

**[OAT]**

Ormiston Academies Trust

ACHIEVING MORE TOGETHER

# People Strategy

A cohesive team achieving  
more together

**OneOAT**  
supporting each other



# Introduction

Our sole purpose is to provide OAT pupils with excellent learning opportunities, inside and outside the classroom. We can only do that through our people.

We have recently refreshed our **OAT Strategy**, bringing it up to date to reflect our current priorities. Much has been achieved across the organisation to date, but there is still more to do as we move the organisation forward in the face of the challenges ahead. The **People Strategy** is the first OAT has had that solely focusses on our people, how we will attract, lead, and develop them, how we support them on their own brilliant journey, and how we will relentlessly realise our ambitions as **OneOAT**.

We will continue to experience challenges as we move forward. Continued academisation nationally has the potential to see us grow as an organisation, presenting challenges but also opportunities; financial sustainability and efficiency against a backdrop of rising energy prices; shortages of teachers in certain subject areas, and of other professionals; improving attendance across all schools and enabling academic outcomes; and the broader implications of the white paper and schools bill, with a focus on statutory standards and school improvement. We have invested in our head office teams in support of our academies, and will continue to keep our structures under review to ensure that we are delivering in the best way we can.

We believe that strength and impact are maximised by working as one team, learning from and sharing with each other – from which comes our commitment to achieving more together, creating a culture of **OneOAT**. This is of course underpinned by our values, which inform all that we do and must be part of the very fabric of the organisation. Everything within this strategy is about building that **OneOAT** culture.

The challenge is for everyone across OAT. Every single one of us has responsibility for making the best contribution we can, for making OAT an invigorating place to work, and for delivering for our pupils. I look forward to working with you all to make it happen.

**Nick Hudson**  
Chief Executive Officer

achieving more together



# Our students

## Their experience of their teachers and staff...

Really good at their jobs  
I get the help I need to push me on  
They're happy, positive, and respect us  
They understand us  
They're great



## What they want for their teachers and staff...

Fair breaks  
Better resources  
Greater wellbeing support  
Better equipment  
Kids to think about the teachers as well as themselves  
Give them congratulations when they have something to celebrate



## What they want from their teachers and staff...

Fairness and equality  
Respect  
More listening  
Create an environment where they can concentrate  
Create opportunities to learn from other schools and wider experiences  
Clear expectations  
More outside activities  
Debating lessons



## What they want from OAT...

More teachers/staff  
Careers advice - roles outside of their area/region and more covering the arts as well as STEM  
More communication across schools  
OAT student newsletters and/or conferences, but make it fun  
Clubs like a debating group  
Opportunities to get together that aren't competitions  
Information on what OAT is, what it does, and how the school fits in  
Use technology and social media to create more connections across academies, eg. Instagram school magazine accounts run by pupils



# What is OneOAT and why is it important?

The OAT values are set out in the OAT strategy and are integral here too, to building a culture of **OneOAT**. But what do we mean by **OneOAT**, and what are we trying to create?



## Anyone can excel

unwavering belief that everyone can achieve



## Enjoy the challenge

perseverance pays dividends



## Share what is best

we achieve more from working together



## Be inclusive

celebrating diversity and practising equity

**OneOAT: a cohesive team, supporting each other and achieving more together for our children and their communities.**

**OneOAT** is important because...

- We can achieve more together, for more children, across wider communities
- We can share talent, and expertise, learning from each other to deliver the best outcomes for children
- We can benefit from a wider range of professional development opportunities, and a wider set of skills and expertise
- We can support each other, there's always someone to provide advice and guidance
- We can benefit from greater diversity, inclusion, and broader thinking
- We can centralise enabling services, leaving teachers to teach and schools to thrive
- We can benefit from more financial flexibility and economies of scale
- We can be in a strong position to expand and support more schools in need



a cohesive team,  
supporting each  
other

# Our ambitions

## Effectiveness and analytics

A trust that has the right data, frameworks and policies in place to support rather than get in the way of effectiveness.

## Recognising people's contribution

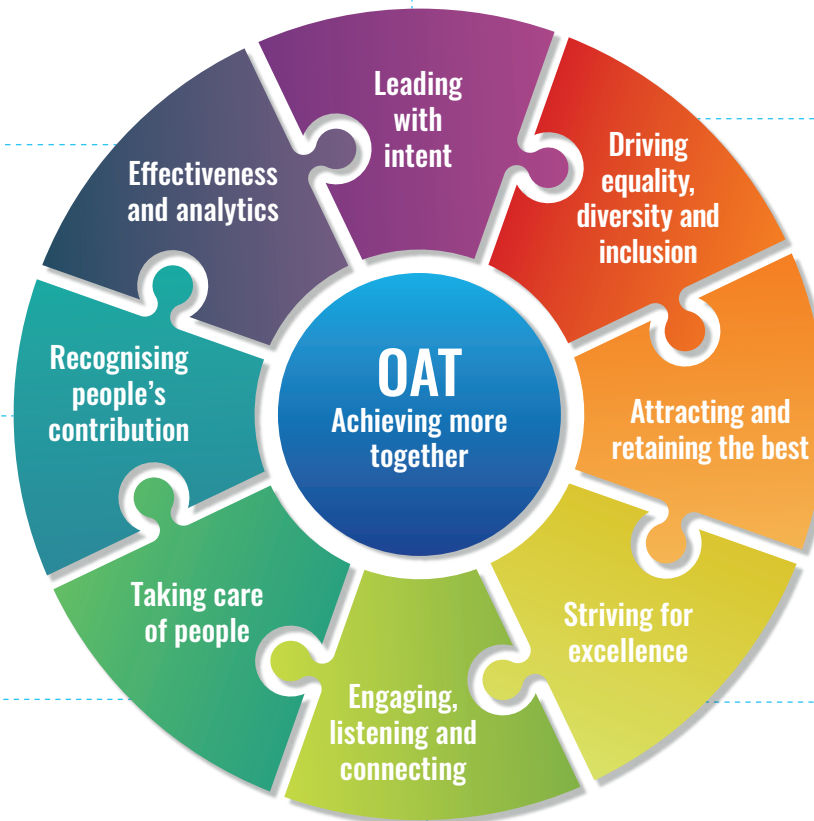
A trust where achievements are celebrated and where people feel valued for the contribution they make.

## Taking care of people

A trust where we achieve individual and team health, contentment and resilience, and enable people to flourish.

## Engaging, listening and connecting

A trust where people have the information they need to be effective, where knowledge is shared, and where people take accountability for engagement and communication.



## Leading with intent

A values-led trust that is efficient, effective, accountable, and inclusive, with clarity of purpose that can inspire and motivate others to deliver for our 30,000+ pupils.

## Driving equality, diversity and inclusion

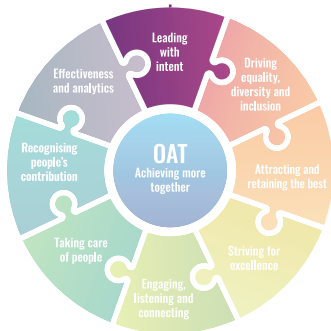
A truly inclusive trust where we celebrate diversity, where people feel valued for the contribution they make, and where our pupils experience better learning opportunities, inside and outside the classroom.

## Attracting and retaining the best

A trust that attracts high calibre people, across all specialities and professions, who actively choose to join and stay working with OAT.

## Striving for excellence

A trust where people grow and flourish, and are focussed to deliver the best outcomes for our pupils.



## Leading with intent



**Ambition:** a values-led trust that is efficient, effective, accountable, and inclusive, with clarity of purpose that can inspire and motivate others to deliver for our 30,000+ pupils

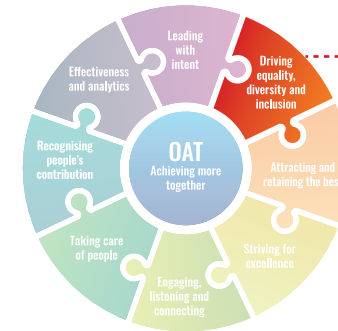


### We will do this through...

- Being clear, relentless and consistent in our ambition to build a cohesive organisational culture as **OneOAT**
- Ensuring that we have a clear organisational strategy setting out our long-term vision
- Ensuring that we have a range of other functional strategies, such as this one, that support and deliver that long term vision
- Ensuring that our leaders across the trust have the skills to deliver this strategy
- Being mindful of the pressures placed on our people, taking care to build resilience, and focus on wellbeing
- Creating working environments that enable collaborative and flexible working
- Actively working to close the divides between the teaching and central services, recognising that we are all here for the same overriding purpose
- Building leadership capability at all levels, giving leaders the confidence and support to excel
- Ensuring that we have in place a robust approach to governance, taking decisions when they need to be taken and achieving value for money
- Continuing to work in partnership, both internally and externally, sharing good practice and continually improving, for the benefit of our pupils



efficient, effective  
accountable, inclusive  
**Leading  
with intent**



## Driving equality, diversity and inclusion

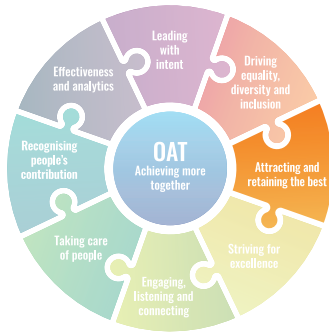
**Ambition:** a truly inclusive trust where we celebrate diversity, where people feel valued for the contribution they make, and where our pupils experience better learning opportunities, inside and outside the classroom



### We will do this through...



- Cultivating a supportive, welcoming, inclusive, and equitable work environment that values different approaches and helps people to achieve their full potential
- Being clear about what diversity and equality means to us as a trust
- Building a more inclusive and diverse trust at school and head office level
- Centring diversity and inclusion within all of our strategies, plans, and policies, across the trust
- Improving our approach to data collection and analysis of both prospective and current employees, ensuring that we are clear on our workforce profile, and using that data to identify where work is needed
- Investing in development on inclusivity, raising awareness and embedding change
- Reviewing and updating our marketing and communications materials to ensure broad representation and inclusivity
- Actively considering whether our approach to recruitment supports diversity and inclusion
- Being clear about how we intend to reduce or overcome pay gaps
- Tackling bullying, harassment, and discrimination swiftly and effectively



## Attracting and retaining the best .....



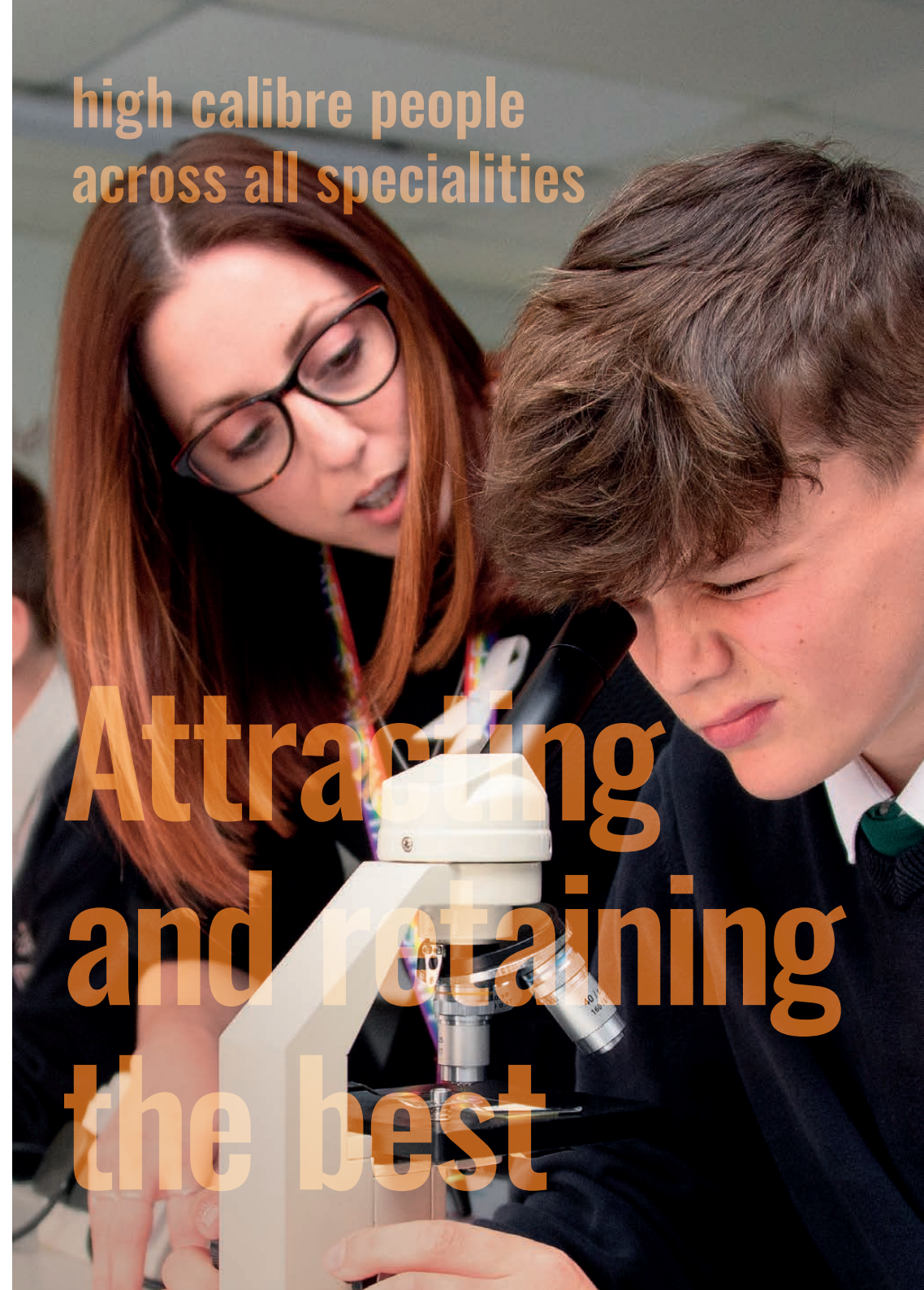
**Ambition:** a trust that attracts high calibre people, across all specialities and professions, who actively choose to join and stay working with OAT



### We will do this through...

- Ensuring we have a meaningful and effective approach to workforce planning, being aware of the skills that we need for the future to deliver modern education
- Building a strong employer brand that brings our vision, values, and culture to life, through continuous marketing
- Using the data we have at our disposal to inform our recruitment processes
- Being innovative, inclusive, and creative in our approach to recruitment and attraction, modernising our processes and approach
- Being flexible and responsive, as well as consistent across all parts of the organisation
- Finding ways for academies to help each other when they need additional support

high calibre people  
across all specialities



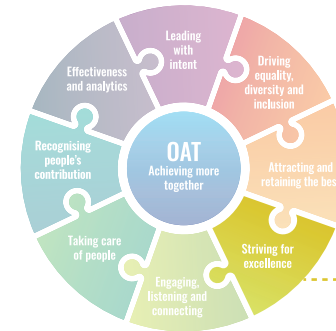
Attracting  
and retaining  
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delivering the best outcomes for our pupils

Striving for excellence



## Striving for excellence

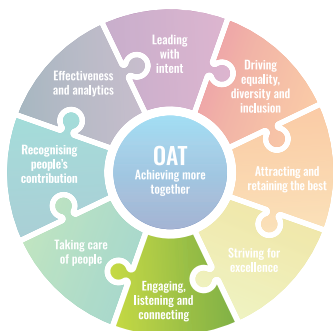
**Ambition:** a trust where people grow and flourish, and are focused to deliver the best outcomes for our pupils



### We will do this through...



- Continuing to invest in people, providing opportunities for development and growth, building on the existing suite of development activities and reviewing our learning and development policies and frameworks
- Increasing the capability of leaders at all levels of the trust
- Creating options for CPD and clear career pathways, sharing good practice and working across the trust
- Being clear on what success looks like, directly linking to the OAT strategy, and handling circumstances where performance falls short fairly and promptly
- Strengthening the package of support provided to those schools who are identified as needing improvement
- Developing a coaching culture, enabling people to take responsibility and accountability for their own performance and development
- Being creative, contemporary and consistent in our approach to performance management, increasing value and supporting our people
- Having a clear approach to succession planning, strengthening our talent pipeline for senior roles



## Engaging, listening and connecting



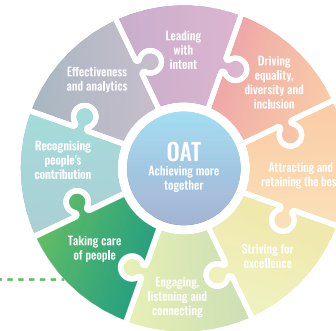
**Ambition:** a trust where people have the information they need to be effective, where knowledge is shared, and where people take accountability for engagement and communication



### We will do this through...

- Ensuring that the vision, values, and culture of OAT are embedded into everything we do in a way that is engaging and meaningful
- Creating the right environment for engagement and interaction, so that people share their ideas and contributions to make our organisation better
- Building skills in communications and engagement across the organisation, helping people to recognise the part they play, making effective connections, and maintaining those relationships
- Reviewing our approach to internal communications, ensuring that people have the information they need to be effective and successful in their roles
- Listening to feedback from people across the organisation, and working with them to address issues, continually learning and evolving
- Considering how we gather feedback from across the trust, and reviewing our approach





## Taking care of people

**Ambition: a trust where we achieve individual and team health, contentment and resilience, and enable people to flourish**



### We will do this through...



- Recognising that wellbeing is not about gimmicks and one-off benefits, it is about strong leadership, treating people well and fairly, and creating an inclusive culture where people are valued for the contribution they make
- Building leadership capability at all levels, and ensuring culture and wellbeing is embedded into development programmes
- Building our approach to flexibility, recognising the challenges in the education sector, and working to overcome them in a way that works for OAT, our staff, and our pupils
- Creating a safe and healthy working environment, where wellbeing is seen as everyone's responsibility
- Providing impactful wellbeing support based on the needs of our people, across all parts of the trust
- Embedding wellbeing as a key part of our performance management process
- Supporting people to better manage their physical, psychological, and financial wellbeing



## Recognising people's contribution



**Ambition:** a trust where achievements are celebrated and where people feel valued for the contribution they make



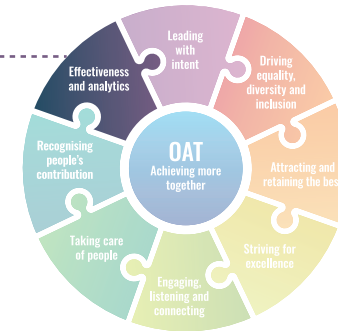
### We will do this through...

- Continuing to build a supportive culture, where people value each other, role model our values, and where people care
- Keeping our approach to pay and reward under regular review, building strong relationships with the trade unions, and not being afraid to make changes if and when needed
- Providing a competitive package of employee benefits, and ensuring that people are aware of their total reward package
- Celebrating successes through a range of events and awards, using our communications channels effectively, and saying thank you
- Encouraging people to take part in social action initiatives, and recognising their contribution



achievements  
are celebrated

Recognising  
people's  
contribution



## Effectiveness and analytics

**Ambition:** a trust that has the right data, frameworks and policies in place to support rather than get in the way of effectiveness



### We will do this through...



- Ensuring that all of our strategies, structures, policies, systems, decision-making arrangements, communications, frameworks and technology are aligned, cohesively working to achieve the same priorities
- Implementing a common reporting framework through our governance structure
- Reducing bureaucracy and ensuring that our policies and processes are simple and effective and accessible to all
- Continuing to develop systems that minimise, streamline, and standardise input and create a single version of the truth
- Being clear about what good looks like in respect of the delivery of all trust strategies, including this one, identifying clear success measures and action plans
- Keeping our organisational structure and operating model under review, making sure that it is efficient and effective and that we have the capacity and capability to deliver on the OAT strategy
- Where possible, developing a single consistent approach across head office and our academies

# Success measures

This strategy will be supported by eight delivery plans, one for each of its strands. Those delivery plans will set out the detailed actions we believe will enable us to achieve the strategic objectives and ambitions, and ultimately to provide OAT pupils with excellent learning opportunities, inside and outside the classroom.

We have also identified a range of success measures, which will be closely monitored, identified below.

-  Feedback from staff that improves over the life of the strategy
-  Strong performance data across all of our academies
-  Diversity statistics that show an improving picture in how our own workforce mirrors the local community
-  Decreasing rates of disciplinary and grievance issues
-  Appropriate levels of turnover
-  Low levels of sickness absence, particularly of workplace stress
-  Greater efficiency and consistency across the trust
-  Vacancies that we would categorise as 'hard to fill' decreasing over time
-  Strong internal movement and promotion

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**ACHIEVING MORE TOGETHER**

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