT Exec meeting.

EP

Trustees also suggested the inclusion of 'student' with the main OneOAT sentence.

The National Director of People and Culture noted the request.

Action – Draft People Strategy: OneOAT to be updated to reflect 'student' within main OneOAT sentence.

JK

Our Ambitions

The National Director of People and Culture provided an overview of the eight strands that link in with the OneOAT philosophy, asking for feedback from Trustees on any suggested changes.

Trustees asked if the wording could be reviewed beneath each title to ensure uniformity in writing style and asked that technology be visible more explicitly within the structure of document.

After some discussion around the placement of technology within the people strategy, it was agreed to change the language within the document to better reflect how technology is integral to the strategy.

Action – Draft People Strategy: Language on technology to be revisited and made more visible within the document.

JK

Trustees are mindful of the work involved in delivering the strategy and the timeframe that it will take and suggested focusing on 3 key areas of focus as a Trust, which could then have a baseline to measure against.

Diversity and Inclusion

The complexities of diversity and inclusion across the Trust were discussed; including the need to understand the communities that OAT serves, so that the Trust can better serve and support staff and students; being able to create an environment that everyone feels that their contribution is valued.

	<p>It was suggested that the delivery plans include a second column on 'impact', reflecting that each action be considered in light of the overall desired impact and relevance of the action.</p> <p>Action – Draft People Strategy: Review the delivery plans to reflect impact.</p> <p>Once finalised the plans will be published on OATnet.</p> <p>Trustees asked that consideration be given as to what information would be shared with the People Committee on an ongoing basis?</p> <p>The National Director of People and Culture will reflect on the best way to update Trustees, with focus on perhaps 3 key areas at Trust level as recommended by Trustees.</p> <p>The Trustees thanked the National Director of People and Culture for the extent of work completed and the quality of the draft strategy produced. Moving forward, Trustees recommended that the draft People Strategy document, once updated, be presented to the board as a final draft on 8 December.</p>	JK
5	<p>Every Implementation Update</p>	
	<p>The Head of Academies HR provided an update on the current activities supporting the implementation of the Every HR and Payroll system, including the benefits to academies and Head Office in terms of access, reduction of workload and ability to draw different elements of work together under one platform.</p> <p>A view of the platform and demonstration of functionality was shared with Trustees to illustrate how the dashboard will transform systems, processes and communication for academies and OAT Head Office.</p> <p>Questions / Comments</p> <p>Trustees asked if academies have a different dashboard to OAT Head Office.</p> <p>The Head of Academies HR confirmed that each academy will have their own dashboard, which can be adapted for individuals; access could be granted to view different areas depending on roles and responsibility across the academy.</p> <p>Trustees asked how much of the process was complete?</p> <p>Head of Academies HR confirmed that there is still work to complete on the absence management process, and workforce census, which will be a large project for academies to complete, as well as a big project to consolidate data. Work will then take place to integrate recruitment model and provide training.</p> <p>Trustees put forward a recommendation for OAT to implement a dedicated role to support the data management across the platform.</p> <p>Head of Academies HR confirmed that there is currently support provided from the Head of Data and Analysis and Central IT team but acknowledged that this is one of many departments across OAT that has worked hard to help deliver on the project. Attention should also be drawn to those working in academies that volunteered their time to help on the project, supporting OAT head office and a number of academies across the trust in training and being a point of contact for queries.</p> <p>Trustees wished to extend their congratulations to all involved in the process, which looks to be transformational once fully operational.</p> <p>Action – Every implementation update – Item carried forward to March meeting for further update. Clerk to add to the March agenda.</p>	EP

6	Growth Strategy	
	<p>Growth Strategy The CEO confirmed that OAT would like to register their interest for growth opportunities moving forward and acknowledged that any opportunities would have implications across the organisation. These would be taken into consideration to ensure the support is in place to facilitate direction of travel.</p> <p>CEO confirmed that interest will similarly be registered at both the Trust Board and SISC meetings.</p> <p>Board Growth The Chair confirmed the successful recruitment of the Chair of the Board of Trustees and overviewed the timeline for the transition.</p> <p>The Chair also confirmed that the number of Trustees may be reviewed with a view to increase support across the Trust.</p>	
The next People Committee meeting will take place via Teams on Wednesday 1 March 2023.		

Table of Action Points		
1	Governance Oversight - CEO to implement review of existing TORs across the Trust.	NH
1	Governance Oversight – Trustee to share example GAR Committee TOR with Chair/CEO once cleared for issue	BS
4	People Strategy: Draft People Strategy to be put forward to Exec to agree ‘OneOAT’ wording. Clerk to forward document for inclusion at next OAT Exec meeting.	EP
4	People Strategy: Draft People Strategy: Draft People Strategy: OneOAT to be updated to reflect ‘student’ within main OneOAT sentence.	JK
4	Draft People Strategy: Ambitions - Language on technology to be revisited and made more visible within the document.	JK
4	Draft People Strategy: Review the delivery plans to reflect impact.	JK
5	Every implementation update – Item carried forward to March meeting for further update. Clerk to add to the March agenda.	EP