

Enriching Lives, Inspiring Ambitions



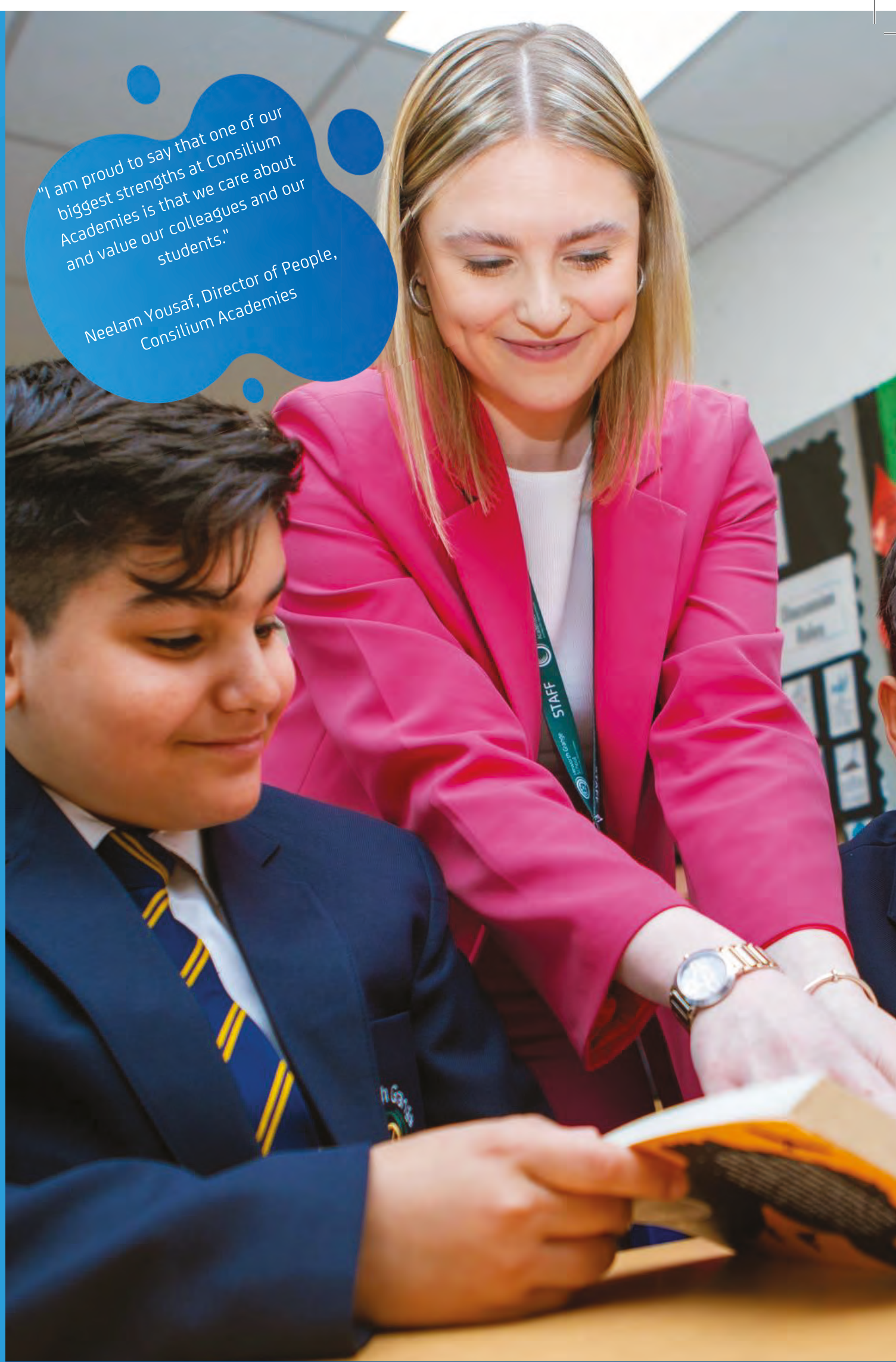
Our People Strategy 2023



Consilium
Academies
Enriching Lives, Inspiring Ambitions

"I am proud to say that one of our biggest strengths at Consilium Academies is that we care about and value our colleagues and our students."

Neelam Yousaf, Director of People,
Consilium Academies



INTRODUCTION FROM THE DIRECTOR OF PEOPLE

NEELAM YOUSAF



I am proud to say that one of our biggest strengths at Consilium Academies is that we care about our colleagues and our students. Although each of our schools is individual with their own needs and identity, it is clear to see that we are an ethical Trust and there is a common thread which demonstrates that all our colleagues and students go above and beyond for one another.

It has been a pleasure spending time in all our schools meeting with colleagues and students to help inform our very first People Strategy, I have met some utterly magnetic and vibrant students and colleagues. Our student body is something to be really proud of, and it is clear to see that our colleagues really are shaping the future for them to thrive. I do believe that as a Trust we embody something special, and if I was to describe this in one word, I would say we truly 'value' one another.

We have come a long way over the last few years as a Trust embedding a culture of care, resilience and optimism with true alignment to our vision and values. We have worked hard in establishing a strong leadership team within all our schools and at Executive level. We have developed a strong central services team to support our schools so they can concentrate on their passion of school improvement. Now is the right time to show our colleagues through our People Strategy how much we value them and how we plan to make this an even better place to work.

We recognise that our colleagues are our biggest asset and work so hard to make our schools a great environment for all our students. The People Strategy makes our goals over the next three years clear with the aim that we don't just want to become an employer of choice, but we become a 'leading' employer of choice within in the education sector.

Neelam Yousaf
Director of People

Passionate about people, dedicated to their development



Employees who are mentally and physically thriving are 13% more likely to report excellent performance at work. They are also 32% more likely to stay with their employer

GALLOP BUSINESS JOURNAL



“Alone we can do so
little, together we
can do so much”

Helen Keller

INTRODUCTION FROM THE CHAIR OF THE TRUST BOARD

MARTIN FLEETWOOD



The strength of Consilium is how we all place our core values into our everyday actions. This strategy and our involvement in ensuring that it is not only implemented but also successfully meets its goals is a shining example of our core values being placed into everyday action.

We strive to be the trust of choice for our communities, and this can only be achieved through a collaborative and mutually supportive network of colleagues that stretches across all our schools and teams. Our People Strategy recognises the critical importance each and every member of our teams across the Trust. The Strategy clearly maps out how the Trust will support them in leading on equality, diversity and inclusion; developing their talent; leading by example and on wellness and ensuring that we recruit and retain the best talent.

I look forward to working with everyone across the Trust to see how this strategy is seamlessly implemented in every aspect of our everyday lives and how it will help us all transform the life chances of the communities we serve.

Martin Fleetwood
Chair of the Trust Board

"A more
compassionate mind,
more sense of
concern for others
wellbeing, is a source
of happiness"

The Dalai Lama

Collaboration and
networking opportunities
have been well received,
we have continued with
this commitment and
offered regional inset days



OUR GOALS

"Creativity is intelligence having fun"
Albert Einstein

I think it is fair to say that when all of our workforce is happy and content our students will be in the best possible environment to learn and grow.

There is a clear recognition that working in the education sector is a challenging environment and up to a third of people leave the profession within the first five years. As part of our pledge to make us a leading employer of choice the People Strategy will focus on the following five goals:

1. To develop our own talent

We will make professional development and progression pathways easily accessible to all our staff and develop a talent pool to professionally grow our own colleagues and future leaders.

2. To lead on equality, diversity, and inclusion

We will be leaders in the sector of education for Equality, Diversity and Inclusion and really embody a culture where all our colleagues and students recognise this, and as a Trust we are known for this.

3. To lead by example

We will create positive working relationships with all our colleagues and model great leadership at every level, inspiring everyone to reach their full potential.

4. To lead on wellness

We will create a culture of wellbeing that all our colleagues will feel despite the challenges that come with workload, and the working environment will be a happy place to be for everyone.

5. To recruit and retain the best

We will always recruit from first advert, develop an excellent Trust wide induction process and remain competitive with our employee offer.



DEVELOP OUR OWN TALENT



We are committed to our offer for professional development through the Centre for Professional Learning (CFPL) and everyone takes part in an annual cycle of professional developmental reviews. We are building up on our offer for professional development by creating career pathways and progression plans for everyone to easily access. We want to ensure the opportunity for professional development is available to all our colleagues and progression pathways are available where colleagues would like to access this.

It is important for us to have a robust professional development offer for both our support colleagues and our teaching colleagues and recognise the value of the work carried out by both in helping our schools and the Trust to run efficiently and effectively.

Our aim is to develop a talent pool to allow for succession planning and really grow our own talent and recruit internally to leadership positions wherever possible.

To help us deliver on this we have created a more holistic focus through a People Services team and have created roles with the responsibility of learning and development and talent management to allow a specific focus on professional development. This demonstrates our commitment to professional development and highlights the focus for the Trust over the next three years.

We are passionate in wanting to offer the best opportunities for our colleagues and to invest in them so they can meet their aspirations and achieve their goals.

We have achieved a strong leadership team over the last few years whilst embedding our culture and with continuous succession planning we will ensure that the Trust continues to have the people and leaders in the right roles at the right time to ensure our vision and focus remains effective.



You requested wider CPD opportunities in the staff survey and we have developed CPD programmes available for all colleagues at all stages of their career

Enriching Lives, Inspiring Ambitions

DEVELOP OUR OWN TALENT



What are our Indicators of Success?

- We will develop our own leaders with appointments into leadership positions happening internally more than externally because our internal talent is exemplary.
- We will develop our own colleagues providing professional development opportunities accessible both internally and externally to develop a talent pool so colleagues can progress into roles for progression as soon as they become available.
- Our professional development offer will give all our colleagues a breadth of opportunities to help them fulfill their potential.
- Staff surveys will affirm that we have a competitive professional development offer, and we nurture our colleagues to grow in a supportive environment.
- Recruitment data will confirm internal appointments into vacant positions highlighting that the progression pathways are effective.
- Our structure will remain fit for purpose and will confirm effective succession planning.

We recognise that our colleagues are our biggest asset, and they work exceptionally hard to make our schools a great environment for all our students



LEAD BY EXAMPLE

We recognise how important strong and supportive leadership is. Over the last few years Consilium Academies has been on a journey of development and we have built strong leadership teams across the Trust. We have formed a strong central team to really help empower our leaders and be the professional friend for all support services that our schools require.

It is clear from staff surveys that our middle leaders do not currently feel as engaged or empowered as the rest of our workforce. During our next phase of development we intend to focus on more support for our middle leaders. We will continue to model great leadership to our middle leaders so they can develop and grow to be our future leaders and feel really engaged with the Trust.

Work has already begun on curriculum alignment and assessment to reduce workload and share good practice. This approach will be mirrored in other areas across the Trust to assess which practices are working well, what delivers effective results and what doesn't have the impact we had hoped for. Whilst it is recognised that the initial investment in time to adopt these approaches increases, in the longer term the effect is that workload will reduce, and we will adopt smarter ways of working.

We will further develop the Trust wide calendar which is readily available for all schools to access. This will improve the collaborative approach further. It is recognised that there are exceptionally busy terms in the academic year and with a Trust calendar we will be able to ensure that workloads are reduced during exam times and busy periods and projects and professional development are given more time during quieter periods.

We want our staff to always feel inspired when working with us and as a Trust we have this real opportunity to work together and develop great networks at all levels, giving us opportunities to learn from all the great people we already have working for the Trust.

We recognise that our colleagues need support in becoming great leaders and as part of this process we intend to really develop the coaching method across the Trust, allowing our colleagues to access coaching courses for professional development and develop a mentoring network where our coaches can train and mentor their colleagues across the Trust via an accredited programme. Leadership coaching is an important aspect for us as a Trust as we recognise the merit in upskilling our colleagues through such a powerful method of professional development which builds confidence and resilience.

LEAD BY EXAMPLE

What are our Indicators of Success?

- Colleagues will feel supported, empowered and heard. We will continue with community voice. The staff survey will also continue on an annual basis and colleagues will see 'what they said' and 'what we did' to listen, taking feedback and improving.
- We will have network forums for groups of colleagues across the Trust and colleagues will feel the benefit of this.
- The collaborative and coaching approach will model great leadership and staff surveys will confirm this.
- Colleagues will feel the reduction in workload from working collaboratively and developing smarter ways to work.
- Our middle leaders will feel more empowered and engaged and will be successful in progressing into leadership roles within the Trust.

We have worked hard in establishing a strong leadership team within all our schools and at Executive level. We have developed a strong central services team to support our schools so they can concentrate on their passion of school improvement.





Workload was a real pressure point highlighted in the staff survey and we have developed workload principles with the unions to help protect our colleagues from an excessive workload

LEAD ON WELLNESS



We are always striving for excellence and our colleagues are so passionate about delivering the best for our students, this is why we all enter the profession, for our passion. With such a driving force it is recognised within the sector and within our surveys that colleagues can sometimes struggle with attaining a healthy work life balance.

Most importantly we will start our work around wellbeing with a Wellbeing Charter which will be based on the principles of the DFE Education Staff Wellbeing Charter. It is important for us to measure wellbeing to understand the climate in which our colleagues work and develop tools to improve wellbeing. The charter will focus on the following six aspects:

1

To integrate wellbeing and place this at the forefront of our mind including it in all key policies.

2

To continue to drive down workload and to regularly evaluate our approach to this.

3

To measure and respond to changes in staff wellbeing.

4

To champion flexible working and Equality Diversity and Inclusion.

5

To embed wellbeing in our pathways for professional development

6

To improve access to our mental health resources and develop a better understanding for mental health.





Whilst we recognise that staff benefits are a helpful to assist with wellbeing and they are a useful benefit they are not the only resource available to help improve wellbeing and this is why we are creating our own wellbeing charter. However we do realise that our colleagues appreciate the benefits we have on offer and we are constantly exploring how we can increase our employee offer so colleagues can access a great benefits package.

We have developed some workload principles to help colleagues identify mechanisms to reduce workload focusing on strategies that deliver in helping them gain back some valuable time. I think it is fair to say that the two most important factors to our colleagues regarding their own personal wellbeing at work is to feel 'valued' and have 'time' through a manageable workload.

The formation of a wellbeing working group is focusing on identifying key themes the Trust can implement to help support this culture of wellbeing and will assist in implementing the Wellbeing Charter.

What are our Indicators of Success?

- We will implement a Wellbeing Charter and a Trust wide wellbeing week, where we will promote all things wellbeing by welcoming guest speakers, promoting early finish times, reducing emails and running wellbeing sessions.
- We will create staff rooms where schools don't currently have one, to offer a space where staff can retreat during break time. We will work with the Estates Team and the Headteachers where staff rooms are not currently available to accommodate this.
- We will see a reduction in staff absence data relating to poor mental health and wellbeing.
- We will see a reduction in workload through collaboration, with an aligned approach to workload.



LEAD ON

Equality, Diversity & Inclusion

Our ambition is to become a leader in the sector of education on Equality, Diversity and Inclusion. Our schools serve a diverse community, and we want our workforce to reflect this. We have set up an Equality, Diversity and Inclusion working group and we are now ready to set an agenda for this to achieve tangible goals that we want to achieve as a Trust.

We recognise that the agenda for Equality, Diversity and Inclusion is vast, and we plan to link in with market leaders outside of the education sector to bring their expertise in to the Trust.

The working group has highlighted that all schools celebrate Equality, Diversity and Inclusion in their own special ways. One of our biggest benefits of being a family of schools is that we can collaborate and develop a joined-up approach for all of our schools to celebrate everything we do.

The areas of particular focus for us will be around social mobility, neurodiversity, gender equality, race equality and LGBTQ+ equality.

Our staff data shows us that we serve deprived communities and social mobility is a live issue for both our staff and students. There are so many living examples of how our socioeconomic background plays a factor in our professional development and the opportunities that come our way and we want to break down these barriers. Having a focus on neurodiversity for our colleagues as well as our students is an important issue, and we aim to create a working environment that allows all our colleagues to feel comfortable. We currently have a 75% female workforce, and we plan to develop recruitment strategies to help attract more males to our Trust. Our staff data also shows there are fewer females in leadership positions, and we plan to develop a 'women into leadership programme' for our aspiring female colleagues. We currently have few ethnic minority and LGBTQ+ colleagues working within the Trust, and we aim to create a more diverse workforce to reflect our student body through establishing improved recruitment strategies.

In creating a more diverse workforce we hope to create a culture where our colleagues and students feel empowered and comfortable to have brave conversations to better understand Equality, Diversity and Inclusion and recognise the true opportunities a diverse workforce brings.



WHAT ARE OUR INDICATORS OF SUCCESS?

All colleagues will feel passionate about Equality, Diversity and Inclusion, understanding the importance of the agenda and feel empowered and safe to have brave conversations to learn, and develop a more inclusive culture.

The Trust will be a leader in the sector for Equality, Diversity and Inclusion and we will have strong network connections with external market leaders in this area.

We will be recognised for our work around Equality Diversity and Inclusion, we will get involved with internal and external events as a Trust and develop a calendar that celebrates all main events.

Our KPI's will demonstrate that we have a more diverse workforce, have more females in leadership positions, have more of an equal split of males and females working for the Trust, have more ethnic minority and LGBTQ+ colleagues and a more neurodiverse working environment for our colleagues.





The staff survey highlighted that you would like us to do more to promote Equality, Diversity and Inclusion. We have set up an EDI working group which will continue to develop, we took part in Manchester Pride, and we are rolling out EDI training at Leadership level with market leaders

RECRUIT AND RETAIN THE BEST

Whilst we are lucky enough to recruit to most positions from first advert we would like this to continue, and we are focused on ensuring that our recruitment process leaves a great first impression.

We plan to track applications in a more strategic way, taking feedback from our applicants, setting up recruitment days and developing recruitment strategies that help us create a truly a truly diverse workforce. We want applicants to see at first glance what we have to offer, with an impressive and an engaging application pack that really tells a story about what it's like to work for Consilium Academies.

It is important to note the current climate we face in the education sector where many colleagues are leaving the profession within the first five years of entering the profession. It is important to develop strategies that help to assist with both recruitment and retention in order to achieve all the objectives laid out within this strategy.

There are four key areas of focus as highlighted below which are based on the DFE Recruitment and Retention Strategy:

We want to support our family of schools to create a supportive culture in addressing the pressures colleagues face from within the education sector, particularly in regards to workload.

We will offer a great induction/support process to help colleagues entering the profession to gain the necessary tools and build resilience to remain in the profession.

We will constantly look to increase our employee offer to remain an attractive employer to our colleagues and provide progression pathways to all our colleagues.

We will offer apprenticeships and initial teacher training where possible to help support colleagues entering the profession making it more accessible.



You highlighted in the staff survey that you really value feedback and being listened to and we have and will continue with our community voice each half term

RECRUIT AND RETAIN THE BEST

We recognise the importance of a well-structured induction process for all our new colleagues, and we are developing a Trust wide induction process to complement the current induction processes that take place at school level. We will be devising an induction plan that runs over the first three months of the employee cycle to ensure our new colleagues receive a great start and introduction into Consilium Academies.

What are our Indicators of Success?

- We will continue to recruit from first advert and our recruitment processes will highlight that we are effectively recruiting a diverse workforce.
- We will utilise social media and advertising links better in places where our roles have not been seen before.
- We will have a Trust wide induction process.
- We will increase our employee benefits.
- We will have candidate feedback that indicates our application process is seamless and our exit interviews will confirm that Consilium Academies is a great place to work.
- We will recruit roles internally which will highlight that we truly are growing our own leaders.
- We will retain colleagues above the national average figures, and we will be a leading employer of choice.



OUR EMPLOYEE OFFER

WHAT MAKES US DIFFERENT

We are continually looking to increase our employee offer and our staff survey has highlighted that we already have a great offer of benefits. Colleagues have highlighted what additional benefits they would like to see, and we are keen to always implement more offers. We aim to implement the following benefits to increase our current offer, a cycle to work scheme, gym membership discounts, buying additional holidays, a salary sacrifice technology scheme, mental health first aid training and access to more wellbeing platforms.



36 hour working week for all full time support staff



33 days (FTE) annual leave plus bank holidays for all support staff



Cognitive Behavioural Therapy Course



Professional development programmes for all our staff



Stress management course



Automatic annual pay progression for all staff



Employee Assistance (wellbeing, finance, legal support) 24/7

OUR EMPLOYEE OFFER

WHAT MAKES US DIFFERENT



3 free sessions of
physiotherapy at a
local clinic



Free membership to
Vivup an employee
benefits platform



A virtual GP who can
prescribe & make
referrals directly to a
specialist



Salary Sacrifice
Car Leasing
Scheme



Time
management
course



Eye care
vouchers for
glasses



4 free
sessions of
counselling



Assertiveness and
self confidence
training



OUR CURRENT EMPLOYEE OFFER - WHAT MAKES US DIFFERENT

Coming Soon...



Salary Sacrifice
Technology Scheme



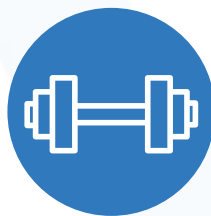
Wellbeing Portal



Positive Affirmations
Portal



Cycle to work scheme



Gym discounts



Salary Sacrifice for Home
Goods

"Great vision without
great people is
irrelevant"

Jim Collins



Proud to be part of
Consilium
Academies



**Armthorpe
Academy**

Enriching Lives, Inspiring Ambitions



**Consilium
Evolve**

Enriching Lives, Inspiring Ambitions



**Buile Hill
Academy**

Enriching Lives, Inspiring Ambitions



**Moorside
High School**

Enriching Lives, Inspiring Ambitions



**Ellesmere Park
High School**

Enriching Lives, Inspiring Ambitions



**Thornhill
Academy**

Enriching Lives, Inspiring Ambitions



**Heworth Grange
School**

Enriching Lives, Inspiring Ambitions



**Washington
Academy**

Enriching Lives, Inspiring Ambitions



Consilium
Centre for Professional Learning

Enriching Lives, Inspiring Ambitions



**Wyvern
Academy**

Enriching Lives, Inspiring Ambitions



Consilium Academies

Enriching Lives, Inspiring Ambitions