



Ethos Academy Trust

People Strategy

2023-2026



Introduction

The People Strategy is central to our Trust's strategic planning and is fundamental in developing an organisation in which the Trust's strategic aims are able to be achieved.

This People Strategy:

- Makes a clear statement about our commitment to our people – how we value and treat our staff, in line with our core values.
- Seeks to highlight the Trust as unique and one where staff aspire to work, building on a clear employer brand.
- Gives high priority to the development and recognition of all staff, strengthening teams and developing a nurturing culture where high standards are expected, encouraged and developed throughout the employment lifecycle.
- Has been developed in conjunction with staff, senior leaders, executive teams and Trustees.

Trust Mission and Values

Our vision at Ethos Academy Trust is to create **nurturing inclusive learning communities**.

To enable us to achieve this, our mission is that Ethos Academy Trust will draw upon the expertise of our specialist staff and wider partners to provide timely, personalised support, intervention and provision in order to maximise the life chances of all children and young people, informed by a thorough understanding of their strengths and needs.



Leading with integrity

- Championing honesty and transparency
- Building trusting relationships



Encouraging freedom and responsibility

- Working collaboratively
- Investing in effective partnerships



Thinking innovatively

- Finding creative solutions
- Meeting individual needs



Improving continuously

- Raising standards
- Developing strong and effective leaders



Celebrating achievement

- Improving academic progress
- Enriching personal development



Nurturing inclusive learning communities

Strategic Objectives

The Ethos Academy Trust Board has identified three key strategic business objectives which will steer our growth and development over the next five years.

These are:

1 Become leaders in inclusive practice.

Increase the quality and breadth of Ethos Academy Trust provision by further enhancing meaningful and personalised opportunities for all pupils to sustain positive engagement in lifelong learning.

2 Change the wider public narrative regarding SEMH pupils and provision.

Develop Ethos Academy Trust's role as an expert and influencer on inclusion in relation to SEMH policy and practice at a local, regional and national level, contributing to wider sector improvement activity.

3 Develop expert practitioners in inclusive, SEND practice.

Ethos Academy Trust will invest in the development of a strong, healthy, engaged and motivated workforce of inclusive leaders, teachers and support staff who excel at securing outstanding outcomes for pupils with SEMH needs within and beyond the Trust.



Our Priority Areas

Ethos Academy Trust is uniquely positioned with a clear strategic focus on Social Emotional and Mental Health and wider Special Educational Need provision. Our Academies are nurturing and inclusive communities, underpinned by a genuine value led culture where pupils and staff thrive and grow to their full potential.



Attraction and Recruitment

Great staff are the backbone to all of our Academies. We will take a rigorous, forward thinking, pro-active approach to recruitment and attraction in order to seek out and attract the most talented people to work within our teams.

WE WILL:

- Develop a proactive recruitment strategy, guided by internal workforce planning and foresight into external factors and influences
- Grow and increase focus on the Trust brand profile and the communication of the outward facing message linked to the Trust's unique position
- Focus on widening candidate pools to capture underrepresented groups
- Continually review and monitor all recruitment documentation, ensuring it remains relevant, attractive and modern
- Develop an apprenticeship strategy, ensuring full use of the levy
- Enhance the candidate / potential candidate experience, streamlining recruitment processes to ensure they are effective, responsive and interactive and seeking regular feedback
- Develop talent pipelines through external facing work
- Develop a Trust Employee Referral Scheme
- Develop and embed a value based recruitment system to ensure all appointments are aligned
- Continually review recruitment processes to ensure they are carried out robustly and safely to safeguard the Trust, pupils and staff



Leadership and Culture

Ethos Academy Trust aims to build a collaborative culture that builds confidence, where staff are listened to, well informed and are challenged to be the best that they can. The culture will be underpinned by the Trust core values.

WE WILL:

- Develop the coaching culture, embedding this approach into all areas of our Trust including the enhancement and development of:
 - Growth and career conversations
 - Meaningful and development focused appraisal systems
- Develop the Trust's Ethical Leadership Model, ensuring it's use forms the basis of all decision making in conjunction with the Trust Core Values
- Embed the Wellbeing Strategy and further develop the Equality, Diversity and Inclusion (EDI) Strategy including:
 - Upskilling of managers and colleagues across the Trust regarding their obligations and commitments related to wellbeing and EDI
 - Development of KPI and data relating to EDI to inform strategy
- Ensure that all HR policy, processes and procedures are compliant with legislation and are progressive, responding to HR best practice
- Ensure an operationally, strategically accountable and robust HR service
- Enhance and review of the Trust approach to flexible working
- Enhance the wellbeing offer to all staff, including ensuring and encouraging staff awareness
- Provide a safe and healthy working environment that promotes staff wellbeing and reduced levels of sickness absence
- Focus on building resilience within staff, equipping teams to deal effectively with internal and external drivers and change
- Safeguard and communicate expectations with external contractors and partners around key cultural areas including EDI to ensure best fit and practice
- Strengthen the staff induction process to ensure consistency over all Academies



Development of People and Talent Management

We will aim to grow and develop our staff to have the confidence and skills to realise the Trust' strategic aims and to invest in a strong, healthy, engaged and motivated workforce.

WE WILL:

- Develop career pathways and opportunities for all staff
- Ensure all roles grow to have clear accountability and remit and where there is a responsibility for people management, this is clear in accountabilities and output
- Develop current and future middle leaders to ensure that they are equipped with the correct skills and abilities to embed the culture of the Trust and encourage further development
- Ensure quality and purposeful feedback is offered to all staff on a regular basis, with staff being praised and recognised for great work
- Focus on building relationships with external providers who are aligned to our values and vision (for example apprenticeship providers, Teaching School Hubs, local education providers)
- Continue to invest in quality and relevant CPD for all staff
- Further develop and review the impact of internal opportunities for staff including the Trust Lead Roles and Lead Practitioners
- Embed mechanisms to support staff to grow and to become leaders in inclusive practice and experts in SEMH and wider SEND
- Ensure systems are in place to spot and nurture talent and to enable rapid talent deployment
- Focus on retention strategies such as flexible working and other benefits



Workforce Planning

Ethos Academy Trust recognises the need to respond to internal and external requirements that impact on its people and the provision. We will continually monitor, review and plan the workforce to secure Academies on a long-term basis and to ensure readiness for growth.

WE WILL:

- Progress workforce planning to match labour supply and demand, aligning this with Trust growth plans
- Monitor local and national trends to enable effective workforce planning (i.e. ITT statistics)
- Ensure close monitoring on local demands on the Trust (i.e. turnover, maternity, retirements)
- Put into place Succession Planning and development
- Develop medium and long term workforce strategy plans aligned with Trust goals
- Develop the ability to mobilise talent over the Trust, based on need and support
- Grow bespoke teams (i.e. therapy and other specialist teams)



Overall Outcomes and Key Measures of Success of the People Strategy

The People Strategy has the following key outcomes which will be monitored by the Executive Team and Trust People and Culture Committee:

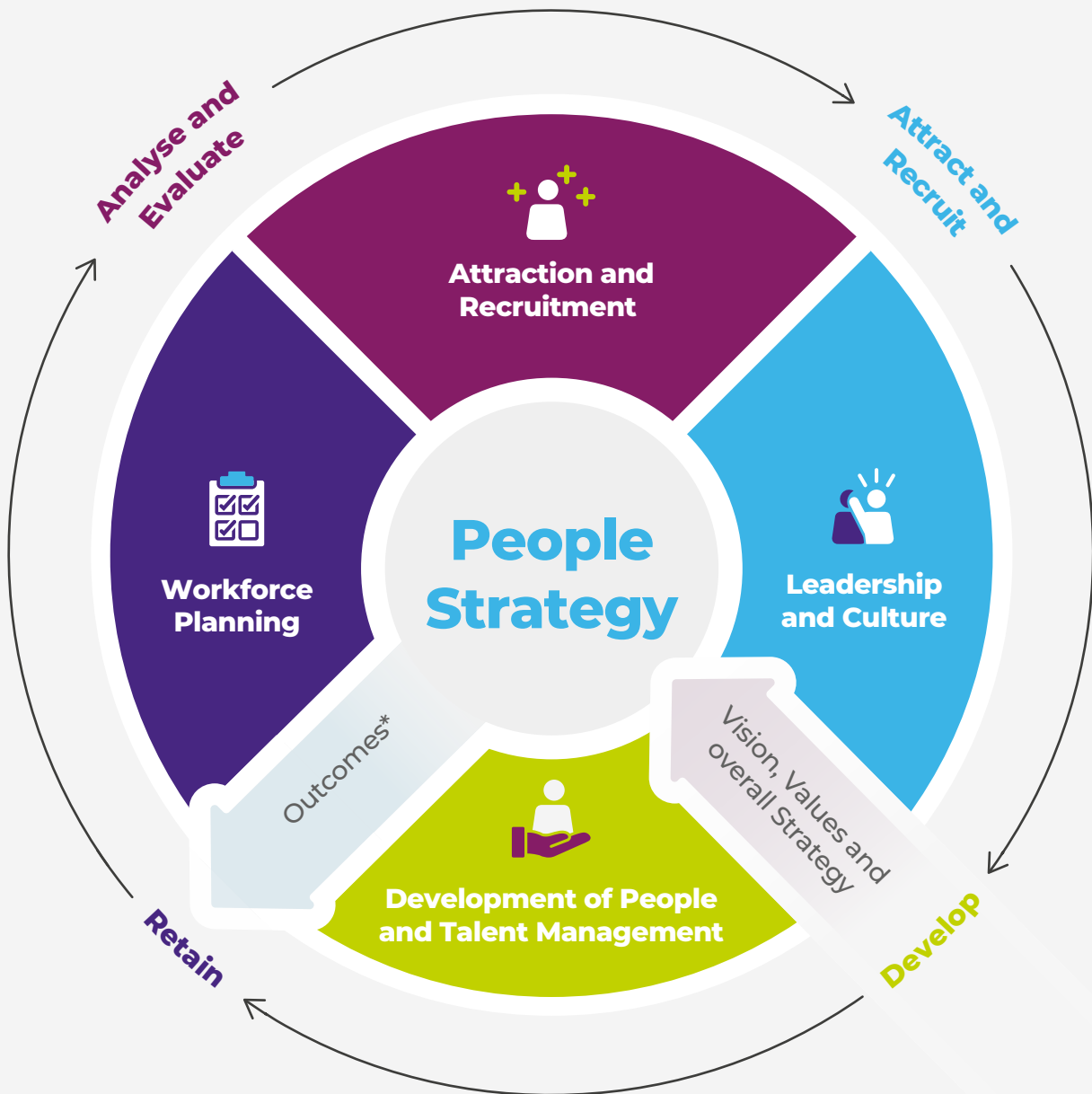
- Ethos Academy Trust becomes a “great place to work” attracting high quality staff, committed to working in our value driven organisation. Key measures of success include the following:
- Recruitment statistics demonstrate successful first time appointments are increasing, showing that the recruitment processes are effective
- The majority of new staff reach and pass their probation, showing that our recruitment systems and processes are strong and effective and we are recruiting staff skilled and aligned strongly to Trust values
- The number and diversity of applicants increases annually, showing greater reach of and impact of our outward facing message
- Induction interviews and questionnaires are reviewed and reacted to in order to inform proactive recruitment strategies



- Ethos Academy Trust is a nurturing and collaborative environment for all staff where they are encouraged to grow and develop. Key measures of success include the following:
 - Through stakeholders surveys and other qualitative and quantitative methods, staff feel valued, listened to, fulfilled and well informed
 - Key exit interviews and questionnaires and staff stakeholder surveys support Trust cultural aims and focus on wellbeing, EDI and flexibility
 - The number of internal promotions and development opportunities and training increases year on year, and staff feel that there are clear and transparent processes and routes to progression in place
 - Staff retention rates increases and sickness absence rates decrease each year



- Ethos Academy Trust is a pro-active, responsive and reflective organisation and is able to respond to internal and external drivers to ensure staff stability and growth. Key measures of success include the following:
 - Succession planning is in place and teams and staff can evidence quick mobilisation in the event of need
 - Evidence that trends (local and national) are monitored and examined and responded to on a regular basis



***Outcomes**

- Ethos Academy Trust becomes a “great place to work” attracting high quality staff, committed to working in our value driven organisation.
- Ethos Academy Trust is a nurturing and collaborative environment for all staff where they are encouraged to grow and develop.
- Ethos Academy Trust is a pro-active, responsive and reflective organisation and is able to respond to internal and external drivers to ensure staff stability and growth.



Nurturing inclusive learning communities

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