

People Strategy

Co-op Academies Trust



INCLUSIVE CULTURE		DELIVER OUR BEST			CO-OPERATIVE LEADERSHIP	
Engagement, Inclusion and Culture	Recruitment	Organisational Development	Performance and Reward	Health, Safety and Wellbeing	Operating Excellence	Leadership and Management
<p>We'll engage with colleagues so that they understand our Trust strategic objectives - and how we collectively achieve them.</p> <p>We'll make sure that the Trust is not just a fair and equitable employer, but that we are seen by colleagues as a great place to work with equal opportunities.</p>	<p>We'll recruit the colleagues that we need to support the achievement of our strategic objectives.</p> <p>We will be transparent in our recruitment, and recruit a diverse workforce in every category of staff which reflects the communities we serve.</p>	<p>Our academies and central/ hub teams will have people with the right skills, knowledge and experience, who are effectively led and organised.</p> <p>We are a learning organisation committed to the pursuit of knowledge and the development of skills. Fair processes will underpin decisions around the promotion and development of colleagues.</p>	<p>We'll create a high performance culture, ensuring that we have capable colleagues who are appropriately rewarded and motivated, and that managers have effective performance management conversations.</p> <p>Excellent performance will be recognised and celebrated, both individually and within teams. Poor performance will be identified and addressed.</p>	<p>We'll maintain and develop the health, safety and wellbeing of colleagues by ensuring that our people are provided with a safe and healthy environment in which to work.</p> <p>We will provide a culture and environment in which colleagues can take greater personal responsibility for their own health, safety and wellbeing.</p>	<p>Our policies will be clearly written, well communicated, well understood and effectively applied. Our policies will be clearly linked to co-operative values, with the ethos of the Trust being reflected in all we do.</p> <p>Our operations will reflect co-operation and partnership building with other like-minded organisations within education.</p>	<p>High-quality leadership & management underpins successful academy performance and colleague engagement.</p> <p>We'll develop the leadership skills of current leaders and identify and develop new leaders.</p>

Our Mission: Working together to make our academies better and communities stronger.

Vision for our People: We will continue to develop our inclusive culture in which all colleagues can be their best, and help to transform the culture of the education system in England through co-operative leadership

People Strategy:

We will create a high performance culture in which all colleagues can deliver their best and contribute to giving our primary pupils & secondary students an outstanding education. We'll do this through:

- excellent co-operative leadership & management
- a working environment that embraces co-operative values
- diversity & inclusion
- prioritising wellbeing, engagement & development

1. Engagement, Inclusion and Culture

We'll engage with colleagues so that they understand our Trust strategic objectives - and how we collectively achieve them. We'll make sure that the Trust is not just a fair and equitable employer, but that we are seen by colleagues as a great place to work with equal opportunities.

We'll all be led by our co-operative values and the Ways of Being, we'll encourage a culture where improvements are always being made and where inappropriate behaviours are challenged. We will make sure that Trust HR policies and procedures recognise and embrace the diversity of our communities and encourage an inclusive culture.

We are committed to maintaining good relationships with our recognised trade unions and professional associations.

We'll continue to look for partners and other organisations to work with to the benefit of our colleagues and pupils. Working with organisations, internal and external to education, we'll show them the value and benefits of co-operation - ensuring we work with similar minded partners.



2. Recruitment

We'll recruit the colleagues that we need to support the achievement of our strategic objectives. We will be transparent in our recruitment, and recruit a diverse workforce in every category of staff which reflects the communities we serve. Good resourcing starts with good planning. We'll only recruit individuals who demonstrate the right values, skills, knowledge, experience and motivation to help us achieve our objectives.

In geographical and subject areas that are hard to recruit in we will explore new innovative methods of recruitment.

A strong brand and reputation will enable us to attract and retain high performing colleagues across both teaching and support roles. We need to re-evaluate every aspect of our benefits, how staff are line-managed, engaged and looked after. Professional development must lead to progression to ensure high levels of colleague retention.

3. Organisational Development

Our academies and central/hub teams will have people with the right skills, knowledge and experience, who are effectively led and organised. We are a learning organisation committed to the pursuit of knowledge and the development of skills. Fair processes will underpin decisions around the promotion and development of colleagues.

We'll have a consistent and quality offer to Early Career Teachers (ECTs) across the Trust, and a strong CPD offer to both teaching and support staff to enable them to progress their careers with us. In partnership with Bright Futures SCITT, we will work as a Lead Partner to develop our own ITT programme to train and recruit ECTs - reflecting what a Co-op educational professional stands for and represents.

We'll have a 'people planning process' in place across senior levels of the organisation to mitigate any organisational vulnerability in succession management. This will ensure we effectively identify talent, and have programmes in place to develop and nurture the talent.

New academies will be supported to assimilate into the Trust, so they transition to our 'ways of working' smoothly and effectively.



4. Performance & Reward

We'll create a high performance culture, ensuring that we have capable colleagues who are appropriately rewarded and motivated, and that managers have effective performance and professional development conversations. Excellent performance will be recognised and celebrated, both individually and within teams. Poor performance will be identified and addressed. This is best summarised by the mantra "high support and high challenge". There will be sensible and effective accountability with support to ensure leaders and colleagues perform at their best.

We'll continue to pay colleagues fairly and in line with the rates adopted across the education sector, and ensure that all colleagues are clear on the additional benefits associated with working for us. We'll have no more than a 1 to 10 ratio between our lowest and highest paid employees, and are a leading Trust in working towards reducing the gender and equality pay gap.

5. Health, Safety & Wellbeing

The physical, mental and social wellbeing of colleagues is important to us. We'll maintain and develop the health, safety and wellbeing of colleagues by ensuring that our people are provided with a safe and healthy environment in which to work. We will provide a culture and environment in which colleagues can take greater personal responsibility for their own health, safety and wellbeing.

We are passionate about progressing in this area. With a serious focus on wellbeing and workload, and a proactive wellbeing programme, we'll develop a culture and sense of belonging in our schools, so that colleagues are comfortable to speak up and share their mental health concerns.



6. Operating Excellence

Our policies will be clearly written, well communicated, well understood and effectively applied. Our policies will be clearly linked to co-operative values, with the ethos of the Trust being reflected in all we do. Our operations will reflect co-operation and partnership building with other like-minded organisations within education.

Through strong working relationships between central / hub professionals and academy leadership, and through a robust network of school-to-school support, a “high support and high challenge” ethos will help to drive academy improvement.

By increasing our use of trust-wide operating systems, we will have “one version of the truth” and the ability to obtain much improved management information and measurement against key performance indicators, as well as providing assurance to the Trust Board.

7. Leadership and Management

High-quality leadership and management underpins successful academy performance and colleague engagement. We’ll develop the leadership skills of current leaders and identify and develop new leaders.

Our strategy is to “grow our own” where possible with at least 50% of leadership posts filled internally. We’ll do this by ensuring that our current leaders and managers have the skills they need, by identifying career pathways, succession planning, a robust CPD offer, and increasing the use of apprenticeships. We want to ensure that our leaders in all areas, including governors and Trust Board members, reflect the diversity of our Trust and represent the communities they serve.

