



Towards a People Strategy: Development Framework

About this document

This document sets out a framework and approach for shaping our people strategy. It describes the rationale for developing the strategy; the aims which will drive it; and the six key action areas we propose to develop.

Why do we need a people strategy?

The success of NSAT schools is determined by our people. The evidence base is clear:

- the single most important factor in school effectiveness is the quality of the teacher in the classroom;
- the second most important factor is the quality of the school leadership; and
- for those factors to have maximum impact, they must be embedded in an effective, collaborative team and organisation.

That is why we want NSAT schools to be engaging, enjoyable and rewarding places to work.

We want to attract talented people to join our teams, and to retain our highest performing colleagues for as long as possible.

We want our people to be able to give their best, so that they are productive and effective.

We want the right people with the right skills in the right places so that we are make the most of valuable resources.

In short, we want the brightest and best individuals to choose NSAT: to join our Trust; to stay with our Trust; and to be advocates for our Trust.

To succeed, we must recognise that the world of work is changing.

Our Trust must keep pace with developing expectations of what people want from work, whether they are just entering the labour market or looking toward to their life after work. The new generation of talent entering the labour market commonly has a different outlook to its predecessors. New entrants want work to fit around their lives, not the other way around and have different expectations around career development and acquisition of new skills. They are often seeking more flexible approaches to jobs and careers. Fewer see life-long single career pathways as their goal.

At the same time, what we, as employer, ask of our people will change too. Education itself will continue to evolve. New curriculum developments will require different skills in the classroom. Technology will continue to change the way learning is delivered.

A tightening financial outlook will demand that we think imaginatively about how we deploy talent to boost productivity and make the best use of skills.

In short, we need a people strategy so that we can be a successful, healthy and sustainable organisation.

Towards a People Strategy

Like every supporting plan within NSAT, the purpose of our people strategy is to enable us to deliver our overarching five-year strategic ambition as a Trust, laid out in the NSAT promise.

It must also be mutually supportive with our other supporting strategies: in how we are developing as a sustainable organisation; how our digital ambitions might change the way we work; how we plan and manage our resources so that we are efficient as well as effective.

Our people strategy must directly support our five-year goals, to provide:

- a fair, inclusive and diverse workplace
- access to high quality professional development opportunities
- a contemporary HR infrastructure that delivers the support staff need to do their jobs effectively
- a safe, happy and healthy workplace
- compliant and appropriate policies and procedures and systems
- business continuity through the development of the future workforce

Setting a clear direction: six ambitions for NSAT People

The Trust people strategy will be based on six ambitions for NSAT people reflecting the working experience we want for everyone.

These are set out in the following draft framework, together with an indication of the specific areas of work that would be required to make them a reality.

As we develop these ambitions, we will define the behaviours that define our culture and our expectations of one another. Our behaviours will inform how we are perceived as a Trust, both internally and externally.

Our ambition	What it means	What we will attend to
We are recognised and rewarded	We have an HR infrastructure which supports people to do their jobs effectively and sustainably	<ul style="list-style-type: none"> • Appraisal processes • Career progression framework • Pay progression • Benefits, honorariums and awards
We are safe and healthy	We provide safe, happy, healthy and sustainable workplaces	<ul style="list-style-type: none"> • Sustainable school environments and equipment fit for purpose • Absence management • Well being ambassadors • Occupational health and physical and emotional support
We are flexible and adaptive	We have the right skills in the right place by thinking flexibly about how work is done.	<ul style="list-style-type: none"> • Flexible working policies which respond to need • Job sharing • Flexible contracts • Secondments, sabbaticals and career breaks
We are compassionate and inclusive	We have a fair, inclusive and diverse workplace	<ul style="list-style-type: none"> • Enhanced leave policies • Equality, diversity and inclusion, tackling inequalities • A people-centric approach to work
We are heard, considered and informed	We have policies, processes and systems that provide a voice for people within the Trust	<ul style="list-style-type: none"> • Internal (two-way) communications • Effective line management • Joint consultative committee • Staff voice processes
We are growing, developing and always learning	We promote access to high quality professional development opportunities	<ul style="list-style-type: none"> • CPD entitlement • Training and development embedded in our culture • Mentoring and coaching • Partnerships with external organisations

Building sustainable change

We will develop our NSAT People ambitions sustainably. This means:

- taking time to engage and consult so that change is owned;
- developing a three-year strategy (to 2025), as a signal of our long-term commitment, so that change is embedded;
- only committing to promises we can keep, so that change is trusted.

By taking a longer term view, we can build a phased approach to this agenda, attending to the most pressing priorities first whilst not losing sight of our longer term ambitions.

We will set appropriate metrics to measure our progress and build them into the Trust 's balanced scorecard.

Next Steps

Our immediate priorities are:

- 1. To re-build the Trust's central HR infrastructure.**
- 2. To create a three-year plan arising from a coherent people strategy.**
- 3. To take the first visible steps towards a people-centric approach to HR, with self-servicing and online information.**
- 4. To develop a measurement framework to know how we are doing.**