



Inspire Partnership  
Multi-Academy Trust

# Our People Strategy

2022-2025



**INSPIRE**  
Partnership Multi-Academy Trust

# Opening Statement

I am delighted to present Inspire Partnership Multi Academy Trust's first People Strategy.

Our people strategy sets the strategic direction of the HR Function for the period 2022–2025. The strategy has been developed to support our vision of

**“building a community of schools –  
Inspiring Excellence in Everyone”.**

At Inspire Partnership Multi-Academy Trust,  
our values are central to all we do:

## Respect

Where respect is the foundation of each school community, built upon professionalism, appreciation for diversity and embracing individuality.

## Recognition

Where all individuals are recognised for their dedication and commitment leading to shared success for all.

## Responsibility

Where responsibility, trust and openness underpin all we do. Forming a shared responsibility for professional collaboration and individual accountability, we make a difference to the children in the communities in which we serve.

## Resilience

Where all individuals are resilient: striving for excellence, embracing challenge and collaborating with confidence and courage.



## Our Values

Our values underpin how we think, act and deliver our strategic goals. They aim to ensure that the Trust is an employer of choice with policies and procedures that set high expectations, whilst providing a stimulating and inclusive environment for our employees.

All of our employees, irrespective of their role, are instrumental in achieving our vision. The strategy aims to provide a people-centred approach to the choices we will have to make to meet our plan and objectives.

There are three pillars informed by our strategic plan. These are:

- Recruitment & Retention
- Talent Management & Succession Planning
- Health & Wellbeing





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## Recruitment & Retention

We will effectively recruit the right quantity and quality of employees that we need to support the achievement of the Trust's strategic goals, ensuring that our onboarding processes are defined, clear and engaging, using digital methods.

We will create a high-performance culture, ensuring that we have capable employees who are appropriately incentivised, rewarded and motivated to deliver the best outcomes for our pupils.

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## Health & Wellbeing

We will continue to focus on improving the health and wellbeing of our employees in order to create a resilient, physically healthy and emotionally balanced workforce.

We will be proactive in educating our employees so that they are equipped to look after themselves and manage their health and wellbeing.

We will develop employee benefit packages to support our employees.

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## Talent Management & Succession Planning

We will develop all leaders to influence and motivate effectively, giving them the behavioural processes and skills necessary to **enable everyone to achieve and sustain excellence in all areas.**

We will maximise impact by identifying and developing all our talent at every level in the Trust to perform to the best of their ability, **providing opportunities for all, building leadership capacity and supporting the development of our aspiring leaders of the future.**

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To deliver this strategy, we will all have to embrace change, deliver consistency and incorporate our values into everything that we do. In order to do this successfully, we will invest in new systems and streamline processes, making things simple, easy to access and held in one place. We have already started this journey and we will continue to involve our employees in achieving our commitment to this strategy.



*S Vickerman*

**Mrs Sue Vickerman**  
Trust CEO

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## Strategic Priority Area 1:

# Recruitment & Retention

### Aim

We will effectively recruit the right quantity and quality of employees that we need to support the achievement of the Trust's strategic goals, ensuring that our onboarding processes are defined, clear and engaging, using digital methods.

We will create a high-performance culture, ensuring that we have capable employees who are appropriately incentivised, rewarded and motivated to deliver the best outcomes for our pupils.

### Recruit and retain high-calibre employees

Review recruitment methods and consider whether they are reaching the best talent

Create a wider range of targeted attraction campaigns for recruitment, including the wide use of social media to promote opportunities

Develop engaging adverts showcasing the Trust benefits, wellbeing initiatives

Review interview questions, making sure that both competency and behaviour are tested along with cultural fit

Weave the values into every piece of communication with candidates (web, ads, interview questions, offer letter, induction, social media etc)

Develop coaching and high-quality CPD across the Trust at all levels

Where possible, allow staff to study as part of their role to improve their knowledge and skills



### Review Pay, Benefits and Reward to support the recruitment and retention of high-calibre staff and ensure equality

Have graded pay structures which are transparent and fair

Eliminate historical differences in grade structures

Carry out a review of current grades of roles and ensure pay and benefit packages are streamlined and consistent

Design governance processes in place for any reward requests

Ensure that our recruitment campaigns showcase our benefit and reward packages



### Carry out regular employee 'pulse' surveys, exit interviews, and act on the results

Carry out wellbeing staff surveys as a Trust twice a year and produce summary and action plan

Determine as a result of the feedback whether any improvements can be made

Implement actions which address gaps in engagement

Create more visual engagement through the creation of a historical timeline which visualises the Trust's history and journey

Design an exit interview which encompasses the values and seeks to explore patterns as to why people are leaving

### Address underrepresentation of identified groups

Where necessary, take positive action through our recruitment and selection activity to make sure our employee profiles reflect an inclusive and diverse community

### Collate and analyse management information

Develop and implement an HR System that gives the capability to analyse key data, generate an action plan and identify risks

Be able to demonstrate through management reports any trends and produce an action plan to progress forward



### Develop effective resource planning

When a vacancy arises, we will carry out an assessment of the type of role that is required and not simply recruit like for like

Implement a formal approval process seeking comments from the HR and Finance Team, aligning the budget and providing clear rationale for recruiting to same or different post

Carry out a holistic review of talent across the Trust, identifying performance gaps and creating plans to address

Attend graduate recruitment fairs as a way of attracting the best candidates from universities

*"The school benefits from being a member of the Trust. Staff from different schools in the Trust can share expertise, ensure that their assessments are accurate and keep abreast of current government requirements."*

Towngate Primary Academy  
Ofsted Report, 2019.





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## Strategic Priority Area 2:

# Talent Management & Succession Planning

### Aim

We will develop all leaders to influence and motivate effectively, giving them the behavioural processes and skills necessary to drive performance.

We will maximise impact by identifying and developing all our talent at every level in the Trust so every individual performs to the best of their ability.

To create a high-performance culture, ensuring that we have capable employees who are appropriately incentivised, rewarded and motivated.

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### Develop career pathways for all staff, including review of promotions process, consideration of leadership, teaching and support roles

Recognise people's achievements and provide structured routes to progress their career

Facilitate leadership programmes which will drive improved performance across teams and pupil outcomes

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### Provide HR management reports on a wide range of statistical indicators of people management and performance

Use HR system to analyse statistical data

Develop reports to highlight patterns and areas which require improvement

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### Implement a web-enabled learning resource management system

Digitisation of learning incorporating CPD activities

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### Offer mentoring opportunities

Offer a mentoring programme, collaborating between schools

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### Develop all employees to enhance their effectiveness and contribution to the MAT's goals

Have meaningful performance conversations throughout the performance management cycle, not just at the formal review stages

Develop coaching and development plans as part of this cycle

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### Improve management and leadership across the MAT

Carry out a gap analysis of current level of leaders' capability in managing people and people-related issues

Design and deliver specific workshops targeted to address the gaps

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### Ensure that non-teaching employees' development is aligned with learning and teaching provision

Implement a development framework aligned with job descriptions

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### Identify correlations between management practice and the employee experience across all people-management activities.

Review all employee touchpoints through the employee lifecycle (onboarding through to exit)

Obtain feedback from a cohort of managers and employees and understand their personal perspective across all people-management activities

Implement changes based on feedback to maximise employee experience







## Strategic Priority Area 3:

# Health & Wellbeing

### Aim

We will continue to focus on improving the health and wellbeing of our employees in order to create a resilient, physically healthy and emotionally balanced workforce.

We will be proactive in educating our employees so that they are equipped to look after themselves and manage their health and wellbeing.

### Develop MAT as a healthy organisation and promote a wellbeing agenda / strategy

Promote and support effective approaches for the management of stress and anxiety

Seek ideas from employees through regular wellbeing surveys and collate responses which will inform an agenda (twice a year across the whole Trust)

Create a wellbeing charter for the Trust

Review current policies linked to wellbeing and ensure we are being proactive and responsive to need

A review and refresh of the current wellbeing initiatives that are in place

Communicate the current wellbeing initiatives

through team briefings and Trust-wide communications

### Review initiatives being undertaken by the Department for Education (DfE) in relation to employee wellbeing

Ensure that the Trust initiatives are aligned with the DfE's wellbeing charter



### Reduce sickness absence through improved management of sickness absence

Continue to implement absence management strategies that support members of staff experiencing ill health and also address high levels of absence

Produce reports through a tracking system for the leadership team - create an action plan to address risk areas which will inform the resource plan

Early intervention and prevention to minimise employee sickness

Encouraging employees to manage their own health and wellbeing, understanding where to go for information to make informed choices

### A commitment to wellbeing has to flow throughout the entire Trust

Deliver a wellbeing survey to our employees and create an action plan to implement any necessary changes and encourage participation where people feel engaged with the wider Trust and valued for their contribution

Ensure a wellbeing section on all policies to evidence our commitment

### Promote work/life balance and flexible working arrangements to promote wellbeing

Consider flexible home working options for roles across the Trust where the type of work can be accommodated

Allow/promote PPA at home option

### Develop and promote employee benefits packages to support all employees

Deliver benefits packages including salary sacrifice schemes to all employees (eg Cycle to Work, Technology Schemes) as a recognition of employee contribution





# The following outcomes are expected from the delivery of this strategy:

## Talent Management & Succession Planning

- Metrics for measuring talent and cultivating a collaborative and consistent approach to managing performance and understanding performance drivers.
- Mandatory training compliance.
- Appraisal rates completion and quality of appraisal discussions.
- Pupil outcomes.
- All employees employed by the Trust will have a clear understanding of the knowledge, skills, experience, abilities and attitudes required and expected of all employees in order for it to achieve our vision.
- Our managers will exist within the Trust with the agility and the versatility to gain and sustain commitment to change, improvement and excellence through using the right style to influence and motivate teams.
- Compassionate, inclusive and effective managers at all levels.
- Managers will be supported by an effective performance management process and strong succession planning and development process to reach their potential.

## Recruitment & Retention

- The Trust encourages the knowledge, skills and capabilities that create conditions where equality, diversity and inclusion thrive.
- Monitoring the quality and quantity of applications for roles.
- Monitoring the percentage of female, BME and disabled applicants and the corresponding percentage of appointments.
- Improved retention rates.

## Health & Wellbeing

- Reduced sickness absence rates.
- Occupational Health service referrals managed within a specified timeframe.
- Benefits package available to all staff from Autumn 2022.
- Positive survey results and action plans demonstrate improved health & wellbeing.
- Reduced stress and improved mental wellbeing of staff.
- Viewed as a Trust of good practice in this area.







# Employee Benefits

We are pleased to announce that together with Blackhawk Network, the Trust have signed up to a range of employee benefits which include TechScheme, Discounted Gift Cards and Byond Card where you can start to enjoy savings on a range of products.

## TechScheme

TechScheme is a salary sacrifice benefit where you can purchase technical goods from Curry's without undergoing any credit checks. With a value of up to £500.00 to spend you can select from over 5,000 technical products such as a laptop, games console or washing machine. You can choose multiple items so long as the value limit (£500.00) is not exceeded. Repayments are over a 12-month period straight from salary resulting in NI contribution savings.

*Please note: redemption codes for technical items can take up to 7 days to be issued pending NMW/NLW checks and payment of invoices. You will need an Employer Code to register for this scheme so please use the name of the school where you work.*

## Discounted Gift Cards

You can save up to 10% on big brand gift cards including Costa, River Island, Asda and M&S.

## Byond Card

Prepaid spending card dedicated for all your shopping needs for £5.00 a year. Earn 15% cash back on your card when you spend on a weekly food shop, gifts, experiences and meals out. Valid at over 80 national retailers in store or online. With no overdraft or credit, there is no chance of overspending and you can easily keep track

*Please note: you will need to provide ID to register for the Byond Card and an App is available to download.*

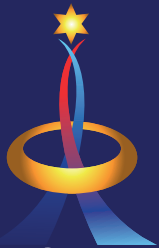
## Ready to enjoy these benefits?

Sign up on the Workplace Extras app and start enjoying savings on a range of products. You will need your payroll number to register which you can find on Selima via Self Service - Payslips and your personal email address. The site includes employee videos, useful articles and FAQs so don't forget to read these for more information.

For support, please refer to the "Contact Us" link at the bottom of the Extras landing page. If you are having issues accessing Extras, please email [enquiries@workplaceextras.com](mailto:enquiries@workplaceextras.com) otherwise use the product specific enquiry support email address as applicable.

If you need any further support, please speak to your School Business Officer or email [hr@ipmat.co.uk](mailto:hr@ipmat.co.uk)





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