



Learning together in faith

**Holy Cross Catholic
Multi Academy Company**

People Strategy 2024 - 2025

Responsible for Policy	Marina Kelly
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1.0	Draft	13.12.2023	J Parry	HCCMAC, Central Team	Draft document for Director feedback
1.0	Approved			MAC Board	

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Feedback on HCC MAC People Strategy from Sean Russell, Coventry University

Retention and recruitment – great work here to align to the value proposition and cultural shift. I see the mentor proposition is in what is really good. There is some learning here for how we equip the recruitment process with the Mental health and wellbeing element and treat it as we would a disability within the Equality Act. It is interesting to see the national teaching rhetoric that is putting people off this career. So can we use this as a USP of the MAC to help shape the right environment that enables teaching and support staff to flourish.

You can align the work into the **Health and Safety** workstream, so we focus on psychological safety as a core element rather than just slips, trips, and falls. This can be backed up by data captured and observed. [Not sure what we would need to capture in practice \(jp\)](#)

The **staff liaison group** is a wonderful step to drive implementation. I wonder if there is an opportunity to help them become cultural change advocates. I have seen this work really well in different public sector organisations. This way, there is an opportunity for staff to be fully engaged in all areas and not just as a top-down process.

[Could this become an item for discussion by the group? Potentially led by Sean? \(jp\)](#)

[Recruitment of a MAC Wellbeing Lead to help take the work forward. Maybe once the SLG and the Snr MHWB Groups are well established we could look at the role of the suggested change advocates? \(jp\)](#)

Continuous learning – I am keen that we would seek to ensure that there is some form of wellbeing development particularly for line managers and senior leaders. They are generally recruited to post because they have great technical skills but not necessarily the EI to be good managers. This is teachable.

[Is there something that could be added to a CPD programme about management skills for aspiring leaders or is this already covered by NPQ framework?](#)

The wellbeing plan that I will work with you on, can dovetail into this perfectly and make sure that the language meets the Nolan principles and the Catholic Teaching framework.

1 Introduction

The People Strategy has been developed to support the delivery of our mission, vision and values. The People Strategy is designed to support our Holy Cross employees by unlocking their potential in order to develop and grow our people and our organisation.

In keeping with the MAC Mission and the principles and values of Catholic Social Teaching we seek to ensure a positive and productive working environment within the MAC where everyone:

- is treated with dignity and respect
- is provided with the opportunities to grow and develop
- can expect kindness and strong supportive professional relationships with colleagues

Inspiring the hearts and minds of staff is a key objective. Leaders endeavour to provide an environment for staff to succeed, to feel appreciated and most of all to develop a deep connection to the catholic values that drive decision making. We want Holy Cross Catholic MAC to be a great place to work and a great place to learn.

People matter. We appreciate their hard work and how crucial they are to improving our schools and delivering for our pupils. We understand how our staff play a vital role within their Parishes and communities, often living in the local community. We understand that talented staff expect our organisation to value them, to encourage diversity, to offer flexibility, to trust them and most of all to provide them with a clear sense of purpose to understand the significant difference they can make to not only in their schools but also to those most in need and the centrality of Catholic Social Teaching which is underpinned by the *Way of the Cross*.

2. Aims of this People Strategy

The aims of our People Strategy are to:

- **Attract and recruit** outstanding people with the right skills and values and the potential to grow with us in a collaborative working environment.
- **Develop and grow** our staff so that they are adaptable, resilient and able to deliver excellence and fulfil their potential.
- **Retain and recognise** our staff by acknowledging their contribution towards achieving excellence and by creating exciting opportunities for professional development and future succession planning.

- **Include** all staff as we build a positive culture, sense of belonging and healthy work environment ensuring that staff are listened to and well informed.

3. Achieving our Aims

3.1 Attract and Recruit

We aim to recruit the best people by attracting staff from a range of contexts and from all walks of life to ensure we recruit the best people.

Aim	Actions	Lead	Year
Develop our employer brand taking pride in our reputation.	<ul style="list-style-type: none"> • Modify existing school branding to create a 'family' of brands whilst maintaining school's individual identity • Produce branding guidelines to ensure MAC and school branding is used consistently throughout the MAC 		
Proactively apply MAC Recruitment Policy guided by internal workforce and succession planning to ensure a consistent approach to recruitment across all our schools and Central Team.	<ul style="list-style-type: none"> • Produce a MAC Recruitment Policy • Ensure it is consistently applied across the MAC 		
Focus on widening candidate pools to capture under-represented groups.	<ul style="list-style-type: none"> • Promote diversity in recruitment by thinking carefully about how and where we advertise, making clear that we actively seek colleagues from diverse backgrounds. • Develop and introduce a new online recruitment system to simplify the application process. 		

Aim	Actions	Lead	Year
	<ul style="list-style-type: none"> • Monitor applications and appointments so that we are able to target our recruitment more effectively. 		
Ensure clear communication of the MACs unique ethos and culture	<ul style="list-style-type: none"> • Develop a MAC recruitment information pack that provides candidates with a clear understanding of the MACs ethos and culture • Ensure all new staff receive a robust, quality and timely induction and are provided with a mentor as part of the process. 		
Develop our staff as MAC ambassadors.	<ul style="list-style-type: none"> • Ensure that the values and ethos of HCC MAC are shared regularly with staff • Ensure that the benefits of working within HCC MAC are shared with staff 		
Empower our leaders to so they are equipped and resourced to make excellent recruitment decisions.	<ul style="list-style-type: none"> • Develop robust recruitment processes • Ensure recruitment training is provided regularly for staff, governors and directors involved in recruitment processes • Ensure safer recruitment guidelines are consistently followed 		

Aim	Actions	Lead	Year
Recognise that employers who are committed to training and CPD are attractive for new applicants and for retention of existing staff.	<ul style="list-style-type: none"> • Develop an apprenticeship strategy ensuring we make full use of the levy and actively promote it with staff. • Include information on training and development opportunities within the MAC recruitment pack. • Provide employment opportunities from other organisations for trainees or current staff to access. 		

Sean comment 1 - Could we add something about broadening safer recruitment training to include wellbeing considerations? Also potentially add a statement about wellbeing as part of HCC MAC recruitment pack?

3.2 Develop and Grow

We want to be recognised as an organisation where staff can develop their careers and achieve their ambitions through high quality professional learning and supportive accountability. Our collective capacity is built through collaboration which is non-negotiable and central to how we work.

Aim	Actions	Lead	Year
Ensure our values inform all aspects of our work and underpin all relationships including day to day interactions, working arrangements and more formal processes.	<ul style="list-style-type: none"> • Live out and promote the values and behaviours of catholic social teaching and the Way of the Cross • Actively model and promote Nolan principles and the standards expected of MAC leaders. 		
Ensure our HR policies are relevant and up to date and provide clarity to staff who will be supported in understanding the processes around them.	<ul style="list-style-type: none"> • Review all HR policies and ensure that equality, diversity and inclusion objectives are addressed 		
Build a professional learning offer encouraging staff to take responsibility for their own development supported by the appraisal system.	<ul style="list-style-type: none"> • Secure a continuous appraisal process which enables staff development and wellbeing to be integral part of discussions on a regular basis. • Use performance management meetings to explore staff career aspirations, development needs and training opportunities 		

Aim	Actions	Lead	Year
Create a pipeline of talent which enables succession planning and enables staff to see their next steps.	<ul style="list-style-type: none"> • Develop a MAC Succession Plan for key posts and roles. 		
Develop a leadership framework to support and grow future leaders in Catholic schools.	<ul style="list-style-type: none"> • Introduce and promote an ethical leadership programme for current and prospective leaders • Provide secondment opportunities as appropriate across the MAC 		
Support the individual development of staff through well targeted interventions to achieve excellence.	<ul style="list-style-type: none"> • Map out career pathways for teachers and support staff and use for PM discussions with staff 		
Provide clarity in all aspects of people management ensuring consistency of approach, expectation and entitlement.	<ul style="list-style-type: none"> • Ensure staff are informed and trained about key policy areas that support people management, expectations and ethos 		
Provide opportunities for secondments and work experience within the MAC to support staff professional development.	<ul style="list-style-type: none"> • Ensure opportunities across the MAC are advertised internally in the first instance • Appoint staff to time limited positions available across the MAC to support leadership and career development 		

Aim	Actions	Lead	Year
Invest in a range of development opportunities for staff to realise aspirations and develop areas of expertise.	<ul style="list-style-type: none"> • Appoint external school improvement partners to support training and development for staff in key roles 		
Provide a systematic programme of development and support for ECTs and teachers in the early stages of their careers.	<ul style="list-style-type: none"> • Provide mentors for ECTs and teachers in the early stages of their careers • Ensure appropriate time is allowed to meet training needs 		
Provide a collaborative platform for schools and staff to work together.	<ul style="list-style-type: none"> • Appoint skilled practitioners to lead collaborative work across the MAC • Schedule regular meetings for lead staff to meet and work together 		
Ensure training and collaborative platform for Governors to work together.	<ul style="list-style-type: none"> • Provide opportunities for Lead Governors across MAC schools to train and work together 		

3.3 Retain and Recognise

We want to create an environment where all staff understand the crucial role they play in supporting our young people to be successful. It is important that our staff feel valued and are recognised for the important work that they do.

Aim	Actions	Lead	Year
Recognising the work of our staff.	<ul style="list-style-type: none"> • Ensure long service is recognised • Recognise significant achievements of individual staff members. • Introduce Vivup – employee benefits scheme and publicise for staff 		
Ensure all staff feel that they are working within an environment where their wellbeing is prioritised and valued and wellbeing and workload are kept under review.	<ul style="list-style-type: none"> • Establish a staff liaison group • Undertake staff survey to explore levels of wellbeing in the workplace • Identify areas of focus and work with the Staff Liaison Group to identify ways in which issues can be addressed • Regular communication and staff forums to enable staff to share their views and contribute to future planning. • Work toward recognised kite mark for employee wellbeing e.g. Thrive 		

Aim	Actions	Lead	Year
	<ul style="list-style-type: none"> • Ensure regular review of MAC staff wellbeing charter 		
Provide a MAC sharing platform for all staff to access quality collaborative resources to support planning and preparation and reduce workload.	<ul style="list-style-type: none"> • Appoint an external consultant to further develop the MAC Intranet “CrossNet” as a platform for sharing resources across the MAC • Monitor intranet usage 		
Support staff through provision of advice and guidance from our Employee Assistance Programmes provided by our external partner, Care First.	<ul style="list-style-type: none"> • Ensure the EAP is well publicised • Regularly share different aspects of the programme with staff so that they are aware of the range of services on offer 		
Seek to ensure that our policies are family and carer friendly and enable flexible working opportunities to be genuinely explored.	<ul style="list-style-type: none"> • Ensure staff are aware of the MACs Flexible Working Policy • Review policies when they reach renewal dates to ensure they are family and carer friendly and meet EDI requirements. 		
Ensure staff have a safe and healthy working environment.	<ul style="list-style-type: none"> • Ensure health and safety meetings are taking place in schools and that teaching and support staff are represented 		

Aim	Actions	Lead	Year
	<ul style="list-style-type: none"> • Ensure regular health and safety visits are carried out by an external consultant • Ensure that the MAC's Capital Programme prioritises identified health and safety issues 		
Provide opportunities for staff consultation and collaboration in key projects and policy review and ensure all changes to MAC processes are communicated clearly with support and guidance to staff when implementing.	<ul style="list-style-type: none"> • Consult staff on policies, codes of practice and new proposals • Provide regular newsletters highlighting developments and successes across the MAC 		
Ensure that policies and practices relating to assessment, feedback and marking are regularly reviewed to ensure effectiveness and efficiencies.	<ul style="list-style-type: none"> • Review assessment practice across primary and secondary schools and identify good practice that could be shared 		
Ensure a fair, consistent and clear behaviour policy in all schools to assist staff in managing behaviour effectively.	<ul style="list-style-type: none"> • Share MAC Behaviour Policy with staff • Monitor and analyse behaviour data trends across all schools and work collaboratively to share best practice. 		

Aim	Actions	Lead	Year
Ensure an agreed communication protocol in all schools which includes expectations for response times.	<ul style="list-style-type: none"> Produce and communicate the expectations for all staff within the MACs Communication Protocol 		
Monitor staff absence levels, patterns and reasons and use return to work meetings consistently and effectively to enable support and assistance to be provided at the earliest opportunity where needed.	<ul style="list-style-type: none"> Ensure school are provided with timely data that enables them to monitor sickness/absence and to respond to triggers in an appropriate and timely fashion Ensure Return to Work meetings take place and support staff returning from absence 		
Provide opportunities and training for reflection to support the wellbeing of staff.	<ul style="list-style-type: none"> Ensure MAC Inset days provide the opportunity for staff to reflect on Catholic Social Teaching, the Way of the Cross and teaching as a vocation 		
Commitment to pay staff in line with nationally agreed payscales and to replicate national cost of living increases. Ensure performance related pay framework that is fair and equitable to staff.	<ul style="list-style-type: none"> MAC Pay Policy approved by MAC Board makes the commitment to pay staff in line with nationally agreed payscales. 		

3.4 Included

We want all staff to feel a sense of belonging and that they can genuinely contribute to the development and success of our organisation. It is important that all of us are able to play a part in shaping the direction of the MAC and in raising concerns, with confidence, when they arise.

Aim	Actions		
Implement effective mechanisms for enabling everyone to contribute.	<ul style="list-style-type: none"> • Provide staff with opportunities to feedback on key issues including workload. • Opportunities for staff to provide feedback in different ways • Include mechanisms for 2-way dialogue with staff in the brief for the external consultant recruited to develop CrossNet 		
Ensure our equality, diversity and inclusion vision and strategy is implemented and that all our policies and processes reflect our commitment to this area.	<ul style="list-style-type: none"> • Report to Directors on progress towards achieving Equalities Objectives. • Review policies when then they reach renewal date to ensure that they take account of EDI requirements 		

Aim	Actions		
Develop expert practitioners in inclusive SEND practice to secure outstanding outcomes for pupils with SENDH needs.	<ul style="list-style-type: none"> • Ensure that key staff are up to date with policy and legislation relating to SEND • Appoint external school improvement partner to support key staff and provide consistency across the MAC • Analyse data to ensure all groups make good progress 		
Build a collaborative, inclusive culture where staff are listened to, well informed and challenged to be the best they can be, underpinned by our core values.	<ul style="list-style-type: none"> • Consult with staff regarding calendar and meeting schedules. • Ensure staff are given advance notice of monitoring visits • Ensure calendar amendments are kept to a minimum. • Ensure schools have an agreed annual meeting planner • Ensure feedback to staff on survey outcomes and actions. • Regular training on mission and vision. 		
All policy and practice reflects commitment to inclusivity.	<ul style="list-style-type: none"> • Further develop the Equality, Diversity and Inclusion statement to ensure monitoring and appropriate training for staff regarding obligations and commitments 		

Aim	Actions		
	related to EDI and use of KPIs and data to inform future planning.		

Future reports

Add staffing statistics

Continued Professional Development and Career Aspirations Audit - TEMPLATE

Please return this form to: [insert staff member]
[insert date]

By this date:

CPD AND CAREER ASPIRATIONS	
Name:	
Role:	Line manager:
Please list your performance management targets and any continued professional development (CPD) you have taken, or have arranged to take, to meet them:	
Please list any major courses you have taken in the last 5 years: For example: <ul style="list-style-type: none">• A degree• A National Award for Special Educational Needs coordination• A National Professional Qualification (NPQ)	
What CPD opportunities do you feel would help you to become a more effective practitioner in your current role, and help you continue on your career path?	

Where do you hope to be in your career, and what CPD do you believe would help you achieve this:

In 3 years from now?

In 6 years from now?

In 10 years from now?

What could you contribute to our CPD programme to help colleagues develop and fulfil their career aspirations?

For example:

- Mentor fellow teaching assistants who aim to become an HLTA, including helping to run a mock assessment day
- Deliver a training session on analysing trends in attendance data
- Run a reading group to help my colleges keep up to date on the latest pedagogy and best practice

Are there any other opportunities for professional and personal development that you would like to access?

School CPD Action Plan - Example

OBJECTIVE	ACTIONS	WHO WILL LEAD?	SUCCESS CRITERIA	MONITORING AND EVALUATION	TIMEFRAME	NOTES
<p>Improve our attendance figures to a total of X% attendance, and provide suitable support to persistently absent pupils</p>	<p>Deliver training session on analysing attendance data from MIS</p>	<p>[Insert staff member]</p>	<p>Staff can explain how to use our MIS, and relevant staff can produce data reports</p> <p>New assistant DSL gains relevant qualification</p> <p>Feedback from our current DSL</p> <p>Whole staff body understands and works towards these objectives</p>	<p>Attendance figures</p> <p>Staff feedback</p> <p>Data analysis reports</p>	<p>This school year</p>	<p>[Include any costs and funding involved]</p>
	<p>Support training of a new assistant DSL role, including mentoring and external training course</p>	<p>Current DSL</p>				
	<p>Communicating new attendance objectives as performance objectives for the deputy headteacher</p>	<p>Headteacher</p>				
<p>To deliver high-quality support for staff wellbeing issues</p>	<p>Line managers trained on how to spot warning signs and deliver wellbeing interventions</p>	<p>[Insert staff member]</p>	<p>Staff report high levels of support</p> <p>Wellbeing interventions can be put in place when needed</p>	<p>Staff feedback surveys</p> <p>Staff exit interviews</p> <p>Staff retention rates</p>	<p>This school year</p>	<p>[Include any costs and funding involved]</p>
	<p>[Staff member] to attend course on active listening for new role as wellbeing lead</p>	<p>[Insert staff member]</p>				

**Holy Cross Catholic Multi Academy Company****CPD training agreement**

Employee name:

Employer:

Course:

This agreement covers the period from [start date] to [end date].

The parties agree to the following:

1. The Employer will meet the costs of the Course outlined above, to the cost of [£ cost].
Include details of how and when this payment will be made
2. If the employee will repay the costs, include
The Employee will reimburse the Employer the cost of the Course
Include details about the period and method of repayment
3. The Employee undertakes to repay The Employer the cost of the Course if:
 - a. They withdraw or terminate the Course, or are dismissed from the Course before completion
 - b. Their employment is terminated for gross misconduct before completion of the Course
 - c. They resign from their employment before completion of the Course, or within [agreed period] after the end of the Course
 - d. They fail to receive a passing qualification at the end of the Course
 - e. Any other condition that you have agreed with your employer, and with the relevant employee

Include details of how and when the reimbursement will be paid: we recommend this is done as a deduction from the employee's final wage.

4. If the Employer agrees to waive any obligations to repay the costs of the Course under this clause, the Employee will be solely responsible for any income or other tax that may be payable and the Employee will indemnify the Employer on a continuing basis in relation to any such tax.

Employee Signed:

Line manager / Headteacher Signed:

Date:

Date: