



Introducing our new **People Strategy**

2023-2027

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Welcome to our brand-new three-year People Strategy.

Our people are our most important asset, so it's vital that we inspire, develop and retain our talent in order to successfully deliver our Trust mission – to transform educational performance across our communities while providing opportunities for personal development.

We've been through a rigorous process in designing this strategy and it's very much based on **YOUR** feedback, informed by the results of our previous staff survey, focus groups with teachers, support staff and middle leaders and a review of our people data.

Our aim is to be a supportive, collaborative and inclusive employer that is able to attract, develop and retain a highly engaged and capable workforce: promoting a positive and fulfilling experience for all our people where our mission, values and equity, diversity and inclusion underpins everything we do.

- Our **staff voice** matters and we want to ensure all staff feel they can influence in the best interests of children
- Deep **collaboration** creates shared practice - based on trust, relationships and professional networks
- Accessible and quality **development opportunities** are available for all
- Our staff feel that **we care about them as individuals**, that they have **manageable workloads** and can therefore enjoy work and life
- Our staff feel **valued, celebrated** and **rewarded**
- We **plan for the future** to recruit and retain the staff our schools and children need both today and beyond

This presentation sets out a clear and exciting action plan with achievable outcomes and deliverable projects. It's underpinned by our ambition for all and our dedication to ensuring equity, diversity and inclusion are at the forefront of everything we do.

We're really excited to get started.




Andrew Campbell
Chief Executive of
Brooke Weston Trust

Six priority areas

Our People Team will deliver our vision through a set of **key areas and deliverable objectives**, categorised into **six priority areas**



Equity, Diversity and Inclusion underpins every area



Deepening our sense of belonging, engagement and staff voice

We will seek regular engagement and feedback from diverse voices across the Trust, ensuring this is reflected in our decision making and day-to-day operation.

We will :

- ✓ Undertake regular staff surveys and pulse checks on an ongoing basis with feedback shared and actions taken
- ✓ Ensure colleague consultation committees and regular updates take place with two -way communication embedded into our ways of working
- ✓ Utilise our mission, values and 'comms charter' to foster our shared sense of purpose and the importance of nurturing a collaborative culture
- ✓ Through regular benchmarking continue to reflect employee engagement trends and best practice both within and external to the education sector
- ✓ Design our development programmes for leaders to incorporate equity, diversity and inclusion, ensuring the 'voice' of our diverse community are reflected in how we lead and manage
- ✓ Continue to work in partnership with our recognised unions, building great working relationships and ensuring employee relations are positive, proactive and issues are highlighted, discussed and addressed well together
- ✓ Review all our people policies, guidance and procedures to ensure they are written in consultation with our employees, 'tone of voice' and day to day application is consistent and equitable reflecting our espoused values and culture
- ✓ Continue to 'professionalise our professionals' through embedding opportunities for networking and professional collaboration both internally and externally




High quality
and accessible
CPD for
everyone

We will provide a cohesive, accessible development offer for every member of our colleague community, reflecting current and future capability requirements and the career aspirations of our people.

We will :

- ✓ Align our investment and development offer to staff including membership of professional bodies, chartered membership and external accreditation such as a customised BWT Masters offer through the creation of our BWT Centre of Professional Development
- ✓ Develop transparent and accessible career pathways for all roles, with an online, interactive platform, accessible to all employees throughout their employment
- ✓ Foster a coaching culture and enhance the skills and capability of all colleagues to be able to coach and be coached
- ✓ Enhance the 'quality' of our leadership and management practices enhancing our performance at an individual and organisation level
- ✓ Launch a number of key programmes including a manager/leader framework and 'step into' schemes, providing a visible and highly supportive approach to 'growing our own' capabilities
- ✓ Grow our teacher, leader and individual expertise will be through evidence-informed approaches to professional development, building a 'research rich' culture and evidence based practice
- ✓ Deliver the 'Golden Thread' of teacher development, supporting teachers from initial teacher training, the early career programme, to leadership and headship through the National Professional Qualifications (NPQs)
- ✓ Re-launch new cohorts of our existing Leadership Academy to offer a unique, customised pathway to leadership development at BWT
- ✓ Ensure all our staff have access to the latest, evidence informed CPD to support their on-going development and career progression
- ✓ Maximise opportunities for teachers to become Expert Teacher Educators and share their knowledge and expertise with others
- ✓ Introduce a new SCITT (School Centred Initial Teacher Training) pathway to attract and recruit high-potential trainees to become highly-effective teachers in our family of schools.
- ✓ Nurture and grow the professional knowledge of colleagues defining 'development' enabling access to new and proven best practice from both within the Education sector and elsewhere
- ✓ Integrate learning needs analysis into our business planning ensuring resources are targeted and effectively evaluated



Celebrating, recognising and rewarding success

We will develop Trust wide recognition schemes that celebrate achievement and success, sharing widely the breadth of talent and strengths of our colleague community.

We will :

- ✓ Develop and launch a Trust wide recognition scheme that enables celebration of great practice and staff who 'Go the Extra Mile' through the launch of GEM awards
- ✓ Build greater engagement with the National Teaching Awards and other external recognition of our professional staff
- ✓ Review, enhance and publicise our comprehensive benefits package to potential and current colleagues
- ✓ Launch a service awards package, recognising the long-term commitment of our colleagues to the mission and values of Brooke Weston Trust
- ✓ Ensure the transparency and operation of our pay policies, salary and grading structures are equitable, widely understood and shared
- ✓ Provide a new rewards and recognition online platform including maximising the use of salary sacrifice schemes for the benefit of our employees
- ✓ Continue to review our gender pay gap and undertake regular equal pay reviews to ascertain the impact of our people strategy on progression and equity of our pay, recruitment and promotion policies
- ✓ Continue to work closely with our recognised unions and staff consultation committees to identify potential cost-effective enhancement of our employee benefits package



Maximising wellbeing and managing workload

We will develop our proactive approach to maintaining a welcoming, supportive work and study environment that respects the dignity of everyone, incorporates equity, diversity and inclusion where all colleagues can thrive and be themselves. We aim to provide a challenging, fulfilling and mission - led culture where workload is manageable, wellbeing is a priority and we are proactive in ensuring both.

We will :

- ✓ Develop and launch a customised Trust workload and wellbeing charter, based on current and emerging frameworks and toolkits within the education sector, which is wholly relevant to our own context and local school needs as appropriate
- ✓ Recognise and proactively manage the impact of 'change' on both the workload and wellbeing of colleagues; ensuring our approach to change management builds the resilience of colleagues in the process
- ✓ Identify aspects of workload and our ways of working, challenging 'how we do things';, seising opportunities to release capacity through better use of technology and process re-design
- ✓ Develop and implement an agile working strategy and plan with associated policy, guidance, training and support
- ✓ Ensure our digital strategy and new technology adoption includes automation of working practices wherever possible to facilitate cumulative reduction of workload
- ✓ All leaders and managers are developed to be aware of potential stresses at work, emerging mental health issues, providing the 'right support at the right time', using the HSE Management Standards and associated toolkit effectively
- ✓ Review our health and wellbeing package including employee assistance programme enhancing support for staff with ongoing communication, provision of resources and effective signposting
- ✓ Ensure all leaders receive mental health awareness training and every location has an Adult (MHFA) trained to support staff



Recruiting great talent and planning our future workforce

The quality, skills and motivation of our employees are the key determinant in the educational experience, outcomes and wider personal development of the young people in our care. We are committed to ensuring that we attract, recruit and retain the best possible people to achieve this. We will therefore focus on ensuring we are clear on the roles and capabilities we require both now and in the future to achieve our mission.

We will :

- ✓ Develop a workforce plan for the next five years, reviewed annually during the budget planning process, continually identifying gaps and opportunities for improved structures, role design and learning needs identification
- ✓ Ensure we continue to develop capabilities to address changing requirements within the education sector; including use of enhanced technology in teaching practice
- ✓ Review predicted staffing needs and ensure people plans are developed in a timely manner including the attraction and successful onboarding of international teaching staff
- ✓ Further develop and leverage strategic working partnerships with the Teaching School Hub to maximise the access to current and emerging teacher supply routes
- ✓ Continue to develop and enhance our apprenticeship provision, fully utilising the apprenticeship levy to fill positions where there are current and future skills shortages
- ✓ Review and enhance our employee brand, building understanding and consistency of messaging across recruitment platforms including social media, leveraging the brand of Brooke Weston Trust as a good employer
- ✓ Identify, implement and monitor the success of Trust wide recruitment campaigns for key rounds of recruitment throughout the year
- ✓ As systems are implemented, provide workforce data, analytics and People KPIs enabling effective decision making and planning
- ✓ Review and enhance the 'candidate experience' at every 'golden moment of truth' to build engagement and a sense of belonging throughout every aspect of the recruitment and onboarding process
- ✓ Regularly review and refresh the 'Join Us' area of the Trust website to align with key messages about us as an employer
- ✓ Develop a strategic, agile resourcing model, reducing the requirements for short term supply cover
- ✓ Develop an approach to succession planning and talent management for leadership roles and key specialist positions which is both transparent and consistent in application.
- ✓ Develop a Trust wide - induction programme for all new starters, which includes specific arrangements for internal promotions, new line managers and overseas recruits
- ✓ Review and re-design recruitment content and materials including adverts, job specifications, packs and similar to ensure our brand, values and 'tone of voice' are consistent, professional and current



Utilising
technology to
enhance and
innovate

To maximise the delivery of our ambitious Trust and associated people strategy, it is vital to leverage the development and use of digital technology, enhancing innovation, creativity and being capable of operating effectively in an ever increasing digital world.

We will :

- ✓ Implement a People Information System, removing paper based and complex, historical processes incorporating self-service and mobile access options
- ✓ Undertake a digital readiness and skills audits, identifying and addressing skills gaps resulting from it
- ✓ Develop our use of data and analytics to be effectively integrated, accessible and available in real time to facilitate evidence - based decision making
- ✓ Instigate and drive automation of our working practices and processes, embedding use of sharepoint, Microsoft teams, workflows and similar
- ✓ Ensure identification and adoption of new ways of working are designed and adopted with minimal, viable bureaucracy



People Strategy Key Success Measures

We will measure our overall success of our integrated people strategy through :

- ✓ Reduction in overall gender pay gap
- ✓ Increase in average retention rates of staff
- ✓ Increased levels of staff engagement and positive responses to specified questions in staff surveys and pulse surveys
- ✓ Every employee having a Personal Development Plan linked to BWT strategic priorities and individual ambitions
- ✓ Year on year increase of internal promotions, moves, acting-up opportunities
- ✓ Improved wellbeing and workload baseline scores in staff surveys
- ✓ Quality, quantity and success rates of recruitment campaigns are increasing over time
 - ◆ Process measures of time taken to appoint
 - ◆ Successful probationary periods
 - ◆ Reduction in turnover in first 12 months of employment
 - ◆ Number of appointments linked to internal succession planning
 - ◆ Level of supply cover required
 - ◆ Increased of ECT retained for 3 years or more
- ✓ Clear monitoring of EDI related/ protected characteristics
- ✓ Reduction in voluntary turnover
- ✓ Improved attendance levels
 - ◆ Reduction in spend on sick pay / cost of supply cover
- ✓ Reduction in work related stress matters requiring time off from work
- ✓ Reduction in the level of grievances
- ✓ Reduction in informal and formal related capability issues
- ✓ Commercial income from our CPD offer



Ambition for All