



# Valuing People

Listening, Caring and Building







At Kingfisher, **Valuing People** is central to everything we do.

It means listening to one another, caring for each other, and working together to build great schools for everyone in our communities. Through this, we bring our trust's mission to life: **Achieving success together.**

Everyone working in and for our schools plays a vital role in creating an environment where there is excellence and high standards. Our focus is on ensuring that every young person has genuine life choices and that they achieve the best possible outcomes so that they can flourish.

**Kingfisher is on a journey to be a strong and sustainable trust.** To support this growth, it is critical that we strive to be a great employer so that we can recruit and retain great people, with the right skills, experience, and - most importantly - a deep commitment to our shared values.

**Our trust values** guide everything that we do. They reflect what matters most to us and they shape how we work with each other, with our communities, and with our young people:



## Opportunity

We are ambitious for the young people in our care and for ourselves. We make decisions based on what is right for one another, and we actively seek out opportunities that have the greatest positive impact on our work, our schools and our communities.



## Community

We foster strong, lasting relationships that celebrate individuality and build a shared sense of belonging. Thriving communities are built on trusting relationships and safety, which encourage openness, collaboration, and continuous growth.



## Excellence

We hold ourselves to high standards in all we do. We nurture talent, share best practice, reduce unnecessary workload, and challenge one another to keep improving, because continuous learning and growth is essential to delivering the best outcomes for our young people.







At the heart of our ethos is Valuing People, our commitment to recognising and supporting the individuals and teams who make Kingfisher strong and who will work with us on our journey to becoming stronger still. We know that our successes are built on the dedication, talent, and wellbeing of our colleagues.

Valuing People is more than just a principle; it is a series of commitments that guide how we support our teams, not only in their professional roles but in achieving a healthy whole-life balance. We understand that work is just one part of life, and we are committed to creating an environment where our people feel respected, supported, and empowered both at work and beyond.

That is why our Valuing People approach sets out clear foundations of how we will support, develop, and invest in our people; built on the insights and experiences of those that work with us. When our colleagues feel valued and thrive, so do our schools and the communities we serve.

## Valuing People by Listening, Caring and Building

To bring our values to life, we have three core commitments:

- **By listening**, we seek to understand and to improve. Listening helps us to stay connected to what matters most to our people and guides us to make the right decisions.
- **By caring** and through kindness, we nurture wellbeing and create opportunities. We empower people to be proud of themselves and to do great work. We provide the balance, flexibility and trust essential to their success.
- **By building**, we commit to continuous professional growth. Through strong teams and effective systems, we create a shared culture of excellence.









## Putting Our Commitments into Action

Over the next three years and beyond, we will build on our current working practices and demonstrate our ongoing commitment to Valuing People by embedding a series of actions under the pillars of Listening, Caring and Building. These actions will be regularly reviewed by seeking feedback from our colleagues to ensure they continue to meet both their needs and the evolving priorities of our schools and trust.

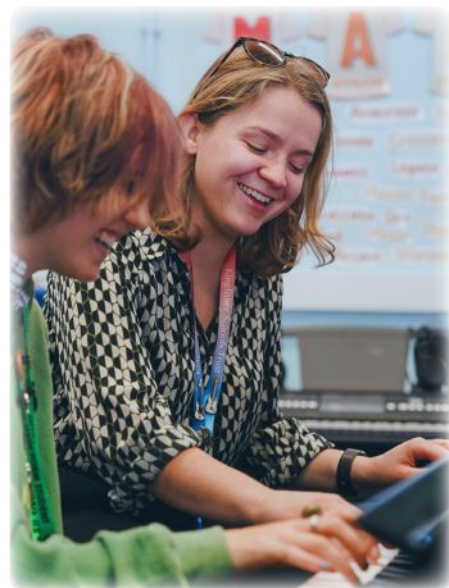
Importantly, we ask leaders to be self-critical, questioning whether we are upholding these commitments: Are we listening? Are we caring? Are we building?

## Listening

***‘Creating a culture of open dialogue, trust, and continuous feedback – where we listen with intent and act with purpose’***

We will...

- Embed a Professional Development Review process that prioritises values-led, person-centred conversations and continuous feedback
- Continue to review our employee satisfaction surveys and ensure their insights and data are used to form decision making and enhance our employee experience and boost engagement
- Seek further opportunities to ensure all colleagues feel heard, included and contribute meaningfully
- Create professional networks and communication channels between leaders and staff to facilitate collaboration and knowledge sharing, helping us to work smarter, not harder
- Consider our colleagues’ views and perspectives in delivering our strategic aims and in managing any necessary change
- Maintain strong relationships with community stakeholders, professional bodies, and unions to listen to and respond to the needs of our people
- Conduct equality impact assessments to ensure everyone has fair and equal opportunities to succeed
- Create regular in-person opportunities for teams to come together, when we actively listen to each other and strengthen connections







## Caring

***‘Creating a supportive, inclusive culture that prioritises wellbeing and belonging’***

We will...

- Lead with kindness and empathy, regularly checking in to genuinely ask how each other is doing
- Support colleagues in clearly understanding the contribution they make to achieving our strategic priorities, building a strong sense of purpose and connection
- Recognise and reward colleagues through the year and at key career milestones in ways that are meaningful and personal to them
- Seek to ensure that our policies and practices are family friendly and enable flexible working opportunities to be genuinely explored and supported. Review the management of PPA to look at potential agile opportunities
- Enhance our employee benefits, ensuring they are accessible and aligned with what matters most to our people
- Actively support the physical, mental and emotional health and well-being of staff through developing our Kingfisher approach to supporting mental health, managing workload and promoting well-being through our policies, charters and the culture within our schools
- Proactively challenge and address behaviours which conflict with our caring and inclusive approach
- Ensure wellbeing monitoring is embedded within our governance procedures at school and trust level to maintain a consistent focus on employee welfare







## Building

***'Investing in growth, development, and collaboration to strengthen our people and our trust'***

We will...

- Prioritise consistently getting the basics right, ensuring clean, healthy, safe, and user-friendly work environments with accessible facilities that help colleagues make the most of their time, as these are what they truly value alongside any additional initiatives
- Create clear professional development career pathways and deliver a continued professional development offer for all roles which empowers colleagues to continually improve
- Ensure fair opportunities to identify talent, support succession planning and foster a culture that champions leadership as accessible to everyone
- Optimise our use of the apprentice levy including working with external specialist providers to provide the best offer to our colleagues. Explore opportunities for teaching apprenticeships
- Clearly communicate trust, school and departmental development plans, ensuring everyone knows how they can contribute and create impact in their roles, supported by our Professional Development Review framework
- Encourage open communication and collaboration to solve problems, share best practices and resources, drive innovation, streamline systems, and manage workload effectively
- Provide clarity in all aspects of people management through clear policies, procedures, training, awareness and strong leadership supported by our Leadership Charter, ensuring consistent expectations while respecting individuality
- Leverage networking opportunities and internal and external expertise to learn from our communities and beyond, driving continuous improvement





## Measures of Success

- A positive impact on teaching and learning and student outcomes
- Increased retention
- Colleagues report workload is manageable, supporting wellbeing and job satisfaction
- An agile succession plan which identifies the key roles and the required skills to support ongoing talent development
- Clear career progression opportunities and uptake within the trust
- Gender pay gap reporting improvement in key areas
- Increased uptake of trust continued professional development / training opportunities leading to consistency in approaches
- Increased employee engagement levels in our staff satisfaction surveys
- A workforce that reflects our diversity and ambition of excellence
- Reduced staff turnover levels and teacher turnover below the national average
- An enhanced employee offer and strong reputation that attracts new recruits with vacancies filled first time
- A downward trajectory on employee sickness absence
- Demonstrable positive impact on the achievement of our strategic plans
- **Our ultimate measure is the progress of our young people**



## Monitoring and Reporting

An annual review will be conducted and reported to the Kingfisher Schools Trust board. This review will include an update on the measures of success. It will also serve as an opportunity to evaluate and implement any necessary changes to ensure our aims continue to meet the evolving needs of the trust and its people.



