Cumbria Education Trust

BE THE BEST YOU CAN BE

HR STRATEGY

2021 – 24

INTRODUCTION



At Cumbria Education Trust we recognise that our people are our most valuable asset in achieving the Trust's aspiration that every individual and student can **BE THE BEST YOU CAN BE**.

It is our intent to continue to develop Cumbria Education Trust as a GREAT employer.

The aims outlined in our HR Strategy will help drive this and the development of our culture, leadership, talent management, performance, reward and recognition, personal development and ways of working and structures to support the Trust to achieve its strategic intent.

Kerry Rogerson
Human Resources Manager
Cumbria Education Trust

OUR AIMS

We aim to ensure we create a workplace which enables our people to thrive.

Talented people expect their employer to value them, encourage diversity, offer flexibility, to trust them, to help them develop their career and give them a sense of purpose.

In order to do this we will:

- Build a sustainable and long-term talent pipeline for our schools.
- Deploy recruitment and retention strategies including marketing and communication to attract and retain qualified and diverse individuals to the Trust.
- Develop a total reward approach which is valued by staff
- Enable the development of a high-performance culture in which staff performance is supported, rewarded, enhanced and effectively managed.
- Invest in our employees' development, supporting and reinforce our strategy of "growing our own" in leadership and management.
- Enhance the employee experience through a culture of employee engagement, wellness, diversity and inclusion, that leads to overall well-being, productivity and retention
- Provide excellent core HR services across all academies which enable effective operations and add value.



CET: AN EMPLOYER OF PEOPLE

As an employer of people we will aim to attract, recruit and retain a talented, diverse, skilled and motivated workforce who are inspired and engaged through working in a collaborative, inclusive and supportive working environment.

To support this we will review and develop our total reward offer to ensure we are able to attract and retain high calibre employees in a financially sustainable way. We will ensure that we clearly communicate our reward offer so that prospective and current employees recognise the elements of the full reward package.

This will be underpinned by an intuitive online People resource via our webpage where people related information is readily accessible, with a clear presentation of our employment offer.



CET: A DEVELOPER OF PEOPLE

As a developer of our people we will encourage and nurture the talent of staff translating this into excellent performance and guided through clearly articulated career pathways that extend development opportunities across groups of schools whether in leadership, subject or phase expertise.

To succeed we need to ensure that individuals have the skills, confidence and capability to work to the best of their abilities through professional and personal development, which will provide the Trust with staff who have the talent, skills and experience to meet both its current and future ambitions.

This will be underpinned by clear approaches to the identification and development of our talent in response to our future workforce and skill requirements. This will ensure we have clear succession planning, mobility opportunities (including internal secondments and lateral postings) and retention.

Further to this supporting the development of people leadership abilities in addition to domain specific knowledge within our manager is crucial. We will establish a programme of support to enable the growth and development of newly appointed / promoted leaders and manager



CET: A VALUER OF PEOPLE

As a valuer of our people we want our employees to be healthy, well and happy. By enabling individuals to meet their goals and experience the self-fulfilment of going beyond what they thought they could achieve, they will feel valued, and naturally engage with the Trust.

We will develop and establish a range of activities which support and facilitate employee engagement across the Trust to engender a culture in which staff dialogue, collaboration and engagement can flourish to build confidence, trust and a commitment to the Trust's aims, ensuring individuals feel listened to, valued and well informed about matters affecting them.

We will do this through:

- the focused communication and the use of technology such as an online wellness portal
- continued deployment of the annual staff questionnaire to understand staffs views and implement improvements where possible
- In addition to the employee survey we will provide more opportunities for staff to give their feedback and suggestions on proposed developments encouraging practices where staff have the opportunity to contribute to the decisions that affect them

This will be enabled through the better utilisation of the Trust website and technologies to share and communicate information.



CET HR: SUPPORTING OUR ACADEMIES

As a successful and impactive HR Function we will:

- serve as a strategic partner and advisor to management on all areas of HR ensuring that HR services are delivered in a timely, responsive, flexible and solutions-focused way
- be data driven, evidence based and research-led, building on best practice and responding flexibly to school needs.
- continue to fully leverage the human resources information system and other applications, including creating performance management dashboards with actionable analytics.
- deliver excellent HR services, employment relations, recruitment and shared service practices
- maintain positive working relationships with professional associations collaborating, where possible, on all emerging employee/employer needs.
- ensure that equity, fairness and transparency shape and inform our policies, practices and processes which are aligned, legally compliant and fit for purpose
- encourage the highest standards of integrity, probity and professional conduct in our approach to our work and the service that we provide
- act in a way that is professional, responsible, accountable and ethical
- review, define and implement changes to our HR systems to facilitate delivery of the HR Strategy
- provide a safe and healthy working environment for all workers promoting and supporting Mental Health and Wellbeing in the workplace

The work of the HR Function will be underpinned by the Chartered Institute of Personnel and Development professional framework with the aims and objectives delivered through an established strategic quality management framework which clear maps individual projects and outcomes.