



Our People **STRATEGY**

Aspiration
Integrity
Resilience



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Our Vision

At Children First we work in collaboration with our school leaders, and with external partners, to achieve the very best for all our colleagues.

Just as we expect our children to be focused learners, so we ask our colleagues to be continually learning. This means we can continue to set new standards and enable our children to achieve the very best they can.

We see our People Strategy as being central to our approach in developing and growing the trust.

For us 'People' means our whole team, Members, Trustees, Governors, and staff. We know that it is 'the team' that will make the difference to the education of our young people and ultimately their life chances.

We all recognise that a school can only be as good as the quality of its staff, and the same applies to a Multi Academy Trust. Investing in our people will enable us to keep putting *Children First*.

The interests of pupils and colleagues will be the compass for our decision making.

Our Focus Areas

RECRUITMENT
& RETENTION

LEADERSHIP
& CULTURE

PROFESSIONAL
DEVELOPMENT

ENGAGEMENT

EQUITY,
DIVERSITY &
INCLUSION



What do we want to achieve?

- 1.** Recruit and retain the best people across all roles in the Trust.
- 2.** Embed a strong and supportive culture which is inclusive, positive and fair, and where people can lead and are led effectively.
- 3.** A governance structure and staff body which is representative of the community it serves and acts as an advocate for working in or with a local primary school or Trust.
- 4.** Explore and develop both new and best practice, learning from other schools, Trusts and sectors beyond education.
- 5.** An excellent experience for Trustees, Governors and employees, including through professional development opportunities and management processes such as appraisal.
- 6.** High levels of engagement throughout the process and beyond, thereby developing leadership at all levels and a stronger connection between employees and the trust.

- 7.** A powerful learning community which operates within and across the Trust and generates a strong sense of leadership at all levels.
- 8.** Ensure clear progression routes are in place for all colleagues.
- 9.** Provide an environment where health and wellbeing are actively promoted and valued, and aspects in which CFAT has a reputation of an exemplary employer.
- 10.** An attractive offer for future employees if the trust expands, as part of a compelling case for CFAT as an employer of choice.



How will we achieve this?

Leadership & Culture

- a. Ensure expectations are clear for each member of staff, Governor and Trustee across their responsibilities.
- b. Develop a culture with an appropriate balance between support and challenge in which all colleagues can thrive and fulfil their potential.
- c. Strengthen and clarify communication channels across the trust, including to communicate progress on the strategy and individual initiatives effectively.
- d. Generate a greater sense of 'you asked...we did' and of staff voice.
- e. Research and implement employee assistance programmes as a key feature towards supporting well-being.

Recruitment & Retention

- a. Explore possibilities for flexible working and implement those which support the aims of the strategy and enhance the quality of the pupil experience.
- b. Increase the number of PGCE and other ITT students across the trust, including in both placements.
- c. Consider a pooled approach to recruitment, for example for Early Career Teachers, those new to working in schools or volunteers.
- d. Respond wherever possible to responses on our staff survey about how we value and retain our staff through incentive schemes such as bicycle schemes, occasional PPA at home or at cost childcare.

Professional Development

- a. Ensure all staff, trustees and governors have access to opportunities which meets their needs, and to clearly laid out career paths.
- b. Focus on building 'leaders at all levels', including through a specialist conference in year one.
- c. Continually enhance the School Improvement offer available and increase engagement.
- d. Generate a sense of a shared programme across all schools, including through each school sharing their Professional Development activities, both internal and that led by experts.
- e. Strengthen the induction programme, and ensure it focuses on well-being as well as professional development.
- f. Develop subject networks and establish a programme of activities.

Engagement

- a. Develop a communication strategy which ensures that the Trust's aims, values, strategies and policies are clearly articulated to all employees, the school community and partners.
- b. Develop effective consultation processes to enable employees to contribute to the development of key Trust initiatives and policies.
- c. Ensure systems are in place to enable leaders to listen to staff issues and concerns and provide appropriate feedback.
- d. Develop initiatives to recognise and celebrate success and commitment in the Trust.



Equity, Diversity & Inclusion

- a. Seek a more diverse staff body which understands and draws from the community it serves at all levels of the organisation.
- b. Seek to have diverse leadership teams in all our schools.
- c. Explore a greater level of flexibility as part of this, analysing the composition of the staff and the gender pay gap closely.
- d. Ensure EDI is a core theme in all our work, and that CFAT has a reputation for an inclusive organisation where every colleague feels valued and respected.
- e. Be data driven and evidence led in how we make progress.
- f. Ensure a high profile for our EDI work, including for the concept of 'equity' rather than equality.