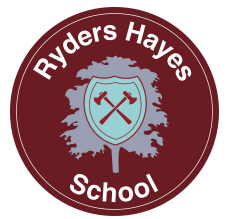


**RYDERS HAYES SCHOOL**

# **PEOPLE STRATEGY**

**2022-25**





## Context

Ryders Hayes People Strategy, the first of its kind, is something that has never been more important for us to have in place and to enact. It aims to pull together all aspects of our approach as a good employer in one place.

We want it to resonate with all that work within Ryders Hayes as we navigate our way through the challenges that 2020-2022 have presented us and onwards on our journey to a *new normal*, post pandemic driven by the HM Government White Paper, *Opportunity for all: strong schools with great teachers for your child*.

Our people, regardless of where or in what capacity they work at Ryders Hayes, are paramount to our success. We want to attract and retain the best people to our roles, harness the talent we have, deliver upon our commitments to a diverse, inclusive and sustainable workforce, whilst ensuring the health, wellbeing and happiness of our staff at work, with one common goal, to help our children to be *the best they can be*.

This plan demonstrates our commitment to ensure people, teams and leaders are front and centre, that they feel motivated, engaged and productive, in an environment where all staff can fulfil their potential and *be the best they can be too*, with inclusion and equality of opportunity.

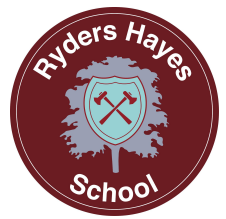
This strategy drives our ability to develop a workforce that is fit for purpose and motivated to deliver, but more than that, it targets the personalised approach and harmonisation of our workforce, which Ryders Hayes wants to remain at its heart, enabling everyone to be happy and fulfilled in their work; to be supported in overcoming barriers, to flourish and to grow. It embeds a core, unified belief in the impact of maintaining a strong culture and identity, where everyone is valued. We will ensure that we build on the best practice and creativity that has driven our response to COVID 19 over the past two years, bringing our learning with us.

We want to have the right people with the right skills in the right place at the right time, in an innovative, accessible and financially sustainable model that continues to give Ryders Hayes its competitive edge, pushing the boundaries of education. We will balance this with getting the most from and giving the best to our people, through living out our people vision:

## Our Vision

*To create a great place to work, where:*

- *everyone feels valued and appreciated;*
- *an individual's uniqueness is celebrated along with the skills and talents they bring;*
- *their contribution matters;*
- *they are supported to grow and strive for constant improvement in themselves and the school, and*
- *people are invested and passionate about what they do and subscribe whole-heartedly to our school vision.*



The People Strategy reinforces the importance we place in our people and....

## **Our Behaviours**

*Work collaboratively, creatively, collegiately, cohesively with resilience and authenticity, to support the very best teaching and learning across Ryders Hayes.*

*Committed to Continuous Professional Development (CPD) and Improvement; Sharing Best Practice and Learning from Experience.*

Through highly-effective:

- Recruitment and Selection
- Induction
- Workload reduction
- Retention
- Development Opportunities
- Professional Learning Development (CPD)
- Reward and recognition
- Talent-spotting
- Succession Planning

## **Our Culture:**

A shared culture is key when it comes to recruiting new people. How culturally compatible you are with Ryders Hayes decides how well you will perform once you join us. The role of culture and cultural compatibility has also been highlighted by research. The more culturally compatible are the employees, the higher will be the overall productivity of an organisation, and the greater the outcome for pupils.

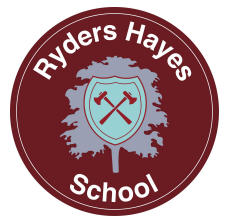
Designed to inspire innovation, loyalty and commitment, Ryders Hayes' culture drives performance. It also inspires a personal feeling of belonging and dedication.

We have a culture of:

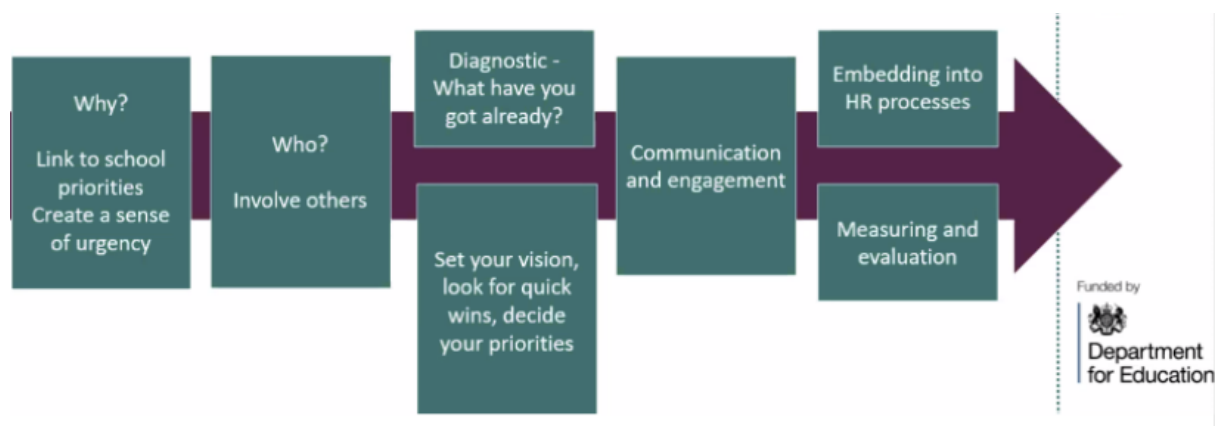
- *Committed employees driven by a passion for innovation.*
- *Efficient leadership that empowers and strives to create an environment of trust.*
- *Recognition and incentives that encourage performance and innovation.*
- *Learning environment that ensures continuous learning and growth.*
- *Leadership committed to technological innovation*
- *Inclusive policies that encourage diversity*
- *Harnessing individual talents, experience and interests which enrich our offer*

## **Our Policies**

Recruitment; Protocol for Staff Wellbeing; Induction. (Staff Planner), Flexible Working; Leave of Absence Policy; Paternity; Pay Policy, Performance Development (Management): HR suite of policies.



## Flexible Working ROADMAP



Ryders Hayes proactively encourages flexible working as part of its *People Strategy* and will do all that it reasonably can to ensure that requests to work flexibly are dealt with reasonably, objectively and fairly and in accordance with the ACAS code of practice, employment law and good practice. The reason for the request will not influence the decision, which will not be judgemental in any request. These requests may be informal and short-lived or more formal. A request to work flexibly may include the following, although the list is not exhaustive

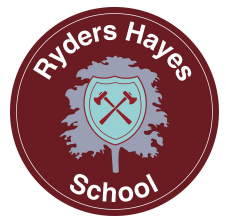
- a request to change working hours (for example to job-share, to work part-time or to go from all-year-round to term time only);
- or a request for compressed/staggered or annualised hours; or
- a request to change the times that the employee works (for example starting and finishing earlier).

Flexible Working Outcome - A Proactive Open Model, characterised by:

- A range of formal and informal arrangements
- Individual and school-wide arrangements
- Open and informal conversations about needs and preferences
- Different points/paths to discuss flexibility
- Lean towards reason-neutral
- Use flexible job design to look at where and when aspects of the job can be undertaken
- Shared accountability

Desired Impact - Over time:

- Staff wellbeing
- Staff retention
- Successful Recruitment of a highly skilled and happy workforce
- Wide range and number of flex arrangements
- Positive financial impact
- Diversity and good practice guidelines
- Positive pupil outcomes



## The Building Blocks of our People Strategy

To some people values and mission statements can seem like intangible things, and so our Playbook should be read alongside The People Strategy, as an overview of how we bring these things together on a day-to-day basis, describing what the culture is and how the values manifest themselves.

There are 5 pillars of equal importance to our People Strategy:

### 1. Diversity, Inclusion and Belonging

We are only just beginning on this journey. We, as a profession and diverse group of people, are still finding ways of talking about things and labelling them in ways that we are all comfortable with and that make sense to us and the children. We aim to find a common language and be good role models for our children, to foster understanding of these elements for everyone in school, and in doing so create a sense of belonging for all.

### 2. Talent Attraction

We focus on finding the right talent through:

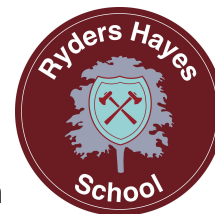
- Growing our own talent through our SCITT and then through opportunities within school
- Being explicit about our values and culture and the right match in any recruitment campaigns and interviews
- Allowing people to express an interest in working at Ryders Hayes
- Investing time and energy into a thorough and detailed recruitment programme, which is a multi-stepped approach to really getting to know applicants and for them to get to know us, so that finding the right person is a two way process
- Offering a comprehensive and bespoke CPD pathway as well as extensive opportunities beyond Ryders Hayes, working through our Training School with our partners, as an entitlement for those that want this.

### 3. Learning & Development

*We have to learn faster than the world is changing* (Spotify). We are often looking to equip our children with life-skills for the world of work, for roles, many of which, are yet to be developed. This involves a degree of risk-taking and creativity on the part of our staff - being 'where the puck is' and deciding what our pupils need for their futures, and hence what skills the staff require to hone these in the classroom and beyond, as well as for their personal development.

This helps us stay relevant with our knowledge and fuels innovation. In addition it makes our staff highly employable. They do not get 'stuck' during their time at Ryders Hayes. If we can't offer them a role in which to grow, we will actively support their search for a suitable role in a new setting. This creates a pipeline of new opportunities for those less experienced staff coming through.

To have continuous learning at this speed is very much an 'on the job learning' approach, supported by weekly PLD, where methods such as instructional coaching are deployed to



# Ryders Hayes School' People Strategy

create capacity and give ownership to the staff of their learning, alongside working with experts in their field. They have autonomy over their learning. Learning is embedded, using the EEF model for *Effective Professional Development*.

## 4. Growth

Our PLD and leadership development through *the DfE golden thread* at Ryders Hayes are rooted in Carol Dweck's growth mindset and evidence-informed practice.

We believe that everyone has a growth mindset, a desire to learn, and natural curiosity. These are all things that define a member of the Ryders Hayes' Team. If someone doesn't have these things it's likely they will not feel they belong at Ryders Hayes. But for those who do – we focus on different ways to curate and support their development of mastery. As our people grow, then so does our organisation.

### Development talks

Alongside a continuous dialogue, we encourage two development talks per year for a more in-depth talk focusing on growth, mastery and aspirations, as part of our coaching process. The purpose of these development talks is to match the School's needs with our people's long-term ambitions. Every employee owns and drives their own development talks, they initiate the meetings and gather feedback from peers. In the talks, we look at the past a little, but the main focus is on the future and the potential for growth.

We use three success criteria when we talk about performance and development: mastery, achievement, and behaviours. Performance, to us, is not only about reaching the goal. It's also about how you got there, growing in your profession (mastery), and being a role model.

## 5. Health and wellbeing

To promote the physical and mental health and wellbeing of its people, through recognition and rewards; workload reduction; an ever-expanding package of employee benefits and positive working relationships, in a culture where people feel valued, and an environment where people are encouraged to develop and grow. This underpins the other pillars.

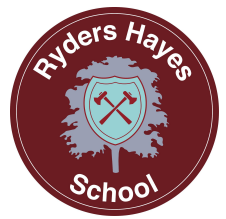
Key performance Indicators - monitored on a dashboard for Senior Leaders and Trustees

- Headcount - by age-range/jobrole/grade/apprenticeships
- Ethnicity
- Gender split
- Sickness Absence
- +ve Performance Development
- % Flexible working
- Staff Surveys (pulse surveys) - outcomes
- Turnover - exit interviews/destinations/promotions

# Ryders Hayes School' People Strategy

Visual Summary





## OUR 6 OBJECTIVES:

### Objective 1:

**Create an adaptable, resilient and sustainable workforce** that reflects and can continually adjust to meet the demands of the next decade, whilst harnessing modern technologies to drive greater efficiency and effectiveness.

### Objective 2:

**Maximise and nurture the use of talent across the workforce**, ensuring that people's skills and talents are developed and used where they are needed most, and that individuals feel confident, empowered and supported in making full use of their skills and talents.

### Objective 3:

Design attractive and rewarding roles that **access and retain a wide and increasingly diverse talent pool**, giving them more opportunity to shape their role and become experts - masters- in their field, coaching others and thus creating a pipeline of new talent.

### Objective 4:

**Build a strong, effective and holistic people plan**, enabling Trustees and Leaders to make future evidence-based decisions, founded on better people data and insight to underpin short, medium and long-term decisions relating to the people at Ryders Hayes.

### Objective 5:

**Improve Diversity and Inclusion** by developing a plan to grow a more diverse and inclusive organisation to ensure that Ryders Hayes is representative of a modern workforce, recognising and valuing differences.

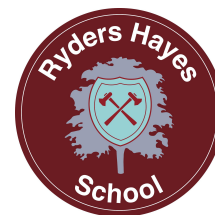
### Objective 6:

**Improve Health and Wellbeing** and an enhanced sense of happiness and belonging, by enabling and supporting line-managers and leaders to proactively manage their teams, within school policies and processes, to improve communication and information sharing; facilitate flexible working and promote a healthy work-life balance.

*See Implementation Plan 2022/23*



# Ryders Hayes School' People Strategy



## Annexe 1 Staff Benefits

It is the School's intention to recognise the hard work and dedication of our staff at every opportunity. This is often not possible in monetary terms, but will also be recognised through:

<p><b>Independent review of national terms and conditions</b> To ensure no detriment to existing terms for staff and Ryders Hayes, and wherever possible enhancements.</p> <p><b>Sign up to Education Well-being Charter</b></p>	<p><b>Supporting Professional Development</b> Staff will be supported and encouraged to pursue further professional development for their personal development and that of the school, through research; Masters Hubs, and other recognised pathways, particularly NPQs as part of the DfE's <i>golden thread</i>. Support funding will be made available wherever possible (either full or part). Teachers will be given the opportunity to spend a day in industry as part of our STEM/Careers programme.</p>	<p><b>Lunches provided on training days and special events</b></p> <p><b>Deadlines shared in advance</b> - annual calendar in Sept.</p>
<p><b>Facilities for staff</b> Free tea, coffee pods, instant coffee and iced water is available to staff throughout the day, along with facilities to refrigerate food and to heat meals.</p>	<p><b>Dependents other than children</b> Where staff members are permanent or temporary carers, every effort will be made to allow some flexibility of working practices so that staff are able to support their dependents wherever reasonably practicable.</p>	<p><b>No meetings week</b> to reduce workload.</p>
<p><b>Well being time</b> - agreed by Trustees People working 5 or 4 days/week i.e. 1.0 or 0.8FTE will receive one full day off in term time (to be booked for mutually convenient date and not carried forward) People working 3 or 2.5 days/week i.e. 0.6/0.5FTE will receive half a day off. People working less than 2 days will receive one session off.</p> <p><b>An Annual Flu Jab</b> available for all staff each winter</p> <p><b>A buddy for new staff</b> who join Ryders Hayes for their first year.</p> <p><b>Social events for staff</b></p> <p><i>(These benefits will be kept under constant review and may be subject to change)</i></p>	<p><b>Staff with school age children</b></p> <p>a) Where a member of staff wishes their child/ren to attend Ryders Hayes: -the school will recognise this as a priority in the criteria for selection -no charge will be made for before school club to allow the member of staff to be in school in good time to prepare for the working day (nor for after-school where the staff member works in this facility) -they can have childcare vouchers deducted from their gross pay each month up to a maximum value of £243. This means they are saving tax each month. These vouchers are paid to them each month electronically which they can use to pay for breakfast clubs, after-school clubs, nurseries and holiday clubs. They can store these vouchers up and use them when they are needed.</p> <p>b) Where a member of staff has children in other schools, Ryders Hayes will endeavour to support the staff member to attend important school events at the child's school where these fall during the working day wherever reasonably practicable.</p>	<p><b>SLT Open Door Policy at all times</b>, including urgent emails/calls for non-school days.</p> <p><b>Constant review of workload</b> to develop and guide new policy</p> <p><b>Flexible approach</b> to embrace work routine out of school which suits the individual e.g. response to emails</p>

# Ryders Hayes School' People Strategy



Sally Miner

Executive Head Teacher

April 2022

To be read in conjunction with the Implementation Plan. Created through collaboration with Senior Leaders; Senior Leadership Group; Trustees; Flexible Working Ambassador School (FWAS).

Implementation Plan to be reviewed annually, Strategy to be reviewed every 3 years.