

Minutes of meeting

People Committee

Date:	1 March 2023	Time:	08:45 – 11:00
Location:	Teams	Clerk:	Emma Shaw-Bishop, PA to National Director for Education and National Director of People and Culture
Present:	Frances Hall, Chair and Trustee Bal Samra, Trustee Jan Renou, Trustee Stuart Ross, Trustee	Attendees:	Nick Hudson, Chief Executive Officer Justine Kenny, National Director of People and Culture
		Guests:	Jo Dawson, National Director of Finance and Strategy James Miller, National Director of Estates and Technology
Apologies:	Sharon Warmington, Head of Governance (Maternity Cover)		

	Item	Initials
1.	Welcome, apologies	
	The Chair welcomed all to the meeting and confirmed apologies received from Sharon Warmington. It was determined that her attendance would not be required due to a clerk already being present in the meeting.	
2.	Review of minutes from 1 November 2022 and action log	
	Minutes from the previous meeting, held 1 November 2022, were reviewed and all agreed that the minutes to be a true and accurate record of the meeting. Actions from the previous meeting were reviewed and items closed or carried forward.	
3.	People Committee Terms of Reference	
	<p>Bal Samra joined the meeting following issues with connectivity.</p> <p>The Chair confirmed that, in the previous People Committee meeting, a Trustee had recommended that OAT investigate the creation of a GAR (Governance and Remuneration) Committee to ensure that Governance oversight is aligned across the trust.</p> <p>The Chair has since reviewed example GAR Terms of Reference, shared by trustees, against those for the People Committee and recommended an additional item be added to ensure that the committee retains overview of governance for the appointment and development of trustees.</p> <p>The National Director of People and Culture agreed to add to the existing clause in the TOR, to make it clear that in addition to the appointment and development of trustees, the committee would oversee the structure of the board and its sub-committees ensuring the right representation of both numbers and skills of trustees.</p> <p>At present, the Chair felt that it is not necessary to create a separate GAR committee.</p> <p>Questions / Comments</p>	

	<p>Trustees and CEO questioned whether these Terms go far enough to cover the oversight of governance across the trust.</p> <p>The Chair confirmed that the direction of travel should be the decision of the Chair of the Board of Trustees, with a view to also review to current alignment of trustees on committees across the trust.</p> <p>Action – Clerk to contact Head of Governance to request a list of trustees servicing each committee be sent to the Chair of the People Committee for review to ensure that trustees are aligned appropriately going forward.</p> <p>Action – The Chair of the People Committee to speak with the Chair of the Board of Trustees to identify and agree best route forward in terms of maintaining Governance surrounding the appointment and development of trustees, including mix of skills, across the trust.</p>	<p>ESB</p> <p>FH</p>
<p>4.</p>	<p>People Strategy</p>	
	<p>The National Director of People and Culture provided an overview of progress to date on the implementation of the People Strategy, which launched January 2023, including the creation of the People Strategy Programme Board whose role it is to oversee the implementation of the strategy through individual strand leads.</p> <p>Questions / Comments</p> <p>The Chair asked who is on the People Strategy Programme Board and how the strategy has been received.</p> <p>The National Director of People and Culture confirmed that the Board is made up of Exec and the leads of each of the strands of the strategy. Feedback has been positive with staff engaged to support delivery of actions, but there are some areas where engagement could be improved, particularly at academy level.</p> <p><u>Reporting Arrangements</u></p> <p>The National Director of People and Culture provided an overview of the suggested mechanism for reporting.</p> <p>Questions / Comments</p> <p>Trustees recommended a RAG rating system be incorporated for ease of reference.</p> <p>The National Director of People and Culture confirmed that this would be visible at the top of the document.</p> <p><u>KPIs</u></p> <p>The National Director of People and Culture set out the current challenges with regard the production of meaningful management information, proposing some developments from the original indicators set out in the OAT strategy.</p> <p>Questions/Comments</p> <p>Trustees questioned the percentage / level indicators set against the list of proposed KPIs and whether it would be possible to see how OAT measures against national targets.</p> <p>The National Director for People and Culture confirmed that the list of KPIs had been drawn from the original OAT Strategy document as an initial marker to work from, details of which had been approved by the Board. OAT has since developed the documented 'success measures' shared within the Paper, although it is currently difficult to obtain baseline data on these due OAT recently changing HR / Payroll supplier. The success measures will be monitored in the short term whilst</p>	

	<p>a range of mechanisms are investigated to help produce more meaningful data to report to the Committee in the longer-term.</p> <p>This would be slightly different to the Staff Survey, where baseline data is available from previous surveys.</p> <p>In the interim, details of proposed quantitative data reporting areas were shared with Trustees.</p> <p>Trustees confirmed that they like the layout of the report but requested that only one report be produced against the KPIs, to include national averages and to clearly indicate where data is available and what is work in progress.</p> <p>Trustees also asked if the contents of the ‘success measures’ could be reordered to prioritise ranking of items. The National Director of People and Culture confirmed that there is no priority order to the list but accepted the point.</p> <p>Trustees asked that staff turnover and attendance be presented as percentages and that reporting be split down to both HO/Non-HO. Additionally, within HO, to show both educational / non- educational roles so that trustees receive a full breakdown of data.</p> <p>Decision – The committee approved the proposed reporting arrangements, with the addition of a RAG rating system.</p> <p>Decision – The committee approved the proposed KPIs.</p> <p>Action – The Chair asked that this item be carried forward to the next meeting, to include data and comparative national averages for review.</p> <p>On a separate note, Trustees asked for an update on development of the EDI strategy. The National Director of People and Culture confirmed that there is more work to do on EDI but is hopeful that the new reporting systems will provide more qualitative data on diversity stats in coming months. It was also agreed that a further discussion was needed in respect of the overall trust approach to ED&I, and what our aims are in this area of work.</p>	JK
5.	<p>A new blueprint for enabling services</p>	
	<p>The National Director of Finance and Strategy and National Director of Estates and Technology joined the meeting to present this item with the National Director of People and Culture.</p> <p>Details of proposed developments to enabling services were shared with Trustees to illustrate OATs aim to move to a more regional model for the provision of Finance, HR and Technology, improving central oversight and control.</p> <p>Questions / Comments</p> <p>Trustees asked if Comms would be included within the blueprint. The National Director of People and Culture confirmed that there is no current plan to include this within the proposal but may be reviewed later in the process.</p> <p>Trustees asked for more information on OATs approach to creativity of tech delivery of the curriculum within the classroom and recommended that OAT consider third parties. The National Director of Estates and Technology confirmed that OAT is fortunate to have the current Director of ICT who previously worked as a classroom practitioner, who will develop the infrastructure to deliver this across the trust.</p> <p>Trustees and Exec spoke at length on the structure of functions within the proposal, clarifying critical roles and alignment of teams across the trust, providing context where needed in terms of</p>	

	<p>different approaches being in place to reflect demographic or provision differences. Exec reassured the committee that proposals will strengthen the relationships across the trust and help improve reporting and oversight as well as improving the functionality of existing departments and roles.</p> <p>Action - The Chair welcomed the update and asked that this item be included in the June meeting to provide an update on any amendments and progression.</p> <p>Decision: Subject to the comments and questions raised in the meeting being addressed, trustees are happy to with the direction of travel for this model.</p> <p>The National Director of Finance and Strategy and National Director of Estates and Technology left the meeting.</p>	JK/JD/JM
6.	Performance Management	
	<p>The National Director of People and Culture provided an overview of the proposed change in approach to the current performance management process, outlining the concept to make the process more meaningful to both OAT and employees so that it aligns more effectively with the People Strategy; removing the link from pay and to focus more on OneOAT culture, thereby delivering holistic outcomes.</p> <p>Comments / Questions</p> <p>The Chair confirmed that this is a subject that has been spoken about at length in the past and would welcome a review of the current process.</p> <p>The Chair suggested that the ‘Delivering Excellence’ box be updated to reflect ‘how’ and ‘behaviours’.</p> <p>Trustees suggested renaming the process and asked that systems and processes be investigated thoroughly to ensure that they can deliver the concept in the short-term whilst developing more robust solutions for the longer-term.</p> <p>The National Director of People and Culture confirmed the intention to change the narrative from ‘performance management’ to one of ‘delivering excellence’</p> <p>Trustees asked that career development, succession planning and talent spotting remain in focus across the trust, under one dedicated area for easy access.</p> <p>The National Director of People and Culture confirmed that OAT is currently in the process of recruiting a Head of People Development to develop this across the trust.</p> <p>Decision – The Committee agree to this concept being investigated further and asked that the item be placed on the agenda at the next meeting to provide an update on development in terms of approach and mechanism of delivery.</p> <p>Action – Performance Management to be included at the next People Committee meeting to update on progress.</p>	JK
7.	CEO Recruitment update	
	<p>The National Director of People and Culture provided an update on the current recruitment process taking place, covering selection and interviews with timescales shared. The role has received a number of applicants covering a broad range of career backgrounds. Longlisting takes place on 9 March 2023.</p>	
8.	Risk Register	

	<p>The Chair confirmed that the Risk Register identifies key risks within the People Committee and current risks were reviewed.</p> <p>Action - The Chair asked that first item on risk register be reviewed to remove the People Strategy from the mitigations.</p> <p>Action - The Chair also asked that the People Strategy be added as a risk item.</p>	<p>JK</p> <p>JK</p>
9.	ND Update and information items	
	<p><u>Industrial Action</u> The National Director of People and Culture provided an update on the current industrial action taking place across the trust in February and planned for March, which resulted in the cancellation of the Principals' Forum planned for 16 March 2023, which was also impacted by rail strikes.</p> <p>Questions / Comments</p> <p>The Chair asked if principals were made aware of those intending to strike or did it vary? The National Director of People and Culture confirmed that this varied across the trust. Numbers of those striking also varied significantly across the trust within academies and overall, to date we had not seen any fall in the numbers of those striking on subsequent days.</p> <p><u>HR System</u> The National Director of People and Culture provided an update on the current HR system implementation.</p> <p>Questions / Comments</p> <p>Trustees asked if the internal audit committee had oversight of the HR implementation process. It was confirmed that the internal audit committee has spent a lot of time reviewing and looking at plans and resources.</p> <p><u>Forthcoming Audits</u> The National Director of People and Culture provided a brief overview of audits due to take place.</p>	
10.	A.O.B.	
	<p>Gender Pay Gap The National Director of People and Culture confirmed that an updated report has been produced, which is to be presented to trustees at the next Trustee Board meeting and provided some background context to help trustees understand the complex challenges that OAT faces to reduce the gender pay gap.</p>	
The next People Committee meeting will take place Wednesday 14 June 2023.		

Table of Action Points		
3	Terms of Reference - Clerk to contact Head of Governance to request a list of trustees servicing each committee be sent to the Chair of the People Committee for review to ensure that trustees are aligned appropriately going forward.	ESB
3	Terms of Reference - The Chair of the People Committee to speak with the Chair of the Board of Trustees to identify and agree best route forward in terms of maintaining Governance surrounding the appointment and development of trustees, including mix of skills, across the trust.	FH
4	People Strategy - The Chair asked that this item be carried forward to the next meeting, to include data and comparative national averages for review.	JK

5	Enabling Services - The Chair welcomed the update and asked that this item be carried forward to the June meeting to provide an update on any amendments and progression.	JK/JM/JD
6	Performance Management – Item to be carried forward to the next People Committee meeting to update on progress.	JK
8	Risk Register - The Chair asked that first item on risk register be reviewed to remove the People Strategy from the mitigations.	JK
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