



PEOPLE STRATEGY 2024-2027

Introduction

Oak Trees Multi Academy Trust was formed in 2017 with the principle aim of improving the life chances of Wirral children through collaboration and best practice. Seven years in, and our strongly established Trust is now in a good position to focus on our workforce, leading to this People Strategy which has been developed over the last 12 months.

This is one of the most important documents the Trust has developed since it was established. It underpins everything that we do and places people at the heart of our work.

Our vision is for every school to be an excellent school and every one of us plays a part in achieving this vision. Our staff are our greatest asset and how they feel at work matters to us greatly, and our key focus on workload, wellbeing and listening to staff is a key element of our work.

This strategy outlines our approach to people development and people management. It sets out how every one of us can have confidence in the support and opportunities we receive as we strive to be the best that we can be.



It is important to us that we are recognised as a great employer. We want to attract, recruit, retain and develop the best staff for our Trust and ensure that they reflect the diversity of the schools and communities that we serve.

Excellence will be achieved through the aims of our People Strategy. These are:

- Makes a clear statement about our commitment to our people.
- Seeks to highlight the trust as one where staff aspire to work.
- Gives high priority to the development and recognition of all staff, strengthening teams, and develops a culture where excellence is expected, encouraged and developed.
- Outlines a commitment to tackling workload and well being.

We are confident that our People Strategy will bring huge benefits for our staff, and look forward to the next seven years of the Trust with this strategy at the heart of what we do.

Tony Lacey (Chief Executive)



Trust Mission and Values

Our vision at Oak Trees Multi Academy Trust is to 'Achieve Excellence Together'. Underpinning this vision and at the core of everything we do are our Trust values.

Inspiration



Being a positive role model by acting with kindness, honesty and resilience in order to motivate myself and encourage others.

Citizenship



Making a difference to my home, school, community and wider world through showing compassion curiosity and drive.

Collaboration



Achieving through actively playing my part and supporting each other to find solutions.

Expression



Having the confidence to present myself freely and honestly. To be receptive to the thoughts and ideas of others.



Attraction and Recruitment

We will take a rigorous, forward thinking, pro-active approach to recruitment and attraction in order to seek and appoint the most talented people to work within our teams.

We will:

- Develop a proactive recruitment strategy, guided by internal workforce planning and external factors and influences.
- Grow and increase focus on the Trust brand and the communication of the outward facing message.
- Focus on widening candidate pools to capture unrepresented groups.
- Continually review and monitor all recruitment documentation ensuring it remains relevant, attractive and modern.
- Develop links with further education providers to facilitate apprenticeships and student placements.
- Establish a LinkedIn page populated with regular on brand messages.
- Continually review recruitment processes to ensure they are carried out robustly and safely to safeguard the Trust, pupils and staff.



Retain and Develop

We will be recognised as a place where staff can develop their careers and achieve their ambitions through high quality professional development.

We will:

- Develop career pathways and opportunities for all staff.
- Create and embed a high quality induction programme.
- Ensure quality and purposeful feedback is offered to all staff on a regular basis.
- Further develop the use of staff led Personal Growth Plans.
- Develop purposeful relationships with external providers who are aligned to our vision and values and can support high quality professional development.
- Continue to invest in quality and relevant CPD for all staff.
- Establish executive coaching as an offer for leaders.
- Further develop internal opportunities for staff to contribute to the central Trust team.
- Focus on retention strategies such as flexible working.



Leadership

We will aim to build a collaborative culture that builds confidence, where staff are listened to, are well informed and are challenged to be the best they can be.

We will:

- Ensure that all HR policy, processes and procedures are compliant with legislation, are progressive and respond to HR best practice.
- Embed the workload and equality, diversity and inclusion strategies.
- Enhance the well being offer to all staff ensuring and encouraging staff awareness.
- Focus on building resilience within staff, equipping teams to deal effectively with internal and external pressures.
- Develop a trust ethical leadership model in line with the Trust's vision and values.
- Develop a coaching culture including focussed appraisal systems and career conversations.



Well Being and Workload

We want to build a culture that is pro-active and reflective to the demands and stresses of differing staff roles.

We will:

- Refine the well being charter and communicate the contents effectively to all staff.
- Explore and develop the use of AI to reduce workload in smart and creative ways.
- Ensure strong communication processes leave all employees informed and up to date.
- Develop cross school working to share best practice and reduce duplicated work.
- Further develop aligned autonomy across the Trust in all areas.
- Establish a staff benefits package.

Key Success Measures of the People Strategy

The following key outcomes will be monitored by the Executive Team and Trust Board:

- The number and diversity of applicants increases annually, showing greater reach of and impact of our outward facing message and recruitment strategy.
- The majority of new staff have a successful induction period showing that our recruitment systems and processes are effective and that we are recruiting staff aligned to our vision and values.
- Through surveys and other qualitative and quantitative methods staff feel valued, listened to, fulfilled and well informed.
- The number of internal promotions and development opportunities and training increases year on year and staff feel that there are clear and transparent processes and routes to progression in place.
- Staff retention rates increase and sickness absence rates decrease each year.