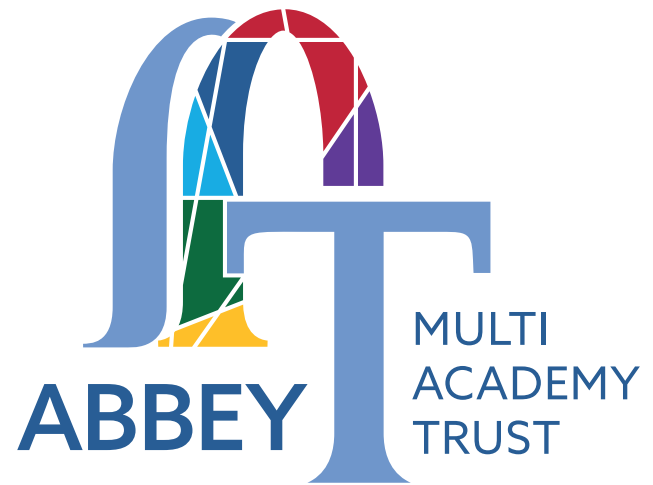




Our People Strategy





Our Strategic Ambition

Through the articulation and implementation of the Abbey MAT People Strategy our schools have a positive culture and climate, our people and talent are developed and staff feel supported in relation to workload and wellbeing.



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Our vision

Working **in partnership to educate, nurture and empower**. Abbey MAT is committed to providing high quality education for all within an environment which is welcoming, disciplined and purposeful. Through a range of opportunities including academic, cultural and spiritual, our pupils and colleagues are empowered and nurtured to flourish and live **'life in all its fullness' (John 10:10)**.

Our Values

In Partnership to **Educate, Nurture and Empower**

In Partnership	to Educate,	Nurture	and Empower
Community We recognise the importance of building positive relationships within and beyond our school communities. We encourage our pupils and colleagues to serve others.	Wisdom We foster a love of learning and create opportunities for developing wisdom, knowledge and skills through a rich and diverse curriculum.	Respect We respect the inherent worth of every individual and value their uniqueness.	Service Our communities nurture pupils and colleagues who serve others and in doing so, make a difference in school and wider society.
	Perseverance We create a safe environment which enables our pupils and colleagues to persevere in order to reach their full potential.	Dignity In recognising that we are all equally loved and cherished in the eyes of God, we treat everyone with dignity and as having equal value and worth.	Hope We have high hopes for all of our pupils and colleagues and encourage them to be the best version of themselves.



Introduction

At Abbey Multi Academy Trust, we value our staff because exceptional learning requires exceptional teachers and an exceptional network of support. We are committed to a working experience, based on our values, where every colleague thrives and flourishes and is trusted to achieve success in their role.

Our People Strategy is fundamental to our Trust's strategic and operational planning and key to us developing our culture and ethos to support our aim to be an employer of choice and the best employer we possibly can be. This document aims to pull together all aspects of our approach to looking after our people, to outline initiatives to help optimise stages of the employee life cycle and to enable communication of our intentions.

We want it to resonate with colleagues across our Trust and for them to be able to recognise the aims within this strategy as part of their employment experience. Our strategy is underpinned by our People Charter which outlines key elements of our commitment to colleagues, and which will become part of our offer to potential candidates.

Presented by:

Liz Edwards, Head of HR

Helen Pratten, Co-CEO & Director of Operations



Our People Charter

At Abbey Multi Academy Trust, we value our staff because exceptional learning requires exceptional teachers and an exceptional network of support. We are committed to creating a working experience and culture, based on our values, where every colleague thrives and is trusted to achieve success in their role.

We understand that how our people feel when at work is central to our success and therefore our aim and our commitment is that:

- You feel valued and safe.
- You feel respected by all colleagues.
- You feel supported by your manager and wider team/organisation when it comes to your personal growth and development as well as your wellbeing.
- You feel proud of the work you do and receive positive feedback on a regular basis.
- You feel confident in giving and receiving feedback and are always seeking to improve.
- You feel a sense of belonging to something special and are energised by our purpose.
- You feel empowered to live our values everyday.

To achieve this, we will strive to always be the best employer that we can be by:

- Clearly communicating our values, and expectations of our staff, including leadership.
- Supporting strong leadership where our values are lived out in every action they take.
- Putting people issues central to all strategic decision making.
- Putting wellbeing at the heart of all our people initiatives and policies.
- Ensuring people issues are a shared concern of all managers and leaders.
- Continually challenging workload levels within our academies.
- Continuing to develop our pay and reward offer to our staff ensuring fairness and equity for all.
- Continue to innovate to support flexibility, acknowledging the challenge of work-life balance.
- Supporting and improving diversity and inclusion in our workforce; recognising and celebrating difference and representation of communities.
- Engaging with our workforce to understand their employment experience and their wellbeing; being transparent and honest about responses.
- Delivering excellence from our central Trust functions to support and enable our academies to maintain their uniqueness whilst gaining the benefit of being part of our wider family.
- Working ethically and delivering sustainability as a priority across our Trust.

Our Strategic Building Blocks



Health &
wellbeing



Pay &
Reward



Colleague
Experience &
Engagement



Growth &
Development



Talent



Diversity &
Inclusion



Operational Excellence

Our Strategic Priorities 2024-25



Growth & Development



- New approach to growth and development which focuses on **improving rather than proving**.
- Removal of the link between performance and pay for teachers.



Health & wellbeing



- Engaging in **progressive employment** and education practices that **support wellbeing** such as **flexible working** and **workload reduction**.



Talent



- Defined career pathways and CPD **opportunities**.
- Use of apprenticeships to **extend our CPD offer** to current staff as well and to attract new colleagues.

Health & Wellbeing



Where are we now?

- Our colleagues are generally supported in the workplace and more likely than not to recommend their workplace as a good place to work but they are telling us workloads are difficult and many are feeling stressed recently.
- Our academies prioritise staff wellbeing, appreciating the impact that culture and leadership can have on wellbeing.
- We are investing more in employee support including EAP, GP services, counselling, physio and a range of online and in-person support options.
- We are a signatory to the Mindful Employer charter, making a public commitment to supporting mental health at work.
- Some academies are signatories to the Education Staff Wellbeing Charter.
- All academies actively consider workload when introducing new initiatives.

Our Commitment

To support a safe and healthy working environment that promotes colleague's wellbeing, our Trust will:

- Support our leaders to further promote and develop cultures that support health and wellbeing.
- Understand our colleagues via regular surveys and engagement exercises and for that to show improvements in wellbeing.
- Support our leaders to engage in progressive employment and education practices that support wellbeing such as flexible working and workload reduction.
- Have promoted the role of line manager/team leader as pivotal to cultural change.
- Make a public commitment to health and wellbeing by ensuring a Trust wide commitment to the Education Staff Wellbeing Charter and refer to this as part of their individual action plan.



Our staff feel supported at work

Recognise the uniqueness of our colleagues and placing wellbeing at the heart of everything we do.

Support work-life balance and workload to enable individuals to thrive and flourish.

Provide a safe and healthy working environment and encouraging colleagues to maintain and promote their health and those of others.

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Pay & Reward



Where are we now?

- Our Trust is committed to adhering to national pay scales at the present time. This means adopting and implementing NJC support staff pay awards and teacher pay awards in line with national negotiations. Terms and conditions for both staff groups reflect nationally agreed terms or are preferential.
- All colleagues have access to mylifestyle – a reward, discounts and benefits portal. This includes a cycle to work scheme as well as access to advice and support on matters such as parenting and homes and mortgages.
- Colleagues are able to access an enhanced support package including an EAP, GP services, physio and counselling, as well as access to advice and support.
- We publicise vouchers for eye tests for visual display users.
- Pay for support roles is aligned across the Trust. New roles are designed with HR support and are paid according to responsibility level.

Our Commitment

Our Trust will:

- Uphold our social responsibility and ensure that pay structures are fair, equitable, transparent and sustainable.
- Have a pay and reward offer that supports attraction and retention of colleagues.
- Implement job evaluation as a long-term aim if appropriate.
- Enhance our offer to colleagues through continual review and improvements to benefits and terms and conditions.

To be considered successful, our colleagues will:

- Understand our pay, reward and recognition and have confidence in the application of terms and conditions.
- Easily access benefits and be able to recognise colleagues' successes.



Free and confidential wellbeing services for you

mylifestyle

Our reward, discounts and benefits portal



Provide fair and equitable pay and benefits packages.

Maximise the offer to attract and retain staff: exploring new opportunities to support staff with the cost of living.

Explore the sustainability of current pay structures, terms and conditions; develop elements to maintain a competitive edge.

Colleague Experience & Engagement



Where are we now?

- Recent staff experience & wellbeing survey was responded to by 56% of our employees. 63% of respondents answered positively when asked if they would recommend their workplace as a good place to work. We do however have half of our colleagues that have considered resigning from their post in the last three months citing reasons such as workload, lack of staffing and poor work life balance.
- The survey has also shown our Trust vision and values are widely considered clear by our colleagues although communication between the Trust and school staff has been highlighted as an area for improvement.
- We have a full suite of HR policies and procedures that are currently being reviewed.
- Our HR team support early resolution of concerns within our academies.

Our Commitment

- Encourage cultures where colleagues feel empowered to raise concerns and confident that matters will be addressed fairly and ethically.
- Communicate our vision and values enabling colleagues to articulate what it means to be part of the Trust.
- Have improved communications with colleagues across our academies, developing our intranet where a wealth of easy access information will be available.
- Continue to support and encourage our leaders to maintain and develop cultures where colleagues can thrive.
- Have an established programme of engagement with colleagues where they feel listened to and able to contribute to activities/initiatives across our Trust.
- Benefits, rewards and recognition will be attractive to colleagues and accessible.

To be considered successful, our colleagues will:

- Feel able, willing and empowered to provide feedback and raise concerns either individually or as part of wider engagement exercises.



Foster workplace cultures where colleagues feel valued, respected and motivated.

Value open and transparent communication, provide regular updates on our Trust direction, vision and values.

Proactively promote good working relationships and develop strategies/policies to address and resolve employee relations concerns when they arise.

Growth & Development



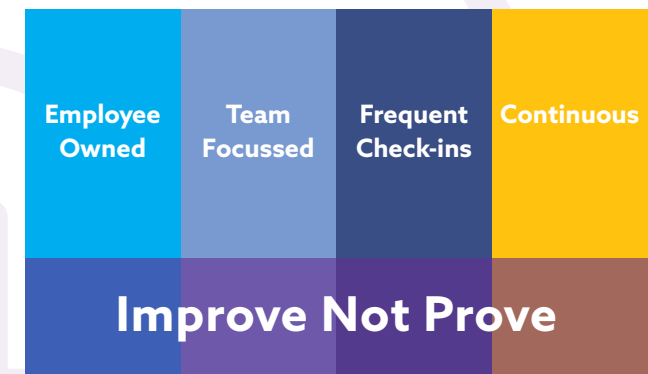
Where are we now?

- Our Trust currently operates a formal appraisal scheme with the following features:
- Two appraisal policies – one for teachers and one for support staff
Poor performance for both staff groups ultimately dealt with under combined Capability Policy.
- Traditional appraisal based on setting annual objectives cascaded from senior team and ideally SMART. Success of appraisal judged on objectives being met each year and can be disconnected from overall performance levels.
- Pay linked to successful appraisal for teaching staff.
- Middle leaders programme introduced and run for education colleagues
- Instructional coaching introduced and now embedding across the Trust.

Our Commitment

Our Trust will:

- Develop and implement a new approach to growth and development which focuses on improving rather than proving and which is employee owned.
- Enable team leaders to support our new approach.
- Remove the link between performance and pay for teachers.
- Introduce new leadership expectations which support our leaders to understand their role in coaching their teams, leading with respect and challenging for excellence.
- Agree a new policy to support the new approach and enable capability concerns to be raised and managed fairly and effectively.



Motivate performance by developing a culture of continuous growth and feedback.

Maximise and facilitate development of all employees dependent on needs and recognising aspirations.

Grow great leaders by facilitating development opportunities and supporting understanding of our leadership expectations.

Talent



Where are we now?

- Our Trust has a proud record of growing our own talent with many examples of colleagues developing into senior and leadership positions. Colleagues move between academies on occasions and can undertake Trust lead roles in addition to their substantive positions.
- Existing programmes support development of staff including middle leaders programme focused predominantly on education staff.
- Talent is identified informally and growth in role or into other roles encouraged.
- We advertise across a wide range of media and networks. Not all adverts produce successful appointments given the challenging national context.
- We have invested in an Applicant Tracking System which supports electronic applications and onboarding.

Our Commitment

- Have the right people, with the right skills, in the right place at the right time.
- Have colleagues that are empowered to develop within our Trust and who understand how they can achieve their aspirations via defined career pathways and internal opportunities.
- Define mandatory training requirement Use apprenticeships to extend our CPD offer to current staff as well as attract new colleagues.
- Develop and communicate our employer brand to support attraction.
- Have a values-based recruitment process which enables the best, most aligned candidate to be successful.
- Enable easy access to Trust opportunities via our website and linked applicant tracking system.
- Develop an effective, value for money advertising strategy with an emphasis on social media, community engagement and activities such as job fairs and open days.
- Meet our safer recruitment responsibilities.



Attract and retain the best people.

Define our employer brand to improve marketing of roles.

Explore flexibility in our recruitment methods, promoting the use of social media to widen our pool of applicants.



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Diversity & Inclusion



Where are we now?

- Data on diversity is collected as part of recruitment and onboarding activities but currently not analysed.
- Gender pay gap reported on annually.
- Demonstrated our commitment to EDI through:
 - o Mindful Employer – public commitment to supporting mental health at work.
 - o Education Wellbeing Charter – some schools are signatories.
 - o Disability Confident Employer.

Our Commitment

Our Trust will articulate its commitment to equality, diversity and inclusion to all staff and our communities evidenced through practice and monitoring. Our Trust will:

- Develop EDI data and key performance indicators to inform strategy and activities.
- Establish diversity groups as part of colleague engagement and to support wider understanding of the impact of our policies and practices.
- Upskill colleagues and leaders in their responsibilities around EDI.



Promote a diverse workforce which represents our communities.

Create working environments and cultures where all individuals are valued for their contribution.



Operational Excellence



At Abbey Multi Academy Trust, we value our staff because exceptional learning requires exceptional teachers and an exceptional network of support. We are committed to a working experience, based on our values, where every colleague thrives and flourishes and is trusted to achieve success in their role.

Our HR team will:

Continue to deliver the full range of HR services ensuring the delivery is robust and fit for purpose.

Ensure that partners providing additional services such as occupational health, EAP providers, payroll providers are value for money.

Ensure that systems and platforms offer value for money and an excellent experience for colleagues.

Ensure the HR team is able to support organisational development, growth and change.

Career Pathway Case Study



I began my journey as a student at **Lightcliffe Academy** (formerly Hipperholme and Lightcliffe High School) in 1995, completing my **A-levels in 2003**. During sixth form, I worked **part-time as a cleaner at the school**, continuing this role through college. Afterward, I took up an **apprenticeship at the Academy, studying amenity horticulture** one day a week and achieving an **NVQ level three** after three years. I then pursued a **six-year, part-time degree in garden design**. While working full-time, I gradually took on more responsibilities, eventually becoming **site manager**.

As **Deputy Head of Facilities and Estates**, I recognised the importance of health & safety and obtained the **NEBOSH certificate**. Now, as **Health & Safety and Estates Manager for the Trust**, a position I've held for two years, my **two decades of experience** have given me a solid understanding of the field, contributing to my professional development.

- **Chrissy-Lee Overend**

Health & Safety and Estates Manager.





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