

BDAT People Strategy

Date: November 2025

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The purpose

The purpose of a BDAT People Strategy involves aligning the goals of BDAT with the needs and capabilities of its staff. It focuses on attracting, developing, engaging, and retaining the best talent to work with our students and our parents, carers, and community to deliver outstanding educational outcomes.

Vision and Strategic Alignment

Our BDAT vision states that:

“We want every child to have a happy and high-quality education enabling them to grow and flourish during their time at school.

We provide schools that develop our young people’s competence, confidence, and character, driven by local community context and inclusive Christian values, ensuring everyone achieves their academic and personal potential and leaves our Trust prepared for the next stage of their life journey.

We want BDAT schools to be schools of choice for the diverse and special communities we serve.

We recruit, develop, inspire, and retain highly skilled staff dedicated to making sure our children and young people have every chance to succeed.”

Our aim is to align this strategy to the vision of the Trust.

Our 2025 strategy of Excellence for All states that we strive to have:

- Excellence in Education
- Excellence in Opportunities
- Excellence through Collaboration

Excellence in our Workforce Offer

We are committed to creating a work environment where every member of staff feels valued, supported and empowered to be the best they can be.

We:

- Continue to develop our recruitment offer so that we attract and retain high calibre staff.
- Build a workplace where everyone feels welcome and appreciated. We keep wellbeing and workload at the forefront of Trust decisions.
- Help our colleagues to grow, by providing professional development, secondment, and succession opportunities to support them to reach their career goals.

- Keep an eye on what is happening both inside and outside the sector to ensure that we bring the best workforce development ideas into our Trust.
- Have consistent systems in place which provide accurate workforce data to support decision making and workforce planning.

<https://www.bdat-academies.org/wp-content/uploads/2025/09/BDAT-Strategy-Brochure-210x210-flip.pdf>

BDAT People

Our key objectives of the BDAT people strategy for staff is to ensure that there is:

- Professional Development and Growth: Engaged staff members are more likely to seek out professional development opportunities and contribute to school improvement. Schools that encourage engagement often foster a culture of continuous learning. This gives staff the chances to learn new things and grow in their jobs.
- Collaboration: To encourage staff to work together and share ideas to develop and progress their expertise or/and their careers.
- Recognition and support: Show staff that they are doing a great job.
- Work-life balance: Make sure teachers and all staff, have time to relax, and spend time with their families while continuing to be successful in their work.
- Leadership: Success leads to leadership being more likely to stay engaged in their roles, share best practices, and innovate in the classroom.
- Reduced Staff Turnover: Schools with high engagement levels among both staff and students tend to have better retention rates for teachers and staff. Engaged staff feel more connected to the school and its values, reducing turnover.

We reach these objectives by following the strategies below.

1. Talent Acquisition & Workforce Planning

Objective: Recruit and retain high-quality educators and support staff.

This happens through:

- Workforce analysis to understand current and future staffing needs.
- Targeted recruitment campaigns (e.g., for STEM teachers, SEN specialists or business leads).
- Strengthen employer branding to attract top talent.
- Develop partnerships with teacher training providers, universities or apprenticeship providers.

2. Professional Development & Career Pathways

Objective: Empower staff with the skills and opportunities they need to grow.

Strategic and Operational Support

Strategic Level: National and MAT-level training aligned to BDAT vision, similar to the Singapore's Ministry-led approach.

Operational Level: School-based implementation supported by BDAT PLCs and informal collaboration spaces, inspired by Singapore's Academy of Teachers model.

This happens through:

- ECF through the BDAT, Beckfoot and Dixons consortium delivering the Ambition programme.
- Continuous Professional Development (CPD) programs both internally through BDAT PLC's and externally through local and national specialist providers.
- Leadership development pipeline for aspiring middle/senior leaders through BDAT specialist courses as well as national providers such as Ambition and NPQ's.
- Mentoring and coaching frameworks.
- Support qualifications and further study (e.g., NPQ's, MA, PhD etc).

3. Performance & Capability Management

Objective: Ensure high performance through clear expectations and support.

Schools follow the BDAT appraisal and pay policies that ensure:

- Clear performance objectives are linked to academy and Trust goals.
- Constructive appraisal systems with regular feedback that follows policy guidance.
- Support plans for underperformance.
- Recognition and rewards for excellence are available for all staff in all roles.

4. Culture, Engagement & Wellbeing

Objective: Create a positive working environment that supports staff wellbeing.

This happens through:

- Promoting a strong, values-based culture.
- Regular staff feedback.
- Wellbeing initiatives (mental health support, flexible working).
- Work-life balance and sustainable workloads.

5. Diversity, Equity, Inclusion (DEI)

Objective: Build a workforce that reflects the community and offers equity for all.

This happens through:

- Bias-free recruitment and progression practices.
- Staff training on inclusion and anti-racism.
- Ensuring policies are inclusive for all identities (gender, ethnicity, disability, etc.).
- Track DEI data and set improvement targets.

6. Data & People Analytics

Objective: Use data to inform decisions and track progress towards strategic objectives.

This happens through:

- Staff retention and turnover metrics.
- CPD impact evaluations.
- Recruitment funnel analysis where we identify our recruitment process through eyes of job awareness, job attraction, job interest, numbers of applications, the interview process, and the hiring protocols. We then analyse acceptance rates to evaluate the process.
- The evaluation of the BDAT workforce strategy understanding whether practice is diverse and inclusive.
- Staff satisfaction and engagement scores.

7. Governance, Compliance & Policy

Objective: Ensure people practices meet legal, ethical, and professional standards.

This happens through:

- Safer recruitment (in line with Keeping Children Safe in Education).
- BDAT Policies and practices aligns with employment law and best practice.
- BDAT Union engagement and staff representation structures.
- BDAT and school succession planning and identification for key roles and key personnel.
- Using professional standards and job descriptions as the starting points of analysing performance.

The BDAT people strategy supports the daily actions of the Trust and schools and develops the Trust strategic and operational plans.

A successful people strategy should be delivered with:

- Leadership buy-in and clear accountability.
- A clear plan to engage staff within the Trust strategic and operational plan.
- A review cycle with KPIs and feedback mechanisms.