



VICTORIA ACADEMIES TRUST

People Strategy

2024-28



RIGHT PEOPLE, RIGHT SKILLS, RIGHT PLACE

INTRODUCTION: To enable us to achieve our Trust Mission: To make people the best they can be, we need to have a clear and consistent approach to our people. Our people are our greatest resource and by ensuring that we attract, recruit, train, develop and grow our people, we know that we can ensure that our schools and ultimately, our pupils are The Best They Can Be.

A People Strategy will allow us to be transparent and clear about how we value our colleagues, how we attract and recruit, how we engage and retain, how we grow and develop, how we support and challenge colleagues in all roles to simply be the best they can be.

By becoming an employer of choice in our local communities, we can ensure that we have the right people in the right place at the right time, growing, developing and supporting colleagues to ensure our schools are the best they can be for the families we serve.

This strategy aligns to our promise to our people in our Vision statement:

'We are aspirational for our people, who are given opportunities to grow, develop and become experts in their chosen fields. Our people feel valued and supported; they show ambition, courage and resilience, but most of all are kind and respectful'.

We need to draw on our values, in working in Unity, showing Integrity, Courage and Curiosity to ensure that we achieve Excellence in all that we do, ensures that we deliver for our Colleagues, so that they in turn can deliver for our Children and Communities.

SHARRON PHILPOT

CEO

VICTORIA ACADEMIES TRUST

OUR MISSION: TO MAKE OUR PEOPLE THE BEST THEY CAN BE

OUR VISION: Our vision is the picture we paint, the future we want to create, based on our mission.

We are a **family** of schools, **united** in our **passion** for **inspiring** pupils to **achieve more than they imagine possible**. We have a **positive influence** on children's lives in areas where we can **make the most difference**.

We are **ambitious** for our children. Our **high expectations** of them, the **memorable experiences** and **opportunities** they have in our schools, along with the **kindness** and **compassion** which is at the centre of our Trust means that they will be **successful** in whatever they choose for their future.

We are at the **heart of our communities**; a place where local people can turn to for help, support and guidance, working with us for the greater good of our shared community.

We are **aspirational** for our people, who are given opportunities to **grow, develop** and become **experts** in their chosen fields. Our people feel **valued and supported**; they show **ambition, courage** and **resilience**, but most of all are **kind** and **respectful**.

OUR VALUES: Our values are important to us and guide our behaviours, our relationships and the way we work together. They define how we want to be. These values of Unity, Integrity, Courage, Curiosity and Excellence, along with our commitment to strong ethical leadership ensure that we build a positive and powerful legacy to be proud of.

UNITY



We know that by working together, we are stronger than working alone. We work together as a family, united in our shared responsibility to achieve our mission.

INTEGRITY



We show integrity by being honest, truthful, and transparent; always doing what we believe is right and true. We show kindness and respect by treating others with dignity, empathy, and understanding.

COURAGE



We show courage by being ambitious, challenging ourselves and others to achieve more. We take on challenges with enthusiasm, determination, and resilience, learning from failures.

CURIOSITY



We show curiosity by having a passion to learn, explore, and discover new things and new ways of working. We are innovative and ambitious, always seeking to be even better.

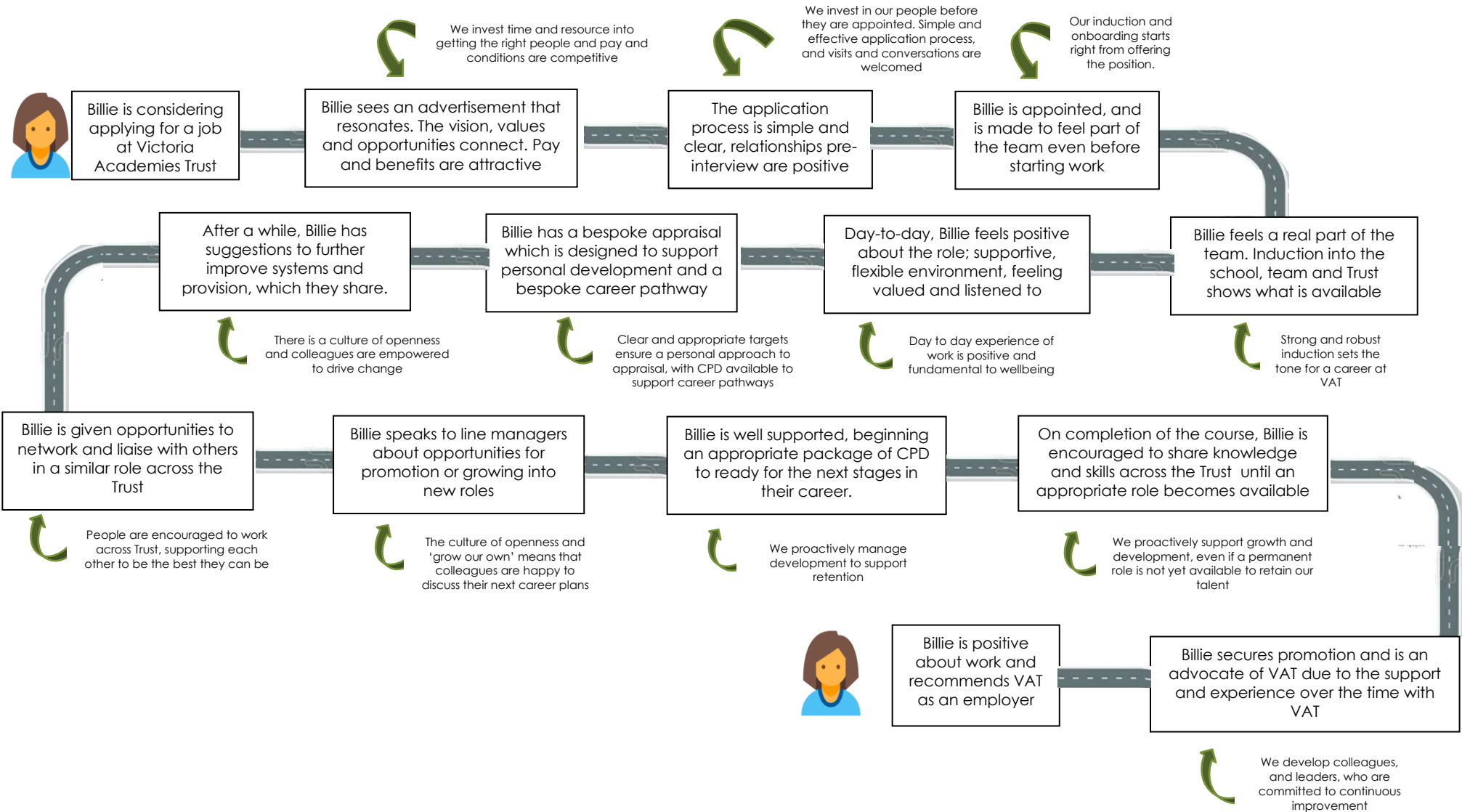
EXCELLENCE



We have a strong commitment to continuous improvement, a willingness to learn and a dedication to becoming **the best we can be**.

OUR FUTURE:

What will a career journey look like at Victoria Academies Trust in the future? Every journey is different as there are many roles and routes, but there are key elements that we want to ensure every colleague in our Trust family has access to. Follow the journey below and see what a career journey of the future will look like



IMPLEMENTATION: The plan will be in place by early 2024. We know that some projects will take longer to implement and will be part of a longer-term piece of work. By having our intentions published, we show a clear commitment and aims to put our people at the heart of all that we do, in order to make them, and in turn our schools and our pupils the best they can be. Each year, relevant areas of the plan will be included in our Annual VAT Strategic Plan, with a detailed plan underpinning the overarching priority. Year on year we will move towards our overall People aims and targets.

STAGES: The Following areas form our plan, each having its own 'project plan' and deliverables which will be achieved over the next four years.



APPROACH: For each area, the key performance areas will be identified, along with desired outcomes will form part of our strategic priority work over the coming years. During 2022/3 consultation and engagement with colleagues was undertaken to include a whole trust questionnaire and focus groups including education, non-education and leadership in each school. This enabled the following strategy to be developed, stating our desired position and steps which are needed to allow us to reach this.

STAGE 1: ATTRACT AND RECRUIT

OBJECTIVE: Victoria Academies Trust has high quality staff for every role who aspire to be the best they can be and are effective in delivering on our key priorities to ensure that our schools and children are the best they can be.

	KEY PERFORMANCE AREA	DESIRED OUTCOMES	OWNER	TIMESCALE
1	Recruitment material and processes	Consistent marketing material is in place, including recruitment pack, adverts, job descriptions, person specs Recruitment policy in place which meets all statutory requirements including Safer Recruitment Consistent (online) system in place for the full recruitment process	IK/HoHR	2023-2025
2	Equitable and fair pay for all roles across the Trust	Consistent, transparent and equitable Pay structure for teaching and non-teaching roles	IK	2026-2028
3	Becoming an Employer of Choice within our local areas	A range of employee benefits are in place for new and existing employees	HM/IK	2023-2024
4	To develop flexible working policies	Appropriate and relevant flexible working options are available ensure that we recruit and retain the best talent across VAT	ELT/HoHR	2023-2024
5	Marketing material	Professional approach to all marketing material, including websites, prospectus's, promotional flyers that align to our culture, vision, mission and values	CEO/ELT	2023-24 and ongoing

STAGE 2: ENGAGE AND RETAIN

OBJECTIVE: Victoria Academies Trust communicates with colleagues at all levels so that they feel valued, listened to and informed, enabling them to understand the key priorities of VAT, and how they contribute to the wider success of VAT and its core purpose.

	KEY PERFORMANCE AREA	DESIRED OUTCOMES	OWNER	TIMESCALE
1	Induction of new colleagues	All schools and trust based colleagues receive an induction that ensures they align to our culture, vision and values, and understand the Trust as a whole and how their role fits into their school and the wider Trust	HM/CEO	2023-25
2	Trust-level and School-level communication	There are clear procedures for communication with and to colleagues at all levels. Opportunities are given for colleagues to make their voices heard across a range of areas e.g workload, wellbeing, strategic priorities as appropriate A VAT Intranet system is developed where all colleagues can collaborate, share news, events and celebrate success together	SP	2024-26
3	Turnover and exit data	Dashboards are in place to enable analysis of staff turnover at each school, in each role There is a clear understanding over turnover rates across roles within the Trust Consistent approaches to exit interviewing are in place and data obtained informs future priorities	IK/HoHR	2023-2025
4	Employee Benefits	Current colleagues are included in a range of benefits aligned to those offered through recruitment of new colleagues	HM/IK	2023-24
5	Professional Development	There is a clear Professional Development strategy to grow and develop colleagues (see Stage 3)	HM	2023-4 and ongoing

STAGE 3: GROW AND DEVELOP

OBJECTIVE: Victoria Academies Trust ensures colleagues have the confidence and skills to be the best they can be. Colleagues are provided with opportunities to grow, develop and become experts in their role. They are able to realise VAT's aspirational ambitions for all pupils.

	KEY PERFORMANCE AREA	DESIRED OUTCOMES	OWNER	TIMESCALE
1	CPD Offer	<p>There is a wide ranging CPD offer which includes staff in all roles. This includes internal and external opportunities.</p> <p>There is an effective, fit for purpose platform to provide CPD opportunities for colleagues in all roles across the Trust</p> <p>Participation rates are analysed and offer reviewed and refined</p> <p>Impact of CPD opportunities is seen through staff development as well as performance</p>	HM	2024-ongoing
2	Career Path Matrix	<p>There is a matrix for all staff in all roles, providing a bespoke pathway for individual career development, linked to internal and external CPD opportunities</p>	HM	2024-2025
3	Talent spotting and planning	<p>There is a talent matrix for each role across the Trust, aligning CPD opportunities to allow for succession planning in all roles</p>	HM/CEO	2025-26

STAGE 4: SUPPORT AND CHALLENGE

OBJECTIVE: Victoria Academies Trust has a collaborative culture which builds confidence where colleagues feel valued, well-informed and challenged to be the best they can be.

	KEY PERFORMANCE AREA	DESIRED OUTCOMES	OWNER	TIMESCALE
1	Performance Review (Appraisal) for all colleagues	There is a consistent approach to Performance Review (Appraisal) for education and non-education colleagues to enable them to be supported and challenged to be the best they can be in their role, achieving our aspirations for our schools to be the best they can be Performance Review (Appraisal) is linked to career paths and CPD and is bespoke to enable each colleague to pursue their own journey to be the best they can be.	HM	2024-2025
2	Wellbeing	There is a Trust wellbeing group, where champions from each school ensure that views and needs of colleagues are voiced, shaping a strong culture of wellbeing across all schools There is a Trust Wellbeing Policy which is consistent in all schools Wellbeing is supported through a range of strategies and signposts communicated to colleagues through central systems Wellbeing surveys are tailored to inform future initiatives and strategies Workload and wellbeing are high priority across all schools	HM	2024-2025
3	Collaboration	There are opportunities for colleagues at all levels to collaborate across VAT. Virtual and face-to face opportunities are planned so that colleagues in schools feel part of a wider team and can reach out for support and share best practice. A VAT Intranet system is developed where all colleagues can collaborate, share news, events and celebrate success together	ELT/CEO	2024-ongoing
4	Trust-level and School-level communication (as per stage 2)	There are clear procedures for communication with and to colleagues at all levels. Opportunities are given for colleagues to make their voices heard across a range of areas e.g workload, wellbeing, strategic priorities as appropriate	ELT/CEO	2024-26
5	HR policies	There are consistent and effective HR policies that support the full employee lifecycle	COO/HoHR	2024-ongoing