



The Island Learning Trust

People Strategy 2022-2025

'...if you begin with "who," rather than "what," you can more easily adapt to a changing world.....

Great vision without great people is irrelevant.'

Jim Collins

Purpose

The People Strategy has been developed to support the vision and values of The Island Learning Trust.

We believe our strategy makes a clear statement about how we value and treat our people, and the culture we strive to create **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 high expectations whilst providing a stimulating and rewarding environment that enables our people to thrive.**

**If you look after your staff they will look
After your customers. It is that simple.**



Our Vision

Every child, irrespective of ability, background or starting point fulfils their potential: to become the best learner, the best friend, the best citizen of the local and global community.

The Island Learning Trust has total commitment to improving the life chances, aspirations of pupils: we hold the highest expectations, maintain a relentless focus on pupil progress and attainment so that no child is left behind. We put the needs of our children at the forefront of every decision.

We are unwavering about the main things: quality, care, standards and integrity.

We expect staff to maintain the highest professional standards and to be motivated to embark on their own learning journey 'to be the very best we can be' to ensure our children experience the very best education, challenging perceptions of what can be achieved, preparing them for the future and improving life chances for all.

Our Aims are to:

- Create schools that are 'great' learning communities to enable all staff to grow and thrive.
- Lead by example: ambition, relationships, innovation.
- Attract, recruit and retain the best people through aspiration, ambition and professional development.
- Use business models to ensure we have proactive workforce planning strategies in place.

Leadership sets the tone for any organisation, our leaders will **inspire**, **be visible**, **act as role models** for other leaders and for pupils, will **be proactive** and **build high performing, unified teams.**"

Sir Daniel Moynihan - Harris Trust



Enabling all to be the best they can be.

In order to deliver we need to ensure each school has:

- **High quality leadership**, culture and climate.
- Leaders who are **talent architects**: develop their team and talent spot.
- An embedded **Well Being Strategy/Charter**
- Trust support for **recruitment, training**, talent development.

Leadership, Culture and Climate



Strategic Intent

Through high quality: recruitment, talent management, succession and workforce planning we will ensure TILT schools will continue to have effective teams to secure ongoing success for our children and families.

High Quality Leadership	Talent Architects	Well Being Strategy	Recruitment, Training
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Aspiration: self & all within school Clarity in role, expectations Coaching & mentoring & focused appraisal Innovation and change are carefully managed Positive working relationships Supportive culture & ethos	Quality in school training Personalised CPD & talent management Trust CPD Leadership development Wider Trust opportunities Trainees and students	Well Being Charter is in place & monitored Mentors in place for all Provision of tools to reduce workload Autonomy Employee health benefits Counselling available for all	Trust and school marketing Relationship with ITT institutions Smart advertising of posts Applicant tracking Focused induction Flexible working
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High quality, happy and effective teams and schools, in line with the trusts Vision delivering excellence for our children, families and communities.

New Approaches to be Developed to Improve Current Provision

High Quality Leadership	Talent Architects	Well Being Strategy	Recruitment, Training
Ambitious leadership High aspirations HOS training: succession planning, talent management & change management. Leaders work beyond their schools Appreciation of good practice Efficient and succinct support for staff	Named mentor, PD lead Personal CPD plan Network opportunities across the Trust Trust training programs Access to NPQs Leading teacher program developed Leadership placements	Revised Well Being Charter Keep, Tweak & Abandon introduced across the Trust Staff benefits program Family friendly processes to be developed: flexible working Well Being events Staff surveys	Social media adverts Teach meets Search engine optimisation Recruitment portal Improved communication MAT tour on induction Welcome card for all new employees Exit & entry interviews

Strategic Intent

Succession planning ensures our schools have the people and leadership needed to remain effective.

Growth and innovation is vital to retain talent. A **competitive advantage** is maintained in order to attract the best people to TILT.

Supporting and growing talent is endemic in all schools.

Work undertaken to date

A number of workstreams have already commenced:

- Annual staff survey
- Well Being Charter is live
- Staff benefits program ready for launch
- Leadership development plan is live
- Workload reduction is high profile

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

Next Steps

Work to achieve the 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:

-  The appointment and training of well-being advocates in each school.
-  A drive on improved communication.
-  A more streamlined and efficient approach to all aspects of HR.
-  The regular monitoring and evaluation of any implemented strategies.
-  Wider CPD opportunities provided for staff, Trustees and Governors across the Trust.
-  Opportunities created for potential successors.

A review of the underpinning HR 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.

