

INSPIRE

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INTEGRITY

EXCEED

People Strategy

May 2024



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People Strategy - Introduction

Our People Strategy sets the foundation for achieving our Trust's ambitious vision. We believe that by attracting, developing, engaging and developing exceptional people, we will create outstanding learning environments where every pupil thrives.

This strategy outlines our commitment to building a workforce that is highly skilled, motivated, and dedicated to the success of our pupils and our communities.



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People Vision

We are passionate about our purpose and **inspire** each other to deliver high performance

We create exceptional, **inclusive** and enjoyable places to work

We act with **integrity** and our values drive our behaviours and decision-making

We strive to **exceed** in all we do, and learn from every opportunity

.....to deliver on our motto

Every Child | **Every Chance** | **Every Day**



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Strategic Objective

To **attract**, **develop**, **engage** and **retain** an exceptional workforce to ensure every pupil achieves their full potential.

We believe that investing in our colleagues is investing in our future.

Every Colleague | **Every Chance** | **Every Day**



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Attract
*great
colleagues with
the right skills
and values*



Develop
*colleagues so
that they deliver
excellence and
fulfil their
potential*



Engage & Include
*colleagues, creating
an atmosphere of
collaboration,
respect and open
communication*



Retain & Reward
*Colleagues, creating a
supportive work
environment where
all colleagues feel
valued, motivated,
and committed*

Attract

Strategic Priorities

- Develop a Compelling Trust wide Employer Brand, articulating a clear Employee Value Proposition.
- Build on the work undertaken so far to streamline the Recruitment Process for Efficiency and Trust-Wide Visibility
 - Build Diverse Talent Pipelines through Strategic Partnerships
 - Enhance Our Trust-Wide Online Presence
 - Nurture the People Culture Across the Trust



Attract

Measurement and Evaluation

Metrics to track and Key Performance Indicators:

- Time-to-fill vacancies across the trust and individual schools
- Quality of hires (performance, retention, fit with ELP culture)
 - Source of hire success rates
- Candidate and new-hire experience surveys
 - Website, social media engagement and application metrics.



Develop

Strategic Priorities

- Personalised Learning Plans
- Cross-School Collaboration and Knowledge Sharing
 - Leadership Development
- Supporting New and Early Career Staff
 - Culture of Continuous Learning
- Trust-wide approach to Talent Spotting
- Succession planning - 'growing our own'
 - Utilisation of the Apprenticeship Levy



Develop

Measurement and Evaluation

We will track key metrics, including course completion rates, participation in professional development activities, and employee satisfaction surveys specifically focused on development.

We will utilise qualitative feedback to assess the impact of our initiatives on staff performance and pupil outcomes.

The Staff Development Strategy will undergo regular reviews and adjustments to ensure alignment with ELP goals and evolving best practices



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Engage & Include

Strategic Priorities

- Open Communication and Transparency
- Opportunities for Collaboration and Input
 - Recognition and Celebration
- Building a Culture of Belonging
- Empowering Staff at All Levels



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Engage & Include

Measurement and Evaluation

We will track staff engagement metrics through regular employee surveys focused on topics like sense of belonging, trust in leadership, and opportunities for input.

We will collect qualitative feedback to understand the experiences of staff from diverse backgrounds.

We will adapt our approach to engagement and inclusion based on insights gathered, ensuring our strategies remain effective and responsive to staff needs.



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Retain and Reward

Strategic Priorities

- Competitive Compensation and Employee Benefits
 - Recognition and Appreciation
 - Professional Growth and Development
 - Positive Working environment
- Opportunities for Impact and Involvement
 - Focus on Well-being



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Retain and Reward

Measurement and Evaluation

Set clear targets: Establish goals for staff turnover rates and retention for specific roles.

Utilise surveys: Collect feedback through regular surveys on job satisfaction, compensation, and reasons for leaving (exit interviews).

Open Communication: Maintain open communication channels to allow staff to share concerns or provide suggestions.



People Strategy

- Measures of Success

We will know that our People Strategy is successful by setting the following KPIs:

- High levels of engagement in staff surveys (80%+)
 - Responses to surveys show improvement in identified areas
 - Staff turn-over is below the average for Yorkshire and Humber
 - Staff absence is below the average for Yorkshire and Humber
 - Vacancies are filled on first attempt by fully qualified staff
- The Gender Pay Gap report shows success in key areas
 - The Workforce report reflects our ambitions.
 - Our ultimate measure of success will be the progress of our young people.

