

OUR PEOPLE STRATEGY 2020

ATTRACT DEVELOP RETAIN

What is Castle Phoenix Trust?

The Castle Phoenix Trust is a growing multi-academy trust which was founded in February 2013 on the success of the Caludon Castle Teaching School (the original trust member). Currently there are 5 schools within the Trust – Caludon Castle Teaching School (Coventry), Kingsbury Secondary School (Warwickshire), Hill Farm Primary School (Coventry), Foxford Community School (Coventry) and Richard Lee Primary School (Coventry).

Developing Leadership Capacity to Accelerate School Transformation

The Trust specialises in 'Leadership'. **Leadership development** underpins all of our work. We believe that most school processes - change, talent, teams, engagement, innovation, collaboration – stand or fall on the quality of **leadership**. All our leaders are unique and there is not an ideal character for leadership. We want all our leaders to develop emotional intelligence and deepen their knowledge skills and leadership attributes to be effective. We develop leadership capacity at every level, building self-awareness, confidence and initiative; we work with the talent that is in every school for future leadership and we support the **development of a leadership culture**. This includes developing student leaders. The best future leaders are probably already in our schools. There is no better way to ensure our Trust stays effective than by challenging, nurturing and enabling our most talented staff.



<p>PROMOTE AND SECURE excellent leadership and management</p> 	<h2>Our goals</h2> <ul style="list-style-type: none"> • Ensure that leaders and managers are aware of their key responsibilities, have the capacity to fulfil them and are supported and recognised through performance review. • Continue to grow leaders and to develop leadership behaviours that reflect our Trust vision and values
<p>ATTRACT AND RECRUIT the best staff</p> 	<ul style="list-style-type: none"> • Develop our recruitment processes to maintain our approach to be flexible and attuned to meet our needs • Continue to develop our marketing to promote our Trust
<p>GROW AND DEVELOP our staff to their full potential</p> 	<ul style="list-style-type: none"> • Develop a culture and mind-set of continuous improvement • Design, develop and commission personal and professional relevant development programmes that meet the needs of staff as well as proactively responding to the Trust priorities • Encourage staff to demonstrate how they promote the Trust vision and values • Identify, share and adopt excellent research, teaching, administrative and professional skills • Ensure all our staff across the Trust are supported and developed through effective development reviews and career planning.
<p>RETAIN AND REWARD our staff through recognising their contribution to our Trust's vision, values and strategic aims</p> 	<ul style="list-style-type: none"> • Ensure our staff feel valued, involved and fulfilled in the work they do • Further develop our approach to reward and recognition to ensure that it is flexible and fair but supports the Trust's values and aims • Provide opportunities for new experiences, leadership challenges, and research • Celebrate diversity within our staff by recognising how all staff contribute to and enhance the overall success of their school within the Trust • Continually identify, grow and manage our internal talent
<p>CREATE AND MAINTAIN an, innovative, nurturing, healthy, collaborative environment</p> 	<ul style="list-style-type: none"> • Provide our staff with excellent induction and continuous development oppoand evolve our approach to staff engagement and communication • Actively support the health, well- being and safety of our staff

Key measures of success and impact

- PM processes are robust, supportive and facilitate leadership growth. This is indicated in uptake of leadership opportunities across the Trust and through the growth journeys tracked across the new leadership competencies.
 - Leadership competences will be operational by the end of the year within all schools.
- Effective staffing structures that reflect the needs of the Trust will be appointed to
 - A growing percentage of cost effective recruitment campaigns result in successful first time appointments with insightful selection methods
 - Recruitment statistics evidence that the Trust website is increasingly used to attract staff
 - Candidates' feedback identifies CPT branding as a positive feature of campaigns with growing use of technology to support recruitment.
- Participation rates in Teaching School programmes offered across the Trust; embedding of CPD opportunities linked to PM; survey satisfaction rates.
 - Investment into staff development continues to grow relative to budget and workforce composition
 - Trust vision and values are strands within induction, performance management and profiles of staff
 - Staff meet performance management objectives that incorporate the adoption of excellent research, skills and knowledge
 - 'Time for Me' results in career progression and/or professional development for identified staff including through Trust accredited pathways
- Staff surveys indicate that staff feel valued, involved and fulfilled
 - The Trust achieves accreditation of the 'Thrive at Work – Workplace Wellbeing Award' supported by Trust wide policies.
 - HR metrics identify that staff meet relevant criteria in performance management processes that roles and responsibilities are clear and that succession planning is effective.
 - Gender pay gap reporting indicates an improving picture across the Trust.
 - Relevant HR metrics (retention, turnover, training needs identification and evaluation) identify effective CPD of internal talent
 - A range of leadership programmes and support is made available across the Trust and enjoys good uptake.
- Analysis of staff surveys and exit interviews support these goals
 - Promoting health at work processes support reducing absence across the Trust
 - The need for the instigation of capability procedures does not increase
 - Analysis of Trustee, governor and EMT strategies identifies growing collaboration
 - The Trust achieves accreditation of the 'Thrive at Work – Workplace Wellbeing Award' supported by Trust wide policies
 - The Trust approach to a 'Climate to Thrive' is evident within all schools.

What do our staff say?

<i>We care</i>	<i>We are adaptive</i>	We can solve problems
<i>We go the extra mile</i>	<i>We are learner focussed</i>	We support each other
<i>We care about our work</i>	<i>and what we do links to</i>	We respect diversity
<i>We work collaboratively</i>	<i>learners achieving their</i>	We feel empowered to show initiative
<i>We are team orientated</i>	<i>best</i>	We give ourselves and our learners the opportunities to learn and develop emotionally and educationally
<i>We act professionally</i>	<i>We are committed and loyal</i>	
<i>We show passion for what we do</i>	<i>We are proud of working in our school</i>	
<i>We are forward thinking</i>		

Why work for us?

Growing confident learners, both young people and staff, is key to understanding how and why we are driven to invest in you. We pride ourselves on being the kind of place people want to work. Our Trust values; *respect to all from all, a positive attitude, resilience and a determination to achieve our best, passion for learning, innovation and collaboration* are the foundations that underpin what the Trust offers to staff and its continuous improvement philosophy. We invest in ensuring the quality of our relationships, fostering and building strong teams to share good and innovative practice, to promote learners' achievements and to be the best that we can be. Our framework ensures that everyone can be included in professional development opportunities, that school plans are responsive to each school's priorities and that bespoke mentoring and coaching opportunities can be designed to meet schools' identified goals. Our approach to central services (such as school improvement, finance, premises, HR, ICT) means that staff can enjoy business focussed support whilst concentrating on their own objectives.

This flexible framework is supported by a range of comprehensive benefits for all staff which we are very pleased to offer and includes:

- The security of a growing Trust
- Access to continuous CPD including the Trust's annual learning and teaching conference
- Annual career progression conversations
- Opportunity to apply for up to £500 through the professional qualification assistance policy
- The provision of an iPad/laptop for teachers
- Access to occupational health support including access to confidential counselling
- Generous holiday entitlement for support staff
- Company sick pay and maternity pay (subject to meeting relevant criteria)
- Childcare voucher scheme
- Cycle to work scheme
- Employee discount scheme 'wider wallet'
- Long service awards
- Commitment to wellbeing at work with the support of the wellbeing committee and Thrive at work initiatives.

Our objectives for 2019/2020

- A comprehensive CPD package is facilitated by the Teaching School and made available across the Trust
- 'Thrive at Work – Workplace Wellbeing Award' programme is progressed for schools opting into the programme for 2019/20
- Effective and sustainable performance management cycles continue for all staff providing an opportunity to identify leadership development needs
- Invest in a computerised HR system that will streamline processes efficiently
- Provide increased opportunities for recognising staff who excel in their contribution to the Trust's vision, values and strategic aims
- Embed our 'Climate to Thrive' approach through all our schools