



PEOPLE STRATEGY 2023

Trade union consultation	21 June 2023
Policy approved by Trust Board after trade union consultation	18 July 2023
Next Review Date	Summer 2026

CRANMER EDUCATION TRUST, EGERTON STREET, OLDHAM, OL1 3SQ

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1.0 Introduction

- 1.1 This people strategy has been developed to support the Trust's vision and mission.
- 1.2 It sets out the vision for the Cranmer Trust workforce, in particular focussing on the period of growth as more schools join the Trust.

2.0 Mission

- 2.1 The Trust employs a community of staff who are united by a common goal – to advance the best possible education for children and young people.
- 2.2 The Trust is committed to the development of all staff at all stages.
- 2.3 We believe in collaboration and working together in supportive, strong, and resilient frameworks. Together, we achieve more than we could individually. As the Trust grows with the security of a strong family, adults can thrive and we believe that what stands out about Cranmer is our commitment to connection through great people, great systems, underpinned by a powerful culture of communities of improvement. Every school, every person in our family, can mobilise improvement capacity on behalf of the group, feeling part of a single, focused organisation, underpinned by a shared culture and People Strategy. **We share a sense of obligation and accountability for the education of the children we serve.**

3.0 Objectives of People Strategy

- 3.1 To provide a framework to set out our culture, how we communicate, how we develop staff, how we bring people into the Trust through induction, wellbeing, inclusion, equality and diversity, and how as an employer the Trust protects people through organisational strength as a strong trust through its systems, compliance, terms and conditions, protecting working rights and working with Trade Unions at the Cranmer Education Trust.

4.0 Scope of Strategy

- 4.1 The strategy sets out culture and covers all individuals working at all levels and grades including the CEO, headteachers, teachers, support staff, part-time and fixed-term employees, the Trust Board, Local Committees, volunteers, casual workers and agency staff (collectively referred to as staff within this strategy).
- 4.2 For Trust employees, this strategy does not form part of a contract of employment and may be amended at any time in consultation with trade unions.

5.0 Duties and Responsibilities

- 5.1 The Trust Board will:
 - 5.1.1 Approve the People Strategy.
 - 5.1.2 Monitor the progress of people culture via the CEO's report.
 - 5.1.3 Be accountable for all HR compliance.
- 5.2 The Pay and Personnel Committee will:
 - 5.2.1 Review specific objectives within the People Strategy.

5.2.2 Review staffing and people related KPIs including recruitment and retention.

5.3 Local Committees will:

5.3.1 Note the note the Trust People Strategy.

5.4 The CEO will:

5.4.1 Inform and advise Trustees of any developments to national and existing frameworks and research.

5.4.2 Promote the value of considered people related strategies within the Trust, ensuring comprehensive communication through a variety of mechanisms.

5.4.3 Take appropriate steps to reasonably accommodate the requirements of protected characteristics including different religions, cultures and domestic responsibilities and ensure a robust routine for equality impact testing led by the HR lead for the Trust.

5.5 The Chief Operating Officer will:

5.5.1 Promote the value of people and workforce strategies within the Trust, ensuring comprehensive communication through a variety of mechanisms.

5.5.2 Regularly review the People Strategy, making recommendations to the CEO for any required changes including developments in research and national trends.

5.5.3 Monitor people related KPI targets and report annually to the Pay and Personnel Committee.

5.6 The Trust HR Manager will:

5.6.1 Uphold the People Strategy

5.6.2 Provide guidance to headteachers and line managers for the process and management in accordance with HR and People policies.

5.6.3 Ensure that HR processes and policies are aligned with the People Strategy

5.7 Headteachers and Strategic Leads will:

5.7.1 Have day to day responsibility for the effective operationalising of Trust People Strategy.

5.7.2 Ensure that the strategy is communicated to all staff and take steps to ensure the spirit is disseminated and understood.

5.7.3 Through the Leadership Group, be fully considered as strategy is formulated.

5.7.4 Consider People Strategy as part of the School Improvement Plan and issues arising as part of the Headteacher's report to the local committee.

5.7.5 Raise concerns about People Strategy issues to the CEO.

5.8 All Staff will:

5.8.1 Be conscientious and loyal to the aims and objectives of the Cranmer Education Trust.

5.8.2 Decision makers should review the impact of People Strategy on a continuing basis.

6.0 Priorities 2023 – 2026

6.1 Our people plan priorities for 2023-2026 are set out under five key themes which are linked:

- 6.1.1 We are a Trust family united by a single shared purpose; to provide the best possible education for children and young people.
- 6.1.2 We are growing a developing our culture together – a culture of continual improvement and collaborative evidence-informed learning.
- 6.1.3 We learn from one another. We communicate.
- 6.1.4 We look after and out for each other and provide an environment where health and wellbeing are actively promoted.
- 6.1.5 We provide security to staff through systems and frameworks

6.2 We all hold a common thread - our values and relentless pursuit of giving every child the best possible start in life - and as we change and grow, we communicate, and all hold the thread.

6.3 Family - Cranmer Culture

Together, we can achieve more than we can individually.

The security of a strong family provides the conditions in which our staff can thrive. What stands out about Cranmer is our commitment to connection through great people, great systems, underpinned by a powerful culture of communities of improvement.

Every school, every person in our family, can mobilise improvement capacity on behalf of the group, feeling part of a single, focused organisation, underpinned by a shared culture and People Strategy. **We share a sense of obligation and accountability for the education of the children we serve.**

Culture is the most important element for how we grow and develop. As well as the Cranmer Culture, all schools and business areas have their own cultures is valued and nurtured. This is intrinsic to our diversity and is valued and nurtured.

All of our people contribute to our culture. As we grow, it is our commitment that we grow our identity together, through relationships, developing belonging and inclusively building who we can be and who we are meant to be within our Cranmer community. We will do this through our leaders, through our strategic meeting, our executive committee, our Continuing Professional Development, culture and systems and other collaborative networks. We will review the way we bring staff into the Trust and our schools, via onboarding and induction. We will strengthen solidarity and interconnectedness through events, through our communications, through networking meetings, by forming deep collaboration between colleagues across schools. Through the Cranmer Institute, we will focus on building self-efficacy and promoting agency within all staff and building a community of professional

learners collaborating and supporting each other as mentors, coaches and guides. We will develop our leaders through a Cranmer Institute curriculum and codify Cranmer leadership and culture, focused on openness to feedback and commitment to ongoing development. It is our intention to be deliberately inclusive in our communications, we will embrace our HR systems to capture and report diversity and, through the pay and personnel committee of the trust board, we will challenge our aim to be inclusive.

6.4 Growth

We are a strong growing mixed CE/Community and mixed phase trust based in Oldham and Rochdale serving populations with high levels of need, committed to children flourishing in all aspects of their learning. We work locally, we understand and are trusted by our diverse local communities and are well established through our teacher training and development arms. We are anchored in our community, and it is our intention that through professional people development, we will further anchor our partnerships and our civic role in East Manchester. We will do this through systematically developing leaders and further developing our strong local partnerships. We will do this through recruitment and retention initiatives for all roles - teachers, trainees, leaders, and support roles. Through Cranmer Institute we will strengthen career pathways, apprenticeship opportunities and grow capacity, developing the school improvement strategy including the leadership capacity from within our schools.

Our appraisals are people focussed, aligning individual development needs with Trust / school development. Our focus is on continual improvement, not judgement. Regular 1-1s with line managers are supportive conversations, aligning work with school and Trust objectives, which further provide the opportunity for staff development to be progressed.

Our recruitment and retention initiatives will include developing our recruitment documentation and careers site, to convey the Trust and schools' cultures. Our selection processes and capture retention data and maintain the Wellbeing Strategy priorities (including the staff wellbeing survey). We will review our induction processes across our schools to develop best approaches, welcomes, mentoring and develop a Cranmer Induction which dovetails with a local/context specific induction, welcoming and immersing new people into Cranmer Culture balanced with fulfilling compliance obligations efficiently. We will develop our systems for ensuring staff are aware of vacancies and development opportunities across the Trust. Through our trustees and our local committee members we grow capacity and culture. We will focus on recruiting people with the right skills and welcome more diversity within governance.

6.5 Communication & Engagement

How we communicate and talk to each other will be determined and aligned through our aligned vision values and ethos, but we will need to intentionally create mechanisms, systems, and approaches to how as a growing organisation we do that, structurally. Through a "creative

first” approach to engagement we will embrace the opportunities of social media, websites, and SharePoint to communicate in a purposeful active tone both internally and externally. We will use video media to engage in a people focussed engagement which gets our messages across about not just what we do but how we do it. Our digital vision is to embrace Office 365, including SharePoint, to build systems of collaboration which enable cross-departmental working in a clear systematic way. Together with a trust re-brand, which embraces our culture, the Microsoft portals, our websites and social channels will become more than engagement tools, but a demonstrative and powerful vision for our aligned vision and values, and a launch-pad for culture and school improvement strategy, implementation and evaluation. By being deliberately creative-first we will be outwardly facing with a clear message to people who want to join us, about who we are and what it means to be part of the Cranmer family, as staff and as wider partners through teacher training and development. We will develop a news-based approach to communicating which will focus on people, on what we are doing, how and why, demonstrating impact and culture, how we work with trade union representatives.

The digital communication strategies will enable real-time efficient methods of collaboration which can be complemented by face-to-face networking because our schools will be local, with staff able to access other schools within a 30-minute maximum drive. The development of the existing Trust networking groups as more schools join the trust will deepen collaborative convergence and as the trust central resource grows, and our ability to provide services around the child grows, the ability for different groups (e.g., achievement for all) to meet and support each other in person will be key to developing capacity and expertise.

6.6 Wellbeing

Our Wellbeing Strategy sets out the vision for staff wellbeing and is an integral piece of the people plan. In its simplest form, the key to wellbeing is to reduce stress and increase professional resilience. Staff need to be able to develop professionally, in a role they are interested in and know that they are working with purpose. Staff want to be trusted, have self-efficacy and empowerment in the way they do their work. We will continue to prioritise wellbeing by embedding the cultural behaviours through character and personality of the Trust and this People Plan sets out how we intend to do that. We will continue to promote wellness and to communicate what that means, for us, as well as what we do and offer, including the Life Works wellbeing resource and assistance.

We are committed to the staff wellbeing survey and determine our priority areas from the information we receive, as one employer, with guidance from Trustees, and through the strategic leaders group we will shape identity and jointly tackle some of the issues that arise including workload, behaviour as well as Trust perception and leadership dynamics.

6.7 Strong Security

Underpinning our people and growth direction is the fact that we are one employer and one legal entity. We are a strong Trust with systems and frameworks which give us resilience and we can use that strong infrastructure to give our people the best opportunities, terms and conditions and protection. The Trust has a long standing and effective relationship with recognised trade unions, and we consult on all people policies with them. As we grow, that relationship is increasingly important to maintain and develop the established industrial connections for harmonious working relationships and jointly agreed pay and conditions of service. We are committed to the fair and proper application of TUPE and all employment law as new people join our Trust and will develop a culture of care as the incoming employer, helping staff to understand the TUPE technicalities – reassuring and instilling confidence through our professional knowledge, robustness, and strong systems. Everyone feels differently about change and understanding the detail is something that helps, including induction and welcome packs. We are committed to one Trust MIS system for people data, payroll and employee self-service and to further developing it and using it to be an organised and secure employer, automated and efficient where possible, and also to be data rich with a view of all our people and the ability to use that data, strategically, to strengthen us. When schools join our Trust, we will take a people first and face to face interactions approach to meeting people.

We will continue to be a fair employer and are committed to Teachers' Pay and Conditions and nationally negotiated pay. Our pay, conditions and job evaluation for support staff are based on nationally recognised principles and joint employer pay negotiations. We will continue to ensure that people are recognised and rewarded in a fair way, with secure terms and conditions.

7.0 Review

The Trust will review the People Strategy every three years and it will be revised as required to include any changes in regulation and statutory guidance, to ensure that it is always up to date.

Appendix - Links to relevant legislation and guidance

Section 149 of the Equality Act 2010

<http://www.legislation.gov.uk/ukpga/2010/15/section/149>

DfE Advice on Equalities Act 2010

<https://www.gov.uk/government/publications/equality-act-2010-advice-for-schools>

HM Government, Integrated Communities Strategy Green Paper: Building stronger, more united communities. March 2018

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/696993/Integrated Communities Strategy.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/696993/Integrated_Communities_Strategy.pdf)

Gender Identity Research & Education Society

<https://www.gires.org.uk/>

All staff policies are published and available on the P drive.