Learning Academy Partnership

OUR PEOPLE STRATEGY

2023 - 2028

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WELCOME FROM OUR LEAD

Welcome to our People Strategy.

I am delighted to share our People Strategy which demonstrates how we will fulfil our mission: Flourishing Futures which is rooted in John 10:10 '*He came so that they may live life and live it to the full.*'

Our vision is to create the very best education provision for children and challenge the attainment and social mobility issues that many vulnerable children in the South West face. We will do this by having the very best colleagues who are empowered to flourish in their roles.

How we work is underpinned by our core beliefs and we believe *'in a sense of belonging'* for colleagues and children. We live this through our offer to colleagues. The People Strategy is our commitment as an employer setting out how we will attract, develop, and retain the very best people, no matter what their role.

We are determined that our organisation will be the very best employer so that our children and communities get the very best educational offer.

T Cleverley

Trust Lead (CEO)

WHERE DO WE WANT TO BE?

Attracting and retaining our people with the required skills for a workforce of the right size, shape, cost, and agility.

RECRUITMENT & RETENTION

Providing a healthy working environment, with a clear focus on colleague wellness.

HEALTH & WELLNESS

Developing skills by motivating and supporting our people with opportunities for their learning and development

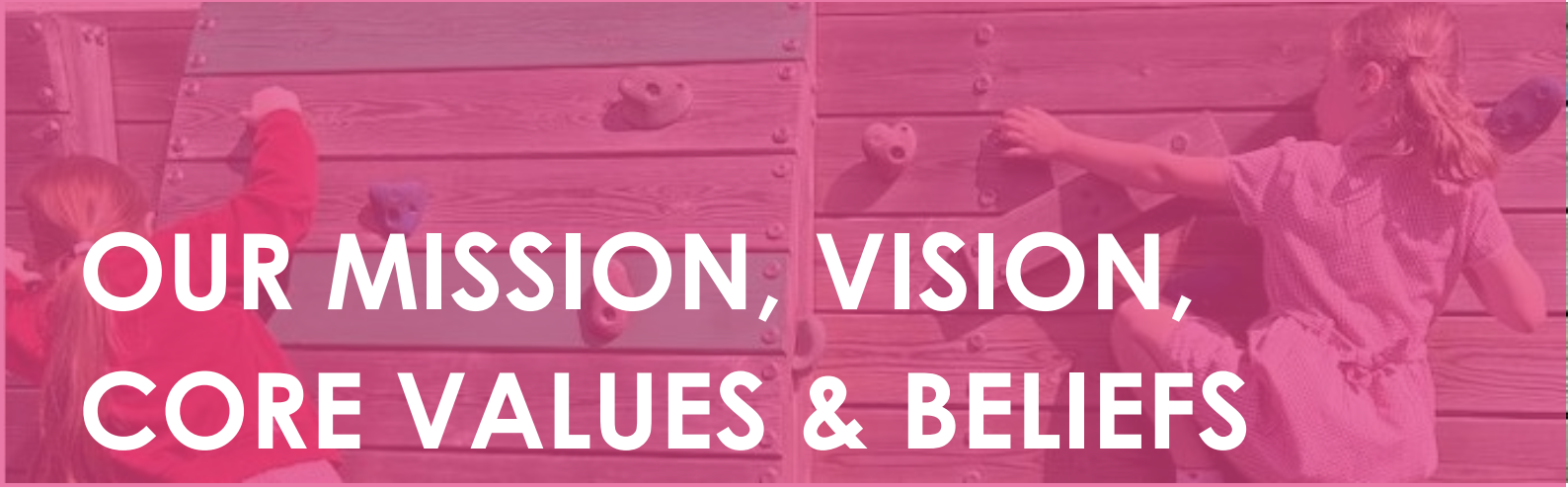
LEARNING & DEVELOPMENT

Providing an environment in which our people feel inspired to give their best every day.

EXPERIENCE & ENGAGEMENT

Welcoming to all, valuing diversity, respecting difference and promoting inclusion.

EQUALITY, DIVERSITY & INCLUSION



OUR MISSION, VISION, CORE VALUES & BELIEFS

Mission:

Flourishing Futures (John 10:10 He came so that they may have life and live it to the full).

Vision:

We will be an exceptional School Trust. We are committed to social mobility and a culture of belonging. We do this by investing in people enabling every child to be taught by the very best teachers so that we can achieve social change and all children flourish.

Values:

Empower: We invest in each other and our communities.

Excel: We champion opportunity and equality for all and in all that we do.

Together: We are one team, and we agree to work as one family.

OUR BELIEFS

WE BELIVE:

We are Stronger Together: we deliver and achieve more than we could ever do individually.

In a Sense of Belonging: every colleague matters and knows that they belong.

In Removing Barriers: ensuring that where you begin does not limit your horizons.

In Realising the Possible: you cannot be what you cannot see.

OUR SHARED COMMITMENT

OUR TRUST WILL…

- Promote and celebrate inclusion, equality, and diversity for all.
- Continuously strive to develop and improve our offer to colleagues.
- Conduct an induction when new colleagues join.
- Acknowledge and recognise colleagues' achievements.
- Provide access to information and appropriate support.
- Ensure workloads are reasonable and achievable.
- Support wellness for all colleagues.
- Create varied opportunities for learning and development for all colleagues.

LEADERS WILL…

- Treat all colleagues with respect and courtesy.
- Model our vison & values.
- Promote and model wellness.
- Celebrate and communicate successes within and across teams.
- Raise issues proactively and constructively to support colleagues to resolve them, addressing conflict should it arise.
- Make time to discuss development needs and support colleagues with relevant opportunities.
- Support colleagues to effectively apply their learning.
- Look for ways to include colleagues in decision making, listening openly and without judgement to feedback and ideas for improvement.

COLLEAGUES WILL…

- Support their colleagues and show consideration for others.
- Understand our core values and model these.
- Be clear on their role and their contribution to the team, School and our Trust.
- Take advantage of learning and development opportunities.
- Take responsibility for their performance and development.
- Ask for (and expect) help when needed.
- Seek to raise and resolve issues and challenges constructively and promptly, looking for solutions.
- Promote your own health and wellness.

RECRUITMENT & RETENTION

WHERE ARE WE NOW?

We have an excellent reputation and a strong identity as a values led single organisation providing opportunities for all colleagues to flourish.

The implementation of an online platform for recruitment and onboarding portal has streamlined the process and enhanced the experience for applicants.

As we grow we have identified the varied challenges within and between our communities and have adapted our approach to recruitment to reflect this.

Levels of retention across are stable with an employee retention rate of 88%. Staff turnover rate is 6.3% comparing to a national average of 15.5% (Source: XpertHR).

New colleagues are invited to complete a survey within their first 6 months of starting. All leavers are invited to complete an exit survey to reflect on their journey and reasons for leaving. This feedback helps us understand what is working well and identify opportunities for improvement.

WHERE DO WE WANT TO BE?

Attracting and retaining the BEST people with the necessary skills for a workforce of the right size, shape, cost, and agility.

A workforce planning exercise is undertaken annually which identifies the workforce requirements, whilst considering the aspirations and individual journeys of our colleagues.

HOW DO WE GET THERE?

Ongoing work to enhance our reputation as the 'BEST' Trust and an exceptional employer.

Continuous review of what we offer to attract the best candidates ensuring effective recruitment methods, whilst ensuring we are attracting the best candidates with the most appropriate skills.

Embed a consistent approach to school/team induction regardless of role or location.

Develop an agile working approach enabling all colleagues to have access to the opportunity of agile working.

Develop succession planning ensuring key roles are identified and that there is an identified talent pipeline.

HOW WILL WE RECOGNISE SUCCESS?

- Little or no vacancies.
- Vacancies are filled on first attempt.
- People actively seeking employment with us.
- A stable colleague turnover rate and favourable feedback from new starters and leavers.
- An agile succession plan which identifies the key roles and the required skills to support ongoing talent development.
- Increased retention rates.

HEALTH & WELLNESS

WHERE ARE WE NOW?

We provide a safe, healthy and purposeful environment for all colleagues through strong leadership, supportive line management and a shared understanding that promotes wellness for all.

We have a clear definition of what wellness is and strive to ensure a meaningful wellbeing agenda.

In order to support colleagues we offer wellness initiatives, access to occupational health, flu vaccinations and an Employee Assistance Programme (EAP).

We have a strong Wellness Network with every school or Team having at least one trained Mental Health First Aider and Wellness Champion who work alongside our leads for Mental Health and Wellness.

The health and wellness of our colleagues is paramount, our agile and flexible approach to sickness absence management has led to a significant reduction in short and long term absences. All managers are given training and support to lead the process which is seen as a proactive and supportive.

The average sickness absence rate for teachers is 2.1% and Support staff is 4.4%, compared to national average across all sectors of 2.9% (Source: ONS).

WHERE DO WE WANT TO BE?

Providing a healthy working environment, with a clear focus on colleague wellness.

92%

of colleagues feel they have achieved a good life balance.

HOW DO WE GET THERE?

Develop our Trust Wellness Policy and action plan.

Create and commit to our Trust wellbeing charter.

Continuing to develop and support our wellness offer and the implementation of new initiatives including:

- Managing workload
- Menopause
- Cancer support/policy

Leaders working closely with Network Leads and the Wellness Network to recognise opportunities to support and promote wellbeing for all.

Creating a shared understanding of the wellness support and resources available and the importance of early intervention and individual support requirements.

HOW WILL WE RECOGNISE SUCCESS?

- Reduction in sickness absence rates.
- Menopause friendly place to work accreditation.
- The introduction of Cancer Champions/policy.
- A Wellness policy and action plan.
- Positive feedback on Colleague Feedback Surveys.
- Wider use of our Employee Assistance Program.

LEARNING & DEVELOPMENT

WHERE ARE WE NOW?

All our colleagues have the opportunity to further their own learning and development.

We invest significantly in ongoing professional development for all and is constantly looking at ways to increase skills and expertise for colleagues.

There are opportunities at all levels to work collaboratively across our schools and teams sharing best practice and celebrating achievements.

Incremental coaching is offered to all of our teaching colleagues as an entitlement.

Our professional learning offer is regularly reviewed and updated and includes a wide range of professional development opportunities.

To support our future leaders, we offer all colleagues the opportunity to apply for our Leap into Leadership Programme which supports them to understand effective leadership of themselves.

We currently provide opportunities for Level 2 and 3 training courses for both colleagues and parents.

WHERE DO WE WANT TO BE?

Developing skills by motivating and supporting our people with opportunities for their learning and development.

"I'm grateful for the opportunities for continual development & progress, which enables me to offer the best I can to our children"

HOW DO WE GET THERE?

Providing support to enable efficient, creative, and effective working practices through our culture of collaboration, continuous improvement, and clear ways of working.

Equipping our leaders and aspiring leaders with the skills and confidence to successfully follow their leadership journey this includes programmes for:

- Preparing for Headship
- New into Headship (if appropriate)

Development of clear career pathways for Support Staff.

Optimise our use of the apprentice levy including working with external specialist providers to provide the best offer to our colleagues.

Explore opportunities for teaching apprenticeships.

Continuous review and development of our CPD offer.

HOW WILL WE RECOGNISE SUCCESS?

- A Positive impact across all schools and teams on teaching & learning.
- Increased retention.
- Increased uptake and feedback from the colleague feedback survey.
- An agile succession plan which identifies the key roles and the required skills to support ongoing talent development.
- An online CPD directory to support one consistent approach.
- Appropriately skilled colleagues with recognised accreditation supporting our commitment to providing the best education offer.

EXPERIENCE & ENGAGEMENT

WHERE ARE WE NOW?

Our vision and values encompass all that we do; our shared sense of purpose exists as a golden thread that inspires and motivates our colleagues to be the very best they can be.

We value all colleagues and we are committed to creating a positive and supportive environment.

Our colleague feedback survey is sent to all colleagues. The outcomes of this survey are used to understand the current challenges and support future experience development.

Colleagues are regularly given opportunities have a voice and to be heard which includes professional conversations, surveys, line management and networks.

97% of colleague agreed with the statement: "My organisation is a great place to work".

Our appraisal process gives colleagues an opportunity to engage in professional discussions and express future aspirations and opportunities.

WHERE DO WE WANT TO BE?

Providing an environment in which our people feel inspired to give their best every day.

> *"It's very refreshing to be part of a forward-thinking Trust that values staff highly."*

HOW DO WE GET THERE?

Review and develop the current appraisal process.

Review the management of PPA looking at potential agile opportunities.

Ongoing review of colleague feedback survey to ensure that it reflects the current challenges and that the data is used to improve colleague experience and engagement.

Explore other opportunities to give all colleagues a voice.

Review and develop our Communication Strategy to strengthen communication across all schools and teams, through one consistent approach.

HOW WILL WE RECOGNISE SUCCESS?

- High levels of colleague engagement in surveys including our colleague feedback survey.
- Reponses to surveys show improvement in identified key areas.
- Increased retention rates.

EQUALITY, DIVERSITY & INCLUSION (ED&I)

WHERE ARE WE NOW?

We are committed to our core value of a 'sense of belonging' for all. We believe that beyond legislation there is a compelling moral case for diversity and inclusion in our Trust and beyond.

We want all colleagues to feel welcomed and aim to create a workplace where everyone feels safe, valued and a real sense of belonging.

In order to increase our understanding of ED&I and its challenges our Leaders have participated in an ED&I programme to begin the journey to gain a shared understanding and agreed commitment to change.

As we continue to grow, so does our diverse communities and workforce, we recognise the importance of strengthening our understanding of ED&I by challenging our thinking, leading to a meaningful and planned approach.

We encourage applications from people from all backgrounds and aim to have a workforce that represents the communities that we serve.

WHERE DO WE WANT TO BE?

Welcoming to all, valuing diversity, respecting difference and promoting inclusion.

"We commit to engage in inclusion by design."

HOW DO WE GET THERE?

We will engage in inclusion through design of a meaningful ED&I strategy and impactful policies.

Ensure that our behaviours, policies, and processes reflect the ED&I culture we strive to create.

Create an inclusive, respectful working culture where protected characteristics are understood and where all colleagues feel recognised.

Introduce systems of recording meaningful and relevant data to support our ED&I strategy.

Provide ongoing training and development for all colleagues.

Development of an ED&I language and common understanding of what is acceptable.

Pursue inclusive recruitment and selection processes eliminating any inequality in the process.

HOW WILL WE RECOGNISE SUCCESS?

- Ability to produce and review key ED&I data.
- Annual Gender Pay Gap reporting.
- Positive colleague responses to surveys including our colleague feedback survey from areas focussing on ED&I.
- Increased recruitment and retention.
- Formal accreditation.
- Colleagues feel safe to constructively challenge inappropriate behaviours.

MONITORING & REVIEW OF THE PEOPLE STRATEGY

Our People Strategy aims to provide a framework that supports our overall vision and goals.

Monitoring: The People Strategy will be monitored by our People Team by supporting Leaders and Managers to model and implement our shared commitments

Review: The People Strategy will be under continuous review in conjunction with our Strategic Plan

> *"I believe in the Trust and want to be a part of its continuous growth"*

Sources:

- *Investors In People Survey Results (25/26)*
- *People Data (25/26)*

Learning Academy Partnership

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