



2026 - 2030

People Strategy

ATT2030: Enabling Every Colleague to Be Capable, Competent, and Confident

Academy Transformation Trust



Purpose:

People Strategy

Our purpose is to translate ATT2030's education strategy into lived colleague experience — so our culture, leadership, systems, and people practice reliably produce **Capable** (high performing- and adaptable), **Competent** (able to deliver consistently and independently), and **Confident** (safe, valued, empowered) people — adults and pupils alike.

This includes a deliberate commitment to an inclusive workplace where every colleague is treated with dignity, experiences belonging, and has equitable access to opportunity, development and progression. Inclusion in ATT is not an adjunct to excellence; it is a precondition for high performance, trust and professional confidence.



Our North Star

A **high Trust, high- accountability** organisation where principals are empowered as strategic leaders, the central team is an expert partner, and accountability is a professional, dialogic discipline focused on learning and improvement.

Looking outward:

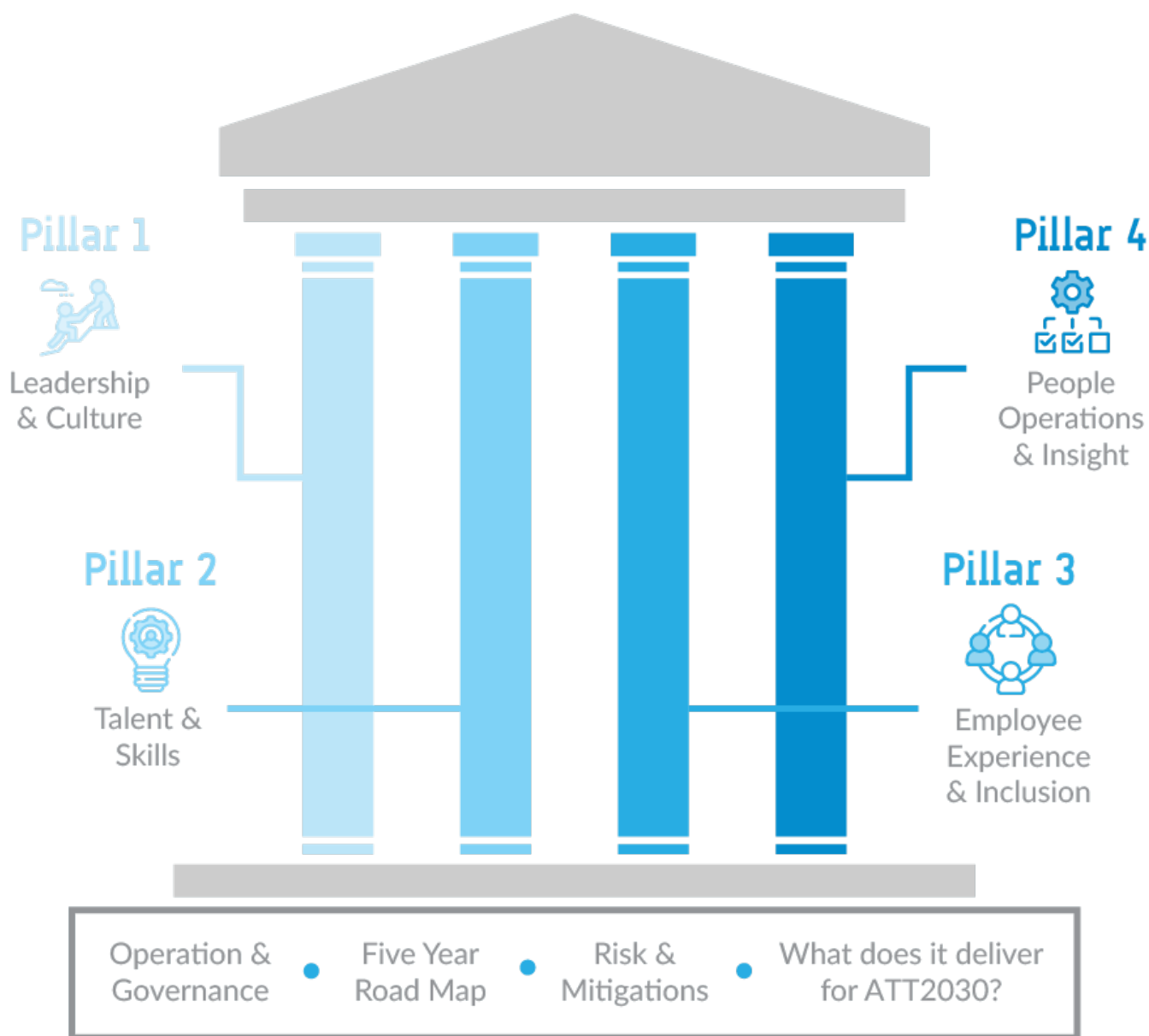
We will continuously learn from the sector and contribute to it—building purposeful partnerships that improve colleague experience, strengthen practice, and enhance outcomes for pupils and communities. We will benchmark honestly, adopt evidence-informed approaches, and share what works so ATT is known for both excellence and generosity. We will challenge and ask the important questions.

System leadership:

As a Trust, we recognise our responsibility to improve not only ATT, but the wider education system. Through our people, leadership, partnerships and practice, we will actively contribute to sector improvement, workforce sustainability, and the development of future educational leaders.

Our Visual Strategy

Strategic Principles





Section 1

Strategic Principles

1. **Belonging & Becoming.** We meet each colleague where they are and refuse to leave them there — designing progression, feedback, and development pathways that build identity and mastery.
2. **Integrity & Excellence.** We act ethically, celebrate excellence, and pursue high standards in all that we do — including Attraction, Engagement, Reward and Development
3. **High Trust, High Accountability.** Decision making sits close to pupils and communities; central services acts as expert partner; accountability is dialogic and improvement- -focused.

Outcomes & Measures

(mapped to ATT2030's Three Goals & Nine Aims)

1.1 Capable

Professional Excellence, Fluent Learners/Thinkers, Multiple Pathways

Outcomes by 2030

- Colleagues have an annually updated **Capability Profile** aligned to role standards and curriculum/operational priorities. There is a structured succession plan that identifies Talent and supports the three C's. (Talent councils)
- All colleagues are participants in continuous professional development (CPD) with demonstrable impact on classroom and operational support outcomes.
- Visible **multiple pathways** (teaching, leadership, specialist, operational, business services) with equitable access.
- Offers expand beyond internal networks and continued development means engaging and offering experiences that pull from outside of our organisation and allow us to be professionally curious
- Professional excellence is recognised externally by partners

Key measures

CPD completion & impact metrics; accreditation pass rates; internal promotion rate; time -to competence in new roles; retention of high performers. (Evidence shows -people first systems and engagement link to performance); we will use robust HR analytics to inform decisions-. These map out the CPD journey and its impact. We will provide each employee with an Employee Life Cycle Journey that depicts Onboarding, Employment and Exit. We will provide employees with annual rewards statement that pulls together all of the opportunities and CPD they have engaged in and with as well as all of the reward and recognition opportunities.

1.2 Capable

Professional Excellence, Fluent Learners/Thinkers, Multiple Pathways

Outcomes by 2030

- Role -specific **performance standards** and knowledge frameworks embedded trust wide; 100% of colleagues clear on "what great looks like." Irrespective of their role. This is directly connected to Operational Excellence Standards for Support Staff & Operational Leaders, Teaching Standards and ATT Leadership Standards for Principals

- Simplified people processes that reduces admin time and increases time on the work that matters most. Working with the HR systems to streamline and build greater capacity. As well as providing data that allows for quicker and more efficient decision making.
- We will normalise challenge, recovery from setbacks, and steady progress. Through review of our current policy and procedures as well as our coaching models and empowerment of leadership.

Key measures

Process cycle time reductions; operational SLA adherence; quality assurance outcomes; wellbeing and workload indices. HR operating models emphasise simplification, clarity of value, and redeploying HR capacity to impact work-. The People function will measure the journey and reflect ensuring leaner and efficient working ways.

1.3 Confident

Valued & Empowered; Integrity in Leadership; Moments That Shape Us

Outcomes by 2030

- Colleagues report psychological safety and voice; they feel known and valued and see fair, transparent decisions. Through development of policy and cultural norms.
- Leadership behaviours are explicit, coached, and evidenced in practice; we celebrate excellence systematically. Our colleagues engage in the celebration of each other and there are structured opportunities to do so. Our colleagues feel and see that our organisation values their Talent
- Signature “moments that shape us” (onboarding rites, promotions, recognition, transitions) designed and delivered trust wide that offer opportunities to belong and become, that are inclusive and considered.

Key measures

Inclusion & belonging and becoming a score; leader effectiveness; recognition participation; onboarding at 0/30/90/180 days. Well-being charter in place that sets out expectations for all, systems and practice improvements, leadership empowerment. Pulse surveys and action.



Section 2

Strategic Pillars & Signature Initiatives

Pillar 1

Leadership & Culture: High Trust, High Accountability



Why?

ATT2030 calls for empowered principals and expert central partnership. We translate that into a common leadership language, shared rituals, and principled autonomy.

Initiatives

1. Role -specific **performance standards** and knowledge frameworks embedded trust wide; 100% of **ATT Leadership Standards & Operational Excellence** — codify behaviours for integrity, excellence, trust, challenge, and dialogue; implement coaching for all leaders across the organisation to create baseline to build from. Policy development and cultural norms around standards and excellence are embedded
2. **Decision Rights & Guardrails** — Using the meeting cadence and the information architecture of the Trust. Decisions are clear, policy is developed in accordance with the ATT 2030 values and Leadership is working collaboratively towards end goals. The People function engages with leaders and colleagues as well as outside organisations to develop policy and practice
3. **Culture Operating System** — termly pulse on belonging and becoming/voice, networking and building solid relationships internally and externally then a responsive and clear action plan for improvement.

Pillar 2

Talent & Skills: Capable & Competent People



Why?

Professional excellence, knowledge rich- learning, and fluent thinkers depend on visible career paths, skills clarity, and targeted development.

Initiatives

1. **ATT Role Framework Standards** — Create role Families and use the Teaching Standards/Leadership Standards & Operational Excellence standards to further develop specifics for each role (teaching, inclusion/SEND, pastoral, support, estates/IT, finance/HR, data/analytics). Each standard includes knowledge, practice, decision making-, and impact evidence. Job Descriptions and Performance Management processes use these standards to hold to account, to develop colleagues and have professional discussions – making professional curiosity and aspiration the norm.
2. **ATT Pathways & Badges** — To ensure that the Trust is sustainable its workforce needs to hold the Talent, skills and expertise for the future, Development of pathways for roles, creation of opportunities for development, target the pathways and badges at the right time and for the right role. Analyse our workforce (skills gap) and ensure we know our workforce and we can plan effectively and use succession models.
3. **Early Careers to Expert** — redesigned ECT, TA to Teacher, Ops- to- Business Partner, and aspiring leader programmes with cohort mentoring and assessment against the Capability framework we design for each role (who is the next Principal, Ops Manager or CEO and how will they get there)
4. **Define ATT's EVP** (Employee Value Proposition) in one page: "Why join, why stay, why grow here."
5. **Talent** - Always make the decision to recruit the right talent based entirely on the competence of those individuals. Attracting and recruiting the best talent to deliver on our mission.

Pillar 3

Employee Experience & Inclusion: Confident People



Why?

ATT2030 emphasises people feeling safe, happy, known; leadership with integrity; and deliberate moments/rites of passage.

Initiatives

1. **Moments That Shape Us** — design the experience architecture for beforeDay0/-Day-30/90/180, promotion, parental leave, bereavement, relocation, offboarding— with templates, comms, and manager toolkits. Ensuring every colleague has a strong start and a good goodbye. Self Service and access to development information prior to employment with us
2. **Recognition System** — monthly, termly and annual recognition programmes that align to the values and leadership behaviours; academy level autonomy within trust- w-ide framework. Employee statement of benefits.
3. **Wellbeing & Workload** — reduce low v-value admin; deploy simple digital tools/automation; create reset norms for email/meeting hygiene; understand where our people are at and measure well-being, workload and sense of belonging and becoming
4. **Engagement** — Engagement with national unions, policy reviews, employee voice through pulse surveys, internal networking groups

Pillar 4

People Operations & Insight: Simple, Digital, Outcomes Focused



Why?

To free leaders and teachers to focus on what matters, HR must be intelligent, data driven, and easy to use.

Initiatives

1. **One HR Service Catalogue** — recruitment, onboarding, ER, pay/benefits, CPD, talent reviews, case management — all with SLAs and self serve- journeys. We will connect out people with experience, data, and service.
2. **People Analytics** — monthly “People Health” dashboards (headcount, absence, ER caseload, time to- -hire, retention risk, diversity, capability, CPL impact), layered from academy to trust level.
3. **Skills Graph** — maintain live skills inventory mapped to the Capability Framework so we can staff critical needs, design CPD, and plan succession dynamically. This will be a Data Driven skills- based- approaches improve staffing and development decisions.



Section 3

Operating the Strategy

3.1 Operating Model & Governance

- **Principled Autonomy.** Academy leaders own people decisions within defined guardrails; central HR provides expert challenge/support, data, and shared services.
- **Triannual “People Reflection Conference.”** - that celebrates our People and creates opportunities for a wider Lense (external speakers, external experts, panel discussions etc)
- **Termly Governance** Each term: **Capability** (CPD & performance); **Capacity** (recruitment, timetabling, cover, ER); **Confidence** (belonging, voice, wellbeing).
- **Talent Councils.** Cross functional- forums for succession, mobility, and workforce shaping twice yearly — linked to budget and curriculum planning.

3.2 Five Year Roadmap (high level)

2025-26 (Build the foundations)

- Publish Leadership Standards & ATT Operational Excellence Standards.
- Stand up People Analytics Hub and People Health dashboard v1.
- Launch Pathways & Badges through the Operational Passport and RoadMap of development in all roles across the Trust
- Design "Moments That Shape Us"; implement new onboarding across all academies.
- Exploring external partnerships to ensure continued curiosity and learning

2026-27 (Adopt & simplify)

- One HR- Service Catalogue live
- Skills and Knowing our workforce development
- Trust Wide Talent Councils begin to run

2027 (Scale & evidence impact)

- Skills Graph complete; dynamic staffing/succession in annual planning.
- Recognition process in place scaled with local autonomy; wellbeing/workload reductions evidenced in pulse surveys.

2028 (Optimise & integrate)

- Capability Profiles mainstream; CPD impact linked to pupil outcomes and operational KPIs.
- External partnerships and leadership exchanges firmly in place and structured. Future-proof strategies emphasise external learning ecosystems.

2029–2030 (Sustain & future ready)

- Maturity review vs. ATT2030 Nine Aims; refresh standards and pathways; lock in governance and funding models.

3.3 What This Delivers for ATT2030

- **Capable:**
Professional excellence through clear standards, targeted CPD, and multiple career pathways.
- **Competent:**
Purposeful, knowledge rich work with focus — fewer hurdles, better tools, and coaching through challenge.
- **Confident:**
People feel safe, known, and empowered; leadership integrity is visible; we design the moments that shape us.