



## HR STRATEGY

### Introduction and Background

The HR Strategy has been developed to support the delivery of the School Development Plan. Following a period of change and restructure within the school the strategy will set out the vision to develop the workforce in order to achieve School Development Plan objectives and our aspiration of becoming the best specialist school in the world.

Building on the restructure of 2017 and the implementation of new and specialist roles and a new management structure, plus the addition of dedicated meeting and CPD time, the strategy aims to build on the changes and embed some of the new practices as the norm in school.

With a challenging financial environment and an increasing number of local competitors emerging it is essential that the school equips its staff to meet this challenge. Below are the key objectives that sit within the strategy.

### Objectives

#### Talent Attraction and Retention

##### **Strategic Aim**

To attract and retain the most talented professionals to enhance the learning experience for students at our school and support our ambition of becoming the best specialist school in the world.

##### **Strategic Objectives**

1. Diversify talent attraction methods in order to ensure the very best professionals are appointed to the school.
2. Develop our relationships with local universities and colleges to increase our profile amongst students seeking placements and later seeking employment after qualifying.
3. Continue to develop our reputation as an outstanding specialist school in order to retain a high profile and attract good quality candidates.
4. Develop our apprentice programme to attract the best new talent to the school and develop our future workforce.
5. Develop a robust induction programme to ensure our new employees are given the best possible start at the school and can reach maximum effectiveness quickly.

##### **Measures of Success and Impact**

1. Monitor recruitment data to analyse source of applicants, those shortlisted and those appointed.
2. Number of posts filled first time over 90%.
3. All offers of employment accepted by the candidate.
4. All apprentices recruited from our own or neighbouring schools.

5. Evaluations of induction process and successful probationary periods.

## **Development and Capability**

### **Strategic Aim**

To offer a wide range of development opportunities to our staff in order to increase their capability and develop the quality and range of opportunity on offer to our students and to support the ambition of becoming the best specialist school in the world.

### **Strategic Objectives**

1. Offer access to relevant professional qualifications to all employees.
2. Expand the range and type of learning available for employees, embracing technology and promoting self-directed learning.
3. Develop career maps for roles so employees are clear about progression opportunities.
4. Support the ASD Model and the progress of our students by developing internally the range of therapeutic interventions our staff are able to use with our students.
5. Support our School Business Support Team to become professionals who enhance the efficiency of the school and develop new initiatives.

### **Measures of Success and Impact**

1. Increased satisfaction with learning and development opportunities offered.
2. Increased number of employees with relevant professional qualifications.
3. Increased range of therapeutic support offered by employees and increased student progress.
4. Increased number of internal promotions after utilising career maps.

## **Management and Leadership**

### **Strategic Aim**

To ensure the school has trusted and inspirational leaders and managers who can direct the school to achieve its aspirations. Promote the view that all employees have a leadership responsibility.

### **Strategic Objectives**

1. Continue to develop the distributed leadership model throughout the school, encouraging action and decisions at local level.
2. Ensure leaders are clear about the expectations of them and the responsibilities delegated to them, and that they communicate this to employees.
3. Promote the leadership responsibilities of all employees, regardless of whether they are in a management role.
4. Continue to develop the ALS Leadership Programme for existing and future leaders.

### **Measures of Success and Impact**

1. More decisions made locally by class teams with less escalation to Leadership Team.
2. Scheme of Delegation developed, agreed and understood by staff.
3. Continue development of ALS Leadership Programme with our current Leaders.
4. Identify future leaders and commence a development programme with them.
5. Support the Governing Body with their development in order to ensure they are equipped to confidently lead our school.

## **Performance and Planning**

### **Strategic Aim**

To ensure employees are aware of their individual objectives and the standard they are required to work at. To ensure all employees are meeting this standard and that the school has robust plans in place to support the diversification of services or new roles without compromising the quality of teaching for our students.

### **Strategic Objectives**

1. Ensure all employees understand the School Development Plan and our aspirations for the future.
2. Use the Performance Management process to set out clear objectives for employees that are linked to the schools strategic objectives and review regularly.
3. Promote diversification of skills within the workforce to support the transition into the delivery of our new curriculum.
4. Review the Performance Management process and documentation to ensure maximum impact is achieved.
5. Ensure employees have the relevant skills to deliver new projects or fill new vacancies within the school.
6. Ensure employees maintain high levels of attendance and embrace the school code of conduct "Be here. Every day...."

### **Measures of Success and Impact**

1. Survey feedback indicates high level of understanding of objectives and School Development Plan.
2. Quality checks of the Performance Management documentation show clear understanding and achievable objectives.
3. High level of internal appointments to promotion opportunities and new roles.
4. Skills audit shows wide range of skills and knowledge which can be applied across the school.
5. A declining trend in sickness absence data.
6. Reduced number of non-sickness related absences impacting on the working day.

## **Empowerment and Engagement**

### **Strategic Aim**

To develop a culture in which staff engagement and communication flourishes and employees are enthusiastic about making suggestions and feel listened to and valued.

### **Strategic Objectives**

1. Continue to develop employee engagement and encourage positive contributions to the development of the school for both students and employees.
2. Use staff surveys to obtain quick good quality feedback from employees.
3. Develop appropriate channels of two way communication throughout the school, making best use of technology where opportunities are available.
4. Recognise the importance of work life balance and support employees with the management of their mental and physical wellbeing.

### **Measures of Success and Impact**

1. Increased response rate to internal surveys.
2. Active participation in Staff Focus Group with positive suggestions and initiatives coming from employees.

3. Increased participation in project working groups by staff.
4. Feedback on effectiveness of communication in staff surveys.
5. Engagement in wellbeing activities and levels of sickness absence.

## **Recognition, Reward and Success**

### **Strategic Aim**

To recognise and to celebrate the success or high performance of either individuals, teams or the school, both internally and externally.

### **Strategic Objectives**

1. Ensure recognition is embedded as a normal part of school life and regular feedback is given to employees on their performance.
2. Develop a peer led mechanism to quickly and publicly acknowledge achievement and give praise.
3. Benchmark and celebrate our success externally through engagement in local and national awards.
4. Develop Total Reward Statements so employees understand the full value of the benefits of working at our school.

### **Measures of Success and Impact**

1. Engagement of employees in acknowledging their peers.
2. Achievement of shortlisting for any award entered.
3. Feedback from Total Reward Statements.

## **Governance and Accountability**

Progress towards indicators will be monitored operationally by the Head of HR and reported regularly to the Governing Body.

## **Raising Awareness of this Strategy**

We will raise awareness of this policy via:

- the school website
- Staff Share
- meetings with school staff
- communications with home such as Head's Weekly Newsletters
- Headteacher's Annual Report

## **Equality Impact Assessment**

Under the Equality Act 2010 we have a duty not to discriminate against people on the basis of their age, disability, gender, gender identity, pregnancy or maternity, race, religion or belief and sexual orientation.

This policy has been equality impact assessed and we believe that it is in line with the Equality Act 2010. As it is fair, it does not prioritise or disadvantage any employee and it helps to promote equality at this school.

## Monitoring the effectiveness of the Strategy

### Review of Strategy

This procedure shall be subject to periodic review and may be changed from time to time.

### Management of Strategy

The Governors and Headteacher have overall responsibility for the maintenance and operation of this strategy. They will maintain a record of concerns raised and the outcomes.

## Version Control

<b>Version</b>	<b>Date</b>	<b>Action</b>
Version 1	Jan 2018	First version of HR Strategy
Reviewed	July 2019	No changes required