



SHARE Multi Academy Trust

People Strategy 2025-2028

Valuing People, Supporting Personal Best



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OUR VISION AND AIM

Securing outstanding outcomes for pupils can only be delivered through high-quality teaching and support. Our success as an organisation depends entirely on our colleagues and we are determined to recruit, develop and retain the best staff.

At SHARE MAT, we recognise our people are our greatest asset and reflect our core principle to 'value people and support personal best'. We want them to feel happy, supported and valued. We do this through our distinctive approach to people management; we give 'ownership' to our staff and trust them to take responsibility for their role.

Our people strategy is one of our most important commitments and staff wellbeing is at the core of our strategy.

We are proud that staff from across SHARE MAT have helped to shape our people strategy.

"Our vision of 'Valuing People, Supporting Personal Best' underpins everything we do. Central to our work and ability to deliver a transformational education, is our dedication to develop our greatest asset, our staff". John McNally, CEO, SHARE MAT

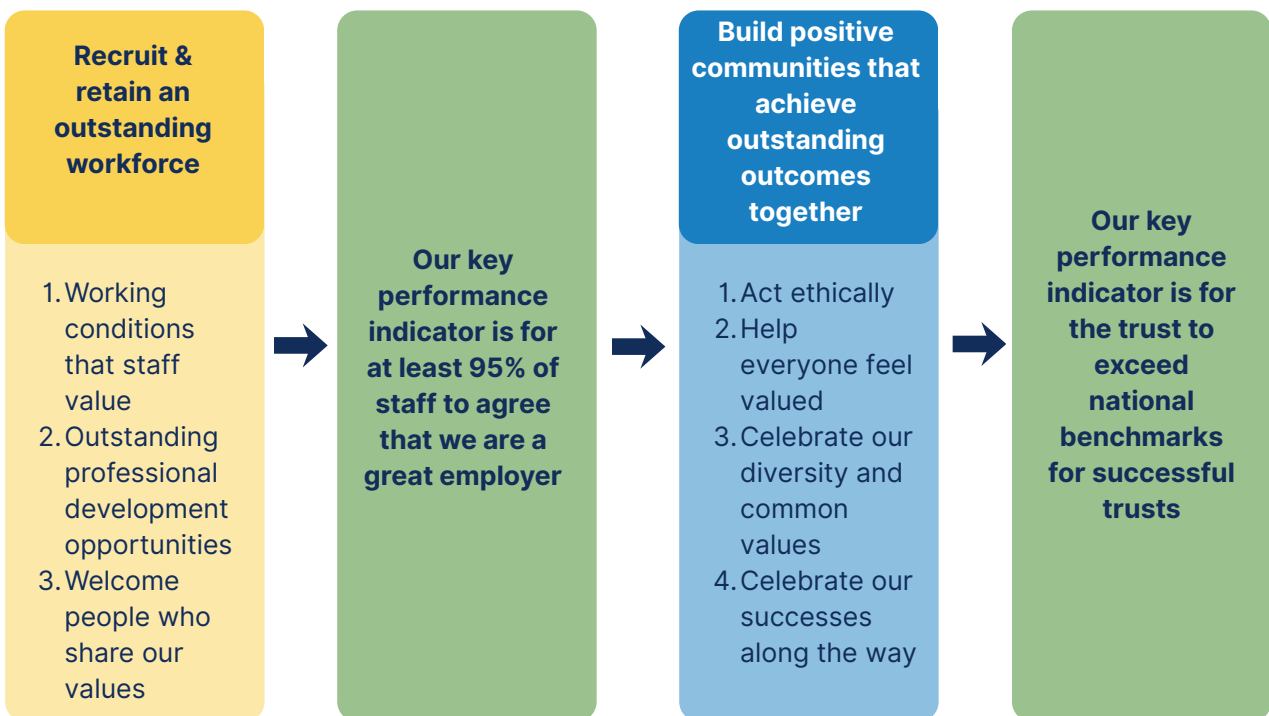
Our overarching aim is to attract, recruit, develop, deploy and retain exceptional staff who are supporting the trust strategy of overcoming disadvantage to ensure that every child, regardless of background, has access to the highest quality education.



SHARE MAT are advocates of the education sector and we champion the profession. We adapt to change if needed and recognise the importance of always improving for the benefit of the children we serve.

Our people strategy aims to achieve two key elements: how Share MAT support people differently and our commitment and direction over the next few years. This is fully aligned to our Trust Strategy.

The five trust goals prioritise our people activities. Two of the trust goals are specific to our people (please refer to figure 1 below). We believe that helping people to take ownership of their role and by feeling valued, this increases the chances of them achieving their personal best, which is the highest standard we can expect anybody to achieve, and therefore gives the highest leverage in reaching our trust goals.



OUR PEOPLE STRATEGY

Our people strategy is designed to build a thriving, inclusive, and high-performing culture by focusing on three core pillars:

- Attract exceptional talent by showcasing our values, purpose, and opportunities for impact. We position ourselves as an employer of choice.
- Retain top performers by fostering a supportive environment where individuals feel valued, empowered, and connected. We invest in wellbeing, recognition, and career progression to ensure long-term engagement.
- Develop our people through continuous learning, leadership growth, and tailored development pathways. We equip teams with the skills and mindset needed to adapt, innovate, and lead in a dynamic world.

Together, these pillars ensure we have the right people, in the right roles, thriving at the right time.

ATTRACT	<u>Equality, Diversity and Inclusion</u>
	<u>Talent Attraction and Recruitment</u>
RETAIN	<u>Employee Engagement and Communication</u>
	<u>Retention Strategies</u>
DEVELOP	<u>Outstanding People Development Strategies</u>
	<u>Professional Development and Training</u>



ATTRACT

PRIORITY: Equality, Diversity and Inclusion (EDI)

Ensuring a welcoming and inclusive workplace with equality of opportunity for our workforce.

- The trust has an ethos of inclusivity, within which diversity is positively celebrated.
- We remain committed to encouraging diversity and eliminating discrimination in both our role as an employer and an educational establishment. We are committed to rooting out unconscious bias and promoting an inclusive atmosphere. The promotion of equality and the fostering of good relations is the responsibility of every employee. We are a psychologically safe organisation.
- We set an example in the way we act and educate our pupils about the shared values that matter.
- We are a neuro-affirmative employer and support differing needs. We adapt our approaches so everyone can achieve their personal best. We celebrate our diverse communities of different backgrounds and talents.

To improve:

- Monitor if we create the right conditions for people to apply to join our Trust.
- Celebrate our diversity and the many ways in which people can achieve.
- Develop our EDI working party across the Trust.
- Review our Equality Objectives/Policy and produce annual school reports to highlight progress and next steps.
- Review and complete robust data analysis annually. We will take action to address any inequalities immediately, should we find them.



ATTRACT

Talent Attraction and Recruitment

Develop methods to attract top talent, how we simplify recruitment processes as well as how the trust brand and post jobs.

- We offer working conditions that staff value. We have family-friendly policies, for example, leave of absence and maternity, paternity and adoption leave.
- Where practical, we offer flexible working, helping staff to work in a way that meets their needs.
- We disaggregate training days to support staff wellbeing.
- We do not have unlimited resources, but we will make our pay and conditions competitive. We adhere to nationally agreed pay and conditions and subscribe to Local Authority holiday patterns.
- We continue to contribute to the generous teacher and local government pension schemes.
- We offer employee assistance schemes, for example, cycle to work.
- We aim to take justified financial risks that will be recorded, benchmarked and comply with our policies and statutory requirements in order to reduce vacancies and secure the right individuals as we believe our pupils deserve the best, despite the challenges of the labour market.

To improve:

- To explore recruitment platforms that will streamline recruitment promotions and applications.



RETAIN

PRIORITY: Employee Engagement and Communication

Creating conditions to keep our employees happy, motivated and committed by driving 'ownership and decision making' within their role. This includes enhancing internal communication, structured cross trust collaboration and fostering a positive workplace culture.

- **We collaborate:** Our aim is to create a high-performing working culture for all staff that promotes ownership, collaboration, aspiration and support. We offer high quality cross-trust collaboration. Staff regularly share best practice to maximise the expertise available and often reduces workload. This is through cross trust networks, training days and evidence-based practice.
- **We recognise:** We will celebrate our successes, our diversity and our values along the way. We recognise and reward staff in a meaningful way.
- **We listen:** Through surveys, we will help our pupils, staff, parents and communities feel welcome and listened to. We have strong mechanisms for staff feedback. We look to empower and involve our staff, we have open door policies and gather regular verbal feedback, and our staff contributions support ongoing school improvement. We constantly review structures, policy and practice, where needed. Our communication policy outlines our commitment to communicating effectively with staff.
- **We provide clarity:** Staff have clear definitive roles and we set out clear expectations. We provide review points with line managers and communicate effectively, especially in relation to levels of accountability. Goals are agreed in advance. We discuss and plan our areas to develop and involve people in decision making. We agree how we measure impact, how we collect evidence and how we feedback to each other.

To improve:

- Streamline and automate some of our HR systems to reduce workload and duplication of information. This will provide clarity between senior leaders in schools and our central team.
- Improve quantitative data to show staff ownership, enjoyment and motivation levels. We do not have a national comparison; we may have to explore using a national survey service e.g. EDURIO.
- Review our people policies and strive to develop our internal channels of communication across the trust. Our internal communication will be clear, engaging, and personalised, ensuring employees receive the right messages at the right time.
- Develop trust wide qualitative data, using focus groups to ensure employees feel empowered, listened to and feel part of our decision-making processes. ([Conversion Guide for Workload and Wellbeing in Schools & Academy Trusts - GOV.UK](#))
- Review and amend our staff standards to ensure our staff have clarity, ownership and that standards are relevant to roles.

RETAIN

Retention Strategies

Implementing great leadership and working cultures.

- We aim to retain people by making them feel valued. We believe in a sense of ownership and belonging is essential for human beings to achieve their best in an organisation.
- Leadership support: Our leaders are well trained and they have excellent people management skills. They build cultures of trust, honesty and support. Staff professional development is prioritised. We are aware of the challenges schools face to recruit staff, especially in areas of deprivation where schools require the most experienced staff. We are also aware these schools may face challenges if staff are recruited early in their career and we support these staff through our SHARE MAT Middle and Senior Leadership programmes.
- Workload reduction: To support staff, we periodically conduct reviews of workload - this will ensure leaders consider periods of increased intensity and remove activities that no longer have a positive impact on our pupils.
- Supportive environments: We nurture our employees' capabilities and create the right conditions, so staff achieve success and wish to remain working at the trust.
- Support Staff: Retention of our support staff is supported by our professional development programme opportunities.
- Wellbeing: We foster a supportive working environment by managing workload, prioritising wellbeing and taking action to support all staff. We aim to do this by driving down unnecessary workload in line with our commitment to the DfE Education Wellbeing Charter. Our inclusive working environment offers flexible working and helping staff to work in a way which meets their needs. We realise the balance between home and work life can be challenging. Our leave policies are as supportive as possible, for personal or family time and special events.

To improve:

- Develop trust wide focus groups to discuss workload and wellbeing of our staff further.
- We will update our 'Wellbeing Policy' for staff and pupils.



DEVELOP**Outstanding People Development Strategies**

Personal Development Plans that are designed and implemented to ensure that all employees achieve their personal best. We ensure our staff are highly skilled and expert in their role.

- We thrive on self-reflection and we take ownership for our roles. We have never focused on high stakes and compliance driven appraisals, and this is why we continue to use our Personal Development Plan (PDP) process. We have scheduled PDP conversations and reduce the administration of these conversations via our online 'People Development' platform.
- Our strong leadership teams will be a source of inspiration, encouragement and support in the way they line manage, with ongoing honest feedback.
- We ensure our staff are well qualified and highly skilled in their role. Mechanisms are in place to provide additional input where this is not in line with the trust standards.

To improve:

- We will review and amend our staff standards on our PDP platform to ensure they are relevant to specific roles.
- We will provide more regular 'check in' points for staff during the PDP cycle. The aim is to encourage more one to one conversations between line managers and employees.



DEVELOP
Professional Development, Career Progression and Talent Management
Outstanding professional development for all


We provide outstanding professional development opportunities and help our colleagues build first-class expertise. Our in-house training and support encourages and enables staff to build expertise through evidence-based professional development.

Our career progression opportunities are excellent. We tailor training for our staff to their individual needs and do not provide generic training if it is not required. Centrally, we offer our staff a termly request for strategic training for specific personal development opportunities.



We are the centre of excellence for teacher training and professional development and, therefore the named Teaching School Hub for Calderdale and Kirklees, providing outstanding Initial Teacher Training, Early Career Training and National Professional Qualifications for the region.



We offer staff the opportunity to study The Chimp Management @ 'Mind Management Skills for Life' Programme, which introduces participants to the Chimp Model @ and provides guidance on how to apply to it to create a more cohesive and successful environment by getting the best out of themselves and others in their teams.



OUR KEY PERFORMANCE INDICATORS AND METRICS:

We will monitor our performance through several metrics that will be reviewed on a regular basis.

People Strategy Pillar		Evidence	KPI (and current metric, if known)
ATTRACT	Equality, Diversity & Inclusion (EDI)	People Dashboard	To provide an up-to-date overview of staff demographics on our People Dashboard. This will include data on the following protected characteristics: age, gender, diversity, marital/partnership status, pregnancy/maternity, ethnicity and race, religion and belief, gender reassignment, and sexual orientation. Additionally, we will analyse diversity metrics, including ethnicity and gender, as well as monitor pay progression trends.
		EDI Working Party	To regularly meet to review our EDI objectives, policy and reports. To plan ways to celebrate and promote our diverse culture.
		Staff Surveys & Exit Interviews	To send all staff 'pulse' surveys to monitor EDI metrics and review any concerns. Any claims of discrimination or harassment will be resolved informally at the earliest opportunity.
	Talent Attraction & Recruitment	Recruitment Reviews	To offer competitive pay and conditions, and to benchmark roles with other trusts. To review our recruitment platform and support school staff with recruitment systems.
		Recruitment Plans	To support 5 apprenticeship roles within the trust.
RETAIN	Employee Engagement & Communications	Staff Surveys & Voice	We improve our staff wellbeing score (2024-25 was 86%) and our staff workload score (2024-25 was 70%). To ensure staff voice regarding ownership, communication and wellbeing is positive.
		HR Systems	To evidence and monitor employee relation cases. To ensure the transition to the payroll software platform is effective and the relevant staff are trained.
	Retention Strategies	People Dashboard	To have an overall retention rate of 90% within the trust (2024-25 was 86%). To evaluate our retention rates in academies and teams.
		Staff Leaver Forms	To have less than 5% of leavers leaving for a similar post in education (not including those who leave due to relocation, commuting distance, promotions).
	People Management	HR Data & Policies	To have less than 5% absence rates across the trust each term. To fully review our HR policies over a 3-year cycles.
DEVELOP	Outstanding People Development Strategies	People Development Plans	All staff have regular check-in points with their line manager (approx. 1 per half term). We celebrate high standards of employee performance. We will provide intensive support for any staff member when standards are not in line with the trust's expectations.
	Training & Development Programmes	Training Programme Surveys	To have 90% of delegates agree with the following statements: "The training programmes are of a high quality" and "The Training will lead to a change in my professional practice".

THE PEOPLE COMMITTEE AND MONITORING OF THE STRATEGY

The People Committee of the Board takes responsibility for ensuring the strategy remains fit-for-purpose throughout its three-year lifetime by:

- Recommending the People Strategy to the trustees for approval and ensuring responsibility for oversight of annual reviews
- Reviewing people metrics and challenging the key people performance indicators on a regular basis
- Monitoring the implementation of the People Strategy
- Working with the Senior Executive Leadership Team to offer support and guidance in the development of new initiatives
- Work with national organisations to compare our performance nationally.

Further Information and Related Policies

The following related trust policies can be found here:
[SHARE Multi Academy Trust - Policies & Documents](#)

- Attendance Management Policy and Procedure
- Bullying and Harassment at Work Policy and Procedure
- Capability Policy and Procedure
- Code of Conduct and Practice
- Disciplinary At Work Policy and Procedure
- Equality Policy and Procedure and Equality Statement
- Flexible Working Policy and Procedure
- Gender Pay Gap Annual Report
- Grievance Policy and Procedure
- Leave of Absence Policy and Procedure
- Maternity, Paternity and Adoption Policy and Procedure
- Personal Development Plan Policy and Procedure
- Recruitment Policy and Procedure
- Staff Redundancy and Redeployment Policy and Procedure
- Support Staff Pay Policy and Procedure
- Teacher Pay Policy and Procedure
- Wellbeing Policy
- West Yorkshire Pension Fund Discretions Policy and Procedure
- Whistleblowing Policy and Procedure

Other Further Information:

[Education staff wellbeing charter - GOV.UK](#)
[Annex A - Trust Quality Descriptions](#)

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John McNally, CEO, SHARE Multi-Academy Trust



OUR COMMITMENT TO YOUR WELLBEING AND WORKLOAD

We are committed to fostering a high-performing working culture and supportive and safe working environment by managing staff workload, prioritising wellbeing and taking action to support all staff.

Working Environment & Culture

Our effective behaviour and attendance policies create a safe working environment for all staff. Our trust structure empowers staff to deliver their best.

Our trained leaders have the skills to support their teams, to address individual needs and to actively encourage professional development.

We recognise the critical value of high quality teaching and champion the profession.



Family-Friendly Policies

We know the balance between home and work life can be challenging. That's why our leave policies are as friendly as possible, supporting personal or family time and special events such as parental leave or going to your child's school event.

Read the following SHARE policies for more details:

- [Maternity, Paternity and Adoption Leave](#)
- [Leave of Absence Policy](#)



Communication and Valued Feedback

Our [Communication Policy and Procedure](#) outlines our commitment to communicating effectively with our staff.

We celebrate our success with everyone and provide all staff with feedback. All staff have the opportunity to provide feedback to us through our Staff Voice surveys and our Workload Discussion Groups / Senior Leader Open Door policy / SLT Meetings agenda items in each school work to make improvements to tasks and workloads to make things easier and lighter for staff where possible.



Competitive Pay and Conditions

We are committed to offering staff pay and conditions which are competitive, and we continue to contribute to the generous Teachers and Local Government Pension schemes. Our pay policies can be read here:

- [Teachers Pay Policy](#)
- [Support Staff Pay Policy](#)

We also offer all staff our beneficial [Cycle to Work Scheme](#)



Professional Development

Supported by our Teaching School Hub, we offer first class continuing professional development to all staff and develop new and early career teachers.

Our [Staff Appraisal process](#) and tailored career pathways help staff to become 'progression ready' when opportunities arise within the trust. Staff retention rates across our trust are exemplary.

We have created a community which enables staff from all roles (teaching and support) to collaborate share best practice across our schools and trust. Read our [Staff Training Handbook](#) for more details.



Flexible Working

Our inclusive working environment offers flexible working, helping staff to work in a way which meets their needs. Requests will be reviewed by the Headteacher or Line Manager who will consider the needs of the individual against the needs of the school/Trust. Read our [Flexible Working Policy and Procedure](#) for more details.

Disaggregated Days

Across the school year, we offer a number of disaggregated days, further supporting staff wellbeing.



Wellbeing Support

All our schools are signed up to the [DfE's Wellbeing Charter](#) and staff are supported by our [Management of Stress Policy](#).

Our Senior Mental Health Leads and Mental Health First Aiders are available in all schools for staff and pupils, helping with wellbeing concerns and creating a positive mental health environment for all.



CARE FIRST Employee Assistance

All staff have access to an employee assistance scheme. Our provider, CARE FIRST, offers 24/7 advice and counselling for work, family, personal and debt problems.

Further details about the scheme can be found [here](#) or by contacting HR.

For immediate support, call CARE FIRST on 0800 174319



CHIMP Management

We run the [CHIMP Management](#) programmes, led by Professor Steve Peters, to help staff understand how their mind works and to provide practical guidance on how to manage emotions, improve self-confidence, manage and deal with stress and improve relationships with others.



