

BOARD: **HR, People & Pay Committee Meeting**

DATE: 22nd July 2021

TIME: 9.00am – 9.45am

VENUE: Remote via Teams

DISTRIBUTION: P Sanders (Chair) 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**

Item	
1.	<p>Welcome and apologies</p> <p>Those present were welcomed by the Chair to the meeting and each person introduced themselves as this was the first meeting of this committee.</p>
2.	<p>Terms of Reference</p> <p>The Chair advised that the TORs are a work in progress and whilst approved by the Trust Board some flexibility can be applied given this is the first time the committee has met. The Chair asked SW whether there was anything that she felt should be added to the TOR that the committee should be responsible for?</p> <p>SW advised that she is currently working on a strategic workforce plan (resources / recruitment / retention) and this is a 6-month project but it would be good if the HR Committee could have oversight of this.</p> <p>SW also advised that the staff surveys that were completed in May need reviewing and an action plan put in place and it would again but sensible for the HR Committee to have oversight of this area also.</p> <p>All trustees agreed with this proposal.</p> <p>Action: Clerk to speak with NMD and have Staff Engagement and Workforce Strategy included in the HR, Pay and People Committee TOR.</p>
3.	<p>General Discussion on Committee moving forward</p> <p>The Chair asked SW how frequently committee meetings need to be – currently there are 4 scheduled in the TOR.</p> <p>SW advised that it would be good to have a meeting in early September to review the first draft of the workforce strategy and people programme as she does not have any institutional knowledge of the Trust and feedback would be appreciated.</p>



JL advised that a Remuneration Committee meeting should be scheduled for October / November to discuss staff pay.

The 18.11.21 provisionally held for the Remuneration Committee meeting but SW to check with SK as to when the review period is.

Action 1: SW to speak with SK to confirm when Remuneration Committee should be held.

SW advised that the Remuneration Committee requires a TOR.

Action 2: Clerk to speak with NMD to establish whether there is a TOR in place for the Remuneration committee.

The Remuneration Committee will consist of the HR, People & Pay members and the CEO/CFO.

SW advised that the pay review for the CEO/CFO would be conducted by the CoT and the HR, People & Pay Committee separately.

It was agreed that the staff survey action plan would be added to the next agenda.

Action 3: Clerk to add staff survey action plan to the next committee agenda.

The Chair asked whether any other members of staff should be attending the committee meetings?

SW advised that she is currently recruiting two team leaders to cover two areas:

1. Recruitment
2. Policy / Business partner role

Once they are in post it would be great value for the committee for them to attend meetings.

The trustees AGREED with the proposal acknowledging that the staff would have no voting rights.

The Chair asked SW what plans she had for involving the local population with DMAT as the Trust is not well connect in some communities and work experience options are being missed?

SW advised that Derek Brett is leading on community but acknowledged that there is work to be done and in 12 months' time this might be included in the next phase of the HR programme. SW agreed that there are no formal links currently with employers but has to consider the capacity of the new team. The first phase of the HR programme is to stabilise the HR function.

The Chair noted SW's comments that the trust policies are not in a good place and asked for further clarification?

SW advised that many of the trust policies focus on teachers and not the whole workforce and this needs to be adjusted. All policies have been inherited from Devon and they are not trust policies and the operating model and culture are not relevant and there are many gaps in the policies.

The Chair asked whether a priority list of policies for amendment is being created?

SW advised that a review is taking place and policies will be split into 3 phases by priority. SW also advised that she has been working with the Digital team and the Staff Handbook and policies will be moved to a SharePoint based Intranet and everything will be located there. SW advised that the policies need to be staff friendly and for all to feel valued in them. SW advised that the HR queries would move to the same set-up as the IT Helpdesk (ticketed system) and each case will be addressed by the HR department. Once the Intranet is up and running SW is

	<p>confident that 90% of queries can be answered by staff themselves leaving the team to concentrate on the difficult case work.</p> <p>The Chair advised that in his opinion there is no strong link between appraisals – training needs – succession planning?</p> <p>SW agreed and said that the appraisal system is geared around teachers and the new plan include a review with a performance / coaching approach centred around expectations. Critical roles in the Trust need identifying and succession planning needs to be considered.</p> <p>JL noted that he was excited from the new developments that are being introduced and will lead to a mature organisation.</p> <p>KS noted that recruitment is key to improve standards of education and is equally excited by what she is hearing.</p> <p>The Chair asked whether exit interviews and actions were taken from these? SW confirmed these were happening. Advertising routes need to be reviewed as there are failed campaigns and they are not stimulating the market.</p>
4.	<p>Date of next meetings</p> <p>9.1 15th September 2021 - 4pm</p> <p>9.2 7th October 2021 - 4pm</p> <p>9.3 18th November 2021 (Pay Recommendations) - 4pm</p> <p>9.4 4th February 2022 – 4pm</p> <p>9.5 27th May 2022 - 4pm</p>
	The meeting ended at 9.51am

Action Log from 22nd July 2021 HR, People & Pay Meeting

Agenda Item	Action	Actionee
2.	Clerk to speak with NMD and have Staff Engagement and Workforce Strategy included in the HR, Pay and People Committee TOR.	Clerk
3. (1)	SW to speak with SK to confirm when Remuneration Committee should be held.	SW
3. (2)	Clerk to speak with NMD to establish whether there is a TOR in place for the Remuneration committee.	Clerk
3. (3)	Clerk to add staff survey action plan to the next committee agenda.	Clerk