

PAY People and Culture Strategy

Pennine Academies Yorkshire



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The Rationale

At Pennine Academies Yorkshire (PAY), we recognise our staff as our most important asset, therefore, we put people at the centre of all we do. Our values include:

- **Empowering staff to become world class**
- **Looking after our workforce, relationships and mutual respect are at the heart of all we do.**

The Trust recognises that “**culture eats strategy for breakfast**” (Peter Drucker). Therefore, the main aim of the strategy is to embed a culture that encourages and supports the vision and values of the Trust.

The strategy will build on the successful processes currently in place across the Trust and in its individual schools. By sharing best practice across its schools and leveraging the benefits of working at scale, for example, cross-school development opportunities, PAY will operate as a lever to deliver an inclusive, sustainable people strategy.

Specific benefits, targets and monitoring processes will be established and include:

- **Recruitment: Increase in applicants and acceptance rates for preferred candidates**
- **Retention: Reduction in staff turnover and associated reduction in recruitment costs**
- **Staff satisfaction/wellbeing: Increase in employee engagement (via staff surveys)**

Specific objectives for the next 1-5 years are highlighted in the Trust Development Plan, with assigned Key Performance Indicators (KPIs) to determine each objective's success over time.



Our Objectives

We are an inclusive family and our values are centered around the diversity of our schools and how this strength can help all of us to grow together to provide the best possible outcomes for pupils, ensuring that every child makes exceptional progress in their academic and social development. We work in collaboration with one another, supporting one another and sharing best practice.

Specific information relating to the People and Culture objectives can be found in the Trust Development Plan.

Our Current Trust Profile

As of September 2024, the Trust currently comprises seven primary schools all located in the Bradford Metropolitan District. The Trust has roughly 2,700 pupils and over 460 staff as of April 2024. We have a particular care for our pupils who have additional needs. We recognise this is a growing area of need both locally and nationally. All schools in the family are wedded to the principles of inclusion. It therefore stands to reason we should make the maximum effort to make pupils with additional needs even more welcome, remove more barriers and ensure their future success, therefore, we host 3 SEND additional Resource Provisions.

What do we want to achieve?

Attract

- Employer of Choice
- Robust Recruitment Processes
- Supportive onboarding processes

Retain and Recognise

- Reward and Recognition
- Robust CPD opportunities
- Upward progression
- Specialist expertise
- Cross-trust opportunities

Perform and Develop

- Models of Career Development Opportunities
- Talent management processes
- Models of Personal Development Opportunities
- Succession Plans
- Aspirational Leadership

Thrive

- Innovative Equality, Diversity and Inclusion Methods
- Holistic Employee Assistance Programmes
- Embedded Wellbeing Approaches
- Commitment to Supporting the Workload and Work/Life Balance of Staff

Attract and Welcome

PAY understands the critical importance of attracting and retaining the best staff. We strive to create a supportive work environment where our staff feel valued and appreciated for their contributions. To attract the best candidates, we offer fair and competitive salaries, competitive holiday packages, and opportunities for professional growth and advancement. Retention is equally important and we work hard to foster a positive culture, provide regular feedback and recognition, and maintain open and transparent lines of communication. Strong and stable staff are essential to our success, and we are dedicated to attracting and retaining the very best individuals in the field.

- A friendly, inclusive, supportive Trust which looks after the wellbeing of its staff
- An excellent pension scheme
- Supportive Employee Assistance schemes
- Robust Work/life balance initiatives
- Union recognition
- Cycle to work schemes
- High performing school settings with excellent leadership
- Access to high quality and bespoke CPD offer across the trust
- A high quality and supportive induction programme
- The opportunity to develop your career within and across the Trust Schools

To ensure retention is embedded as a core value at PAY, we aim to implement an upward progression model. With multiple schools following one strategy, PAY can offer promotion opportunities to staff from across the Trust as they are ready to progress. We can build career ladders that help to “grow our own” and support succession planning. We actively identify staff, in all areas, with potential and ambition to take their next

career steps. Together we map progression and provide development opportunities to fulfil these, for example by offering secondments or placements to more senior roles, or opportunities to work across schools. We provide internal vacancies, to give staff clear opportunities for promotion, whilst maintaining continuous service and remaining with the Trust.

Recruit

- Equality, Inclusion and Diversity at the heart of all recruitment
- Internal talent management processes
- Wide spread advertising to ensure the best quality of candidates
- Strong social media presence

Welcome

- Induction
- Mentoring
- Coaching

Employer of Choice

- Benefits
- Work-life Balance
- Trust-wide People and Culture Strategy
- Development and Recognition
- Strong cultural integrity

Recruit

Ensure all recruitment meets both the Trust's business objectives and whilst providing the opportunity for individual and collective growth.

Share recruitment processes across Trust schools so talent is not lost due to school specific requirements or vacancies.

A friendly trust which looks after the wellbeing of its staff.

Access to high quality and bespoke CPD offer across the Trust.

The opportunity to develop your career within and across the Trust Schools.

The Trust is a fair employer promoting equal opportunities, which do not disadvantage any person on the grounds of a protected characteristic.

Utilise appropriate social media and recruitment networks to promote and advertise vacancies to increase recruitment channels.

Prioritising recruitment through robust practice and process as an ongoing agenda item to ensure the Trust remains an employer of choice.

Marketing and promotion of the Trust's career pathways.

Welcome

A high quality and supportive induction programme.

All new staff will have access to the staff induction handbook. This will include all important policies, or their location, and will include our wellbeing charter and details of the Employee Assistance Programme and the Trust Mental Health First Aid team.

All staff will be made to feel welcome and given as much support as required including access to their line manager for any concerns or questions that they may have.

Provide a mentoring programme for all staff to support and welcome new staff into the Trust and their new roles.

Arrange regular, catch up sessions with new staff to voice any concerns and identify any required support early.

Build relationships through coaching/mentoring to improve and develop staff and build capacity.

Provide robust and supportive coaching opportunities.

Working groups to encourage best shared practice and provide a forum for peer-to-peer support.

Employer of Choice

A friendly trust which looks after the wellbeing of its staff.

A fast moving and exciting place to work which values the individuality of each of its schools.

A high performing Trust with excellent leadership.

Competitive, fair salaries with pay awards in line with national recommendations and, at times, above national recommendations to recognise the hard work of both teaching and support staff.

Excellent pension schemes.

Robust and supportive absence management processes.

Inclusive family leave policies.

Innovative Family Leave policy, providing 3 paid, pre-authorised leave days for specific reasons.

Salary sacrifice schemes such as cycle to work.

Good industrial relations, the Trust is proud to have great working relationships with Trade Union Colleagues.

Our approach to our development is non-hierarchical. We believe that we can all learn from each-other, as peers

The Trust has a robust apprenticeship scheme, available to all roles.





Retain and Recognise

PAY understands the critical importance of attracting and retaining the best staff. We strive to create a supportive work environment where our staff feel valued and appreciated for their contributions. To attract the best candidates, we offer fair and competitive salaries, competitive holiday packages, and opportunities for professional growth and advancement. Retention is equally important and we work hard to foster a positive culture, provide regular feedback and recognition, and maintain open and transparent lines of communication. Strong and stable staff are essential to our success, and we are dedicated to attracting and retaining the very best individuals in the field.

To ensure retention is embedded as a core value at PAY, we aim to implement an upward progression model. With multiple schools following one strategy, PAY can offer promotion opportunities to staff from across the Trust as they are ready to progress. We can build career ladders that help to “grow our own” and support with succession planning. We actively identify staff, in all areas, with potential and ambition to take their next career steps. Together we map progression and provide development opportunities to fulfil these, for example by offering secondments or placements to more senior roles, or opportunities to work across schools. We provide internal vacancies, to give staff clear opportunities for promotion, whilst maintaining continuous service and remaining with the Trust.

The Trust prides itself on its commitment to the recognition of live research and therefore embeds the Edurio research into staff retention, noting that leadership dynamics were highlighted as a key link to staff retention. Therefore, the Trust has implemented significant steps to holistically develop school and Trust leaders.

Retain

- Establish a positive culture
- Staff feedback
- ‘Time Pillar’ is embedded into the Trust People and Culture strategy

Career Pathways

- Internal progression routes
- CPD opportunities
- Paid and ‘dry’ promotions

Leadership

- High quality, holistic leaders
- Leadership dynamic feedback opportunities
- A supportive environment where all staff feel supported and recognised

Retain

Providing research and evidence-based Continuous Professional Development (CPD) for all our staff informed by the Standards for Teachers' Professional Development.

Providing high-quality early career support through bespoke training, coaching and mentoring for Newly Qualified Teachers (NQTs) and Recently Qualified Teachers (RQTs) in line with the government's Early Career Framework (ECF).

Supporting aspirational and current school leaders to develop their knowledge, understanding and skills as middle, senior and executive leaders, including facilitating the National Professional Qualifications.

Recognising leadership expertise and the capacity to support leaders beyond their own school through designating Local Leaders of Education (LLE), Specialist Leaders of Education (SLE) and, through DfE, National Leaders of Education (NLE) and National Leaders of Governance (NLG).

Providing support through our employee assistance programme.

Facilitate training and support for mental health, including Mental Health First Aid.

Proactively working to reduce unnecessary teacher and leader workload, utilising the DfE Reducing Teacher Workload Toolkit.

Valuing the importance of good industrial relations and we are proud to have great working relationship with Trade Union colleagues.

High-quality in-house HR support including high quality policies and practices to support staff.



Career Pathways

Supporting aspirational teachers to take the next step to train as a teacher through our Stepping Into Teaching programme.

Support upward progression through both paid and dry promotion opportunities.

Providing recognised pathways of training and support to expert teachers who don't want to take the step into leadership.

Providing opportunities for development through increased responsibilities for those staff wanting to develop their skills for potential promotions.

Fund specialist roles that meet our organisational aims and objectives.

Facilitating voluntary secondment opportunities for staff to transfer to other settings within the Trust, to further develop skills and experience.

Providing internal vacancies to give staff clear opportunities for promotion, while maintaining continuous service.

Giving pay awards in line with national recommendations and, at times, above national recommendations to recognise the hard work of both teaching and support staff.

All vacancies will be advertised both internally and externally.

Leadership

A robust and supportive middle leadership Trust training package to coach and develop current and future leaders.

Ongoing bespoke CPD packages to develop all aspects of leadership.

The Trust actively assesses the quality of relationships between management and employees.

A clear focus on building a culture of engagement for staff members, where their feedback is heard and seen to be taken into account.

Recognition from leaders of the different conditions of each schools, allowing for this and adapting initiatives so they are bespoke, where possible, to the needs of the school.

Develop leadership positions at all levels. If a colleague is ready then they should have exposure to leadership opportunities, should they want it.

Support cultural transformation activity by continuing to provide the welcome service to support new members of staff.

Focus on employee engagement and workplace factors that are most linked to positive commitment.

We put respectful relationships at the heart of our approach to behaviour in the workplace, including how we treat each-other.

Senior leadership are visible and support colleagues with the application of our behaviour policies.



Perform and Develop

The Trust requests regular feedback from staff to identify, through open professional dialogue, and facilitated feedback processes such as surveys potential improvements to the Trust offer. This helps shape the development offer to ensure it appeals to staff as well as meeting the Trust and school's needs. We support a flexible and diverse approach, based on career stage and individual priorities, to ensure aspects of the CPD offer are bespoke to the individual and provide choice.

We identify 'over the line' people, and those with potential to be so given the right nurture, support and opportunities. We match talented staff to areas of strategic need across the Trust. This broadens horizons, develops skills, retains expertise and allows individuals to grow within a well-supported environment.

We believe that investing in the growth and development of our staff is essential to delivering high-quality education to all children. To support our staff, we offer a comprehensive professional development programme that includes in-person training, online courses, coaching and mentoring opportunities and both internal and external opportunities. Our goal is to provide our staff with the skills and knowledge they need to excel in their roles, stay current with best practice, and continuously improve their expertise. Additionally, we provide opportunities for staff to take on leadership roles, gain cross-Trust experience and participate in project-based learning.

We also recognise that individual support is important, and our senior leaders work closely with each member of staff to identify their unique strengths and areas for growth.

Our performance management process is designed to support staff in setting goals, tracking progress, and receiving regular feedback to help them reach their full potential.

Culture

- Workload
- Managing change
- Calendar
- Pedagogical approach
- Climate for Learning
- Collaboration

Time

- Emails
- Rational approach to data
- Responsible approach to assessment
- Live feedback
- Duties
- Meetings
- PPA

CPD

- Department time
- INSET and TWILIGHT time
- Personalised CPD
- Department Development time
- Central CPD
- Workload CPD

Communication

- Staff bulletins
- Effective briefings
- Consultative forums
- Staff voice
- Working with Unions
- Family Friendly
- Ambassadors
- Wellbeing Committees

Culture

We all have a responsibility to manage our own workload and that of others. Line management meetings exist to discuss concerns and aim to find solutions.

Line Managers are encouraged to ensure fairness across teams when delegating tasks.

A fantastic range of development opportunities for employees are available across the Trust. As well as professional development opportunities, there are opportunities for employees to attend cross curricular and professional networks both within and outside the Trust.

The need for change is well planned for and effectively communicated to key stakeholders. Training and time is allocated to ensure that the change is successful.

Calendars are planned with workload in mind and the timing of tasks and projects are adjusted during busy periods.

Opportunities are provided and time is given to support school-school collaboration and reduce the replication of effort.

Staff are empowered to deliver learning that meets the needs of our students in line with teaching and learning principles.

Additional provision is strategically planned for catch up sessions with an identified need in mind.

Our schools are calm and safe places to work and learn. A strong behaviour policy is in place in all schools which is consistently applied.

Time

No expectation of staff to respond to emails outside of working hours unless there is a serious or significant issue, particularly in relation to safeguarding.

Leaders, lead by example.

Staff are encouraged to set an 'Out of Office' when unavailable due to holidays, leave or training.

Restrictions are set on email groups to reduce who can send group/whole school emails.

Data collections are considered to ensure they are not onerous.

Student assessments are strategically planned.

Live feedback is provided and utilised to provide guided instruction and identify common misconceptions.

Duties are shared equitably amongst staff.

Meetings are timely and well organised so time is valued.

PPA is distributed fairly to allow colleagues to plan and prepare throughout the term.

CPD

All employees are encouraged to develop their own career pathway, however, defined examples are provided and encouraged within the Trust. Whichever pathway you are on, you will be supported with internal and external development opportunities.

The Trust provides detailed and supportive career development programmes to encourage staff to evolve within their roles and progress to new opportunities.

Department time is prioritised and focuses upon sharing expertise, distributing workload and enhancing knowledge.

Inset and twilights are strategically mapped to the objectives of the school and the professional development of the staff.

We are passionate about supporting our employees to develop and actively support a wide range of apprenticeships for both new and current employees.

The Performance Development discussions focus upon how staff feel about their current role, how they would like the role or their abilities to evolve, their career aspirations and any CPD needs that they have.

All staff are given equal access to the Trust CPD programme and coaching and mentoring provision.

CPD time is allocated for strategies to manage workload and how to manage what we expect from ourselves.

Communication

Staff bulletins for key messages to align communication and reduce miscommunication from messages from different personnel.

All CPD opportunities are distributed widely across the Trust to allow all staff with the opportunity to attend.

Briefings are focused on training, developing or sharing key messages.

Consultative forums for staff to raise issues or concerns; especially where significant change is planned.

Performance developments meetings provide the opportunity for staff to consider and voice their career aspirations and related CPD requests.

Capture staff voice regarding the performance and development opportunities and culture.

Regular meetings with Unions to ensure that the relationship and communication is strong.

Trust wellbeing initiatives and ambassadors to focus on and promote wellbeing across the Trust.

Thrive

We understand that our staff are the foundation of our success and that their wellbeing is crucial to delivering high-quality education to all pupils. That's why we place a strong emphasis on supporting and nurturing our staff. We provide a range of programmes and initiatives aimed at promoting physical and mental wellbeing.

We offer flexible working arrangements and support for staff to maintain a healthy work-life balance.

Additionally, the Trust offers a unique 'Family Days' benefit to all staff to ensure staff are provided with the opportunity of a supportive work-life balance.

Other Trust Development Priorities have also been set to promote a positive and professional working environment in all our schools. We provide:

- A robust IT development strategy to ensure technology supports staff both in and out of school
- A detailed Estates Strategy to ensure the work spaces and schools provide an attractive, safe working environment

Inclusivity and diversity are key factors in building a diverse, competent workforce, providing excellent education and promoting the general well-being of our community. We are an inclusive employer and actively seek to recruit for diversity, for employees and governance roles, tackling unconscious bias and direct/indirect discrimination.

PAY is committed to valuing all stakeholders and treating everybody with respect.

Emotional Pillar

- Stress
- Resilience
- Mindfulness

Physical Pillar

- Diet and nutrition
- Health and self-care
- Exercise
- Specific issues e.g, menopause
- Sleep

Social Pillar

- Relationships
- Community
- Values
- Behaviours

Financial Pillar

- Financial growth
- Financial security
- Budgeting and planning

Emotional Pillar

An employee assistance programme with a confidential helpline that any member of staff can ring for support.

A supportive process for swift referrals to counselling services and bespoke support for colleagues who are particularly struggling.

Workload Impact Assessment of new policies to ensure they are manageable and reasonable.

Work-life balance initiatives and policies to support staff in managing their workload.

Job opportunities shared across the Trust.

Internal staff network groups.

Staff voice, including an annual Trust-wide survey.

A unique 'Family Day Policy'.

Induction, mentoring and ongoing support for new staff or staff entering new roles within the Trust.

Open door policies and culture.

Line manager support through feedback, individual and team meetings.

Transparent and clear expectations of all staff through robust policies and culture.

Access to on site Mental First Aiders.

Considered TWILIGHT, CPD and INSET opportunities to support staff wellbeing.

Physical Pillar

Supportive policies e.g. work-life balance, flexible working, reasonable adjustments, family leave policy.

Policies for specific issues such as menopause and disabilities.

Occupational Health referrals and support.

Wellbeing sessions for staff.

Support for the cycle to work scheme.

Estates management across the Trust to ensure that all staff experience a warm, safe and healthy environment.

An estates strategy to ensure the ongoing maintenance and management of Trust estates.

Individual risk assessments for staff where necessary.

Wellbeing initiatives including cross-Trust events.

A commitment to reviewing processes to reduce workload where possible.

Social Pillar

Supportive policies (e.g. flexible working, maternity, paternity, shared parental leave, family days, KIT days and Leave of Absence).

CPD opportunities both internal and external to increase social networks.

Internal staff network groups.

Working partnerships with local and regional Trade Union representatives.

Approaches across the Trust to celebrate staff, individually and as teams.

Careful planning of calendars and INSET time to allow staff to meet whilst maintaining a reasonable work-life balance.

Designated social spaces in schools for staff to relax and reflect.

A designated wellbeing working party in each school.

A clear Equality Statement and community that is proactive in supporting diversity and inclusion.

A commitment to collect, analyse and respond to exit interview findings.

Dedicated support for ECTs and a mentor system for new staff.

Access to coaching support as part of the Trust's professional development programme.

Financial Pillar

Access to enrolment in a defined Pension Scheme (Teachers Pension Scheme or Local Government Pension Scheme.)

Transparent and clear pay policies and collective bargaining with Trade Union colleagues in respect of national and local agreements.

Clear and supportive career progression pathways.

When budgets and/or school needs necessitate changes, ensuring redundancies are a last consideration and opting for other options where possible.

Online training and financial support via the Trust's banking services.



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