

Purpose

The People Strategy has been developed to support the vision and values of Excelsior Multi Academy Trust. We believe our strategy makes a clear statement about how we value and treat our people, and the culture we wish to adopt to enable everyone to achieve and sustain excellence in all areas of activity, now and in the future. The aim of the strategy is to ensure that we develop a culture of setting high expectations whilst providing a stimulating and rewarding environment that enables our people to thrive.

Our Vision

All our schools to be outstanding beacons of equality, where pupils succeed in a safe, innovative and vibrant learning community.

Our Cornerstone Values of School Development

Succeeding together - Alone you're good.

Together we're amazing:

- Ensuring equality for all - Equality - First, Foremost, Forever
 - Engaging learning - Unlocking minds everyday
- Aspiring from the start - Where ambition begins on Day One

"At Excelsior we put WHO before WHAT. As Jim Collins wrote in his book, 'Good to Great', (whilst comparing a business to a bus), it is crucial to ensure we have the right people in the right seats on our bus and that we develop people into bigger seats, planning for succession at all times."

Hazel Pulley
CEO

Excelsior Multi Academy Trust



Strategic Context

Through active succession planning we ensure that the Trust Board and all our schools continue to have the people and leadership it needs to remain effective.

Supporting and growing our talented people is endemic throughout Excelsior.

A competitive advantage is maintained in order to attract the best people to Excelsior.

Growth and innovation is seen as vital to retain the talent, ideas and collaboration of people working in Excelsior Multi Academy Trust.

Excelsior's goals

Our goals have been developed using information from our strategic plan *and context, feedback from staff surveys, feedback from school coordinator meetings and best practice.*

Our goals are:

- To attract, recruit and retain the best people through innovation, aspiration and equality.
- To develop and grow talent.
- To lead by example.
- To create the right environment.

Our people are crucial to our development

Excelsior's 4 goals

TO CREATE THE RIGHT ENVIRONMENT

Culture of equality
and inclusivity

Happy and
purposeful
environment

Promotion of
well being

LEAD BY EXAMPLE

Innovation

Aspiration

Positive working
relationships

Smart
Advertising

ATTRACT, RECRUIT & RETAIN THE BEST PEOPLE THROUGH INNOVATION, ASPIRATION & EQUALITY

Applicant
tracking

Post induction
support

Structured
and focused
induction

DEVELOP & GROW TALENT

Personalised
Professional
Development

Wider Trust
Opportunities
for succession
planning

Aspiring from
the start



Attract, recruit
and retain the
best people
through
innovation,
aspiration and
equality



Sm
App
Struct

Engaging
learning



Develop
and
grow
talent



P
L
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Succeeding
together



Lead by
example



Pe
n

Ensuring
equality for all



To create the
right
environment



Cultu
Promo
Happ
e

Start Advertising
applicant tracking
structured and focused
induction



Social media advertising links
New adverts
Teach meets
Search engine optimisation



Set up recruitment portal
Improved communication
Feedback for applications



Structured to include MAT tour
Review mandatory training
Welcome card for new employees

Post induction
support
Personalised
Professional
Development
Wider Trust
opportunities for
succession
planning



Timely probation
Letters for all



Named professional growth lead
Personalised growth plan (PPD)
Career opportunities



Sharing of best practice
Showing/mentoring/coaching
Creating opportunities for potential successors
Training for growth

Aspiration
Innovation
Positive working
relationships



Expectation to grow
Aspiration for pupils
Ambitious leadership



Cutting edge and forward-thinking
Trust work on equalities
Visionary MAT development



Supportive environment
Networking opportunities
Appreciation of good practice
Efficient and succinct support for staff

Core of equality and
inclusivity
Promotion of well being
Joy and purposeful
environment



Regular communication for all
Equality of opportunity for all
Engagement forum



Mental health advocates
Wellbeing focus
Perks and benefits
External recognition and awards



Supportive environment
Networking opportunities
Appreciation of good practice
Efficient and succinct support for staff

Work undertaken to date

The People Strategy is a working document currently under development. A number of workstreams have already commenced. The Strategy is supported by a detailed work plan which is updated periodically during the five year period.

These include:

- New adverts, wider advertising, new connections with universities
- New recruitment software installed to manage a more effective recruitment service
- New interviewing processes and introduction of thrive
- New induction procedure and MAT orientation afternoon to introduce new employees
- Welcome cards for new employees
- New CPD offer for teachers and CPD pathways for support staff
- Increased number of apprenticeships
- Introduction of the culture canvas
- Cross leadership working
- Shortlisted for MAT Excellence awards
- Regular communication from the CEO
- Introduction of the bike to work scheme
- New payroll provider
- New policies including menopause and stress policies
- Masterclasses in resilience, stress, pensions
- Introduction of wellbeing days
- New staff hubs with access to support and policies

Supporting Policies

Professional Growth

Our Professional Growth policy places improving and maintaining the highest quality of teaching, operations and leadership at the very heart of the process. It focuses on genuine professional development.

We regard professional development as a key driver not only of staff development, but also of recruitment, retention, well being and school improvement.

Code of Conduct

Sets out the standards of conduct expected of all employees.

Pay Policies

Sets out the framework for making decisions on teacher and support staff pay.

Next Steps

Next Steps Work to achieve the objectives and goals as detailed in the strategy will involve reviewing existing policies and developing new policies and practice. Increased use of benchmarking within the sector and beyond will inform many work strands under this policy.

Some of our next steps include:

- Recruitment fayres and events and targeted advertising
- Better access to health providers
- Speak out about what we offer – better access and knowledge/comms for employees
- Development of leaders - Talent tool box and succession planning
- Develop brand promise for employees
- Development of engagement activities
- Introduction of City Save

A review of the underpinning HR management information systems will be key to improving service delivery, efficiency and reporting capabilities.

Underpinning the strategy will be a drive to refine and improve communications with staff across the MAT. Closer collaboration and engagement with employees will be essential in shaping the action and implementation plans to achieve credible outcomes.

The People Strategy will be led by the Trust HR Lead working closely with the key stakeholders throughout the development and implementation phases.

Some work strands will be planned with existing resources, others may require investment in order to achieve significant change.

Processes will be reviewed which may contribute to efficiencies and the redirection of existing resources. Specialist skills may be required during the development and implementation of the strategy.



