

## 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

Positive working  
relationships

Innovation

Aspiration

Smart  
Advertising

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

Applicant  
tracking

Structured  
and focused  
induction

Post induction  
support

## 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  
Ap  
Struc

Engaging  
learning



Develop  
and  
grow  
talent



P  
L  
Op

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

Equality of opportunity and  
inclusivity  
Promotion of well being  
Meaningful and purposeful  
working 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.



