



The Perse School
People Strategy
2023-2025



Our aim is to be a leading and outstanding Employer of Choice. A place where our staff are proud and excited to work. Where individuals are valued, respected, motivated and committed, and where their happiness, development and wellbeing are priorities. As a community, we value one another and we each play our part in creating a caring and considerate environment.

We aim to attract, develop, and retain the best staff and provide a working environment which is stimulating, inclusive, supportive, and rewarding. As a values-led employer, we strive for a culture of kindness, care, trust, and team work.

We know that our staff are our greatest strength in creating the culture and environment for our pupils to thrive. We want our staff to feel engaged and purposeful so that they, in turn, help pupils to be happy and successful.

The priorities outlined in this people strategy and supported by a plan of action, will help drive improvements in culture, leadership, staff development, recruitment, retention, and ways of working that will be needed to ensure that we achieve our wider strategic goals.

Our People Strategy centres around three strands:

- 1 Living our Values – Being an inclusive values-led Employer of Choice.**
- 2 Staff Wellbeing.**
- 3 Attracting, Developing and Retaining the best people.**



LIVING OUR SCHOOL VALUES

Being an inclusive, values-led Employer of Choice.

We value difference and diversity and recognise how this strengthens our community. We aim to respect and celebrate difference whilst all working together towards common goals and our school values. We strive to demonstrate our care and appreciation to all our staff.

We will achieve this by:

- Building on a culture where all staff feel a sense of belonging. We want our staff to feel included and respected, and to have the confidence to be their true selves free of judgement. We uphold honesty, integrity, and fairness.
- Holding centrally to all we do, the welfare and development of our pupils, and each other.
- Cultivating our values-led culture by ensuring that our values underpin all we do and how we do it. We act with integrity and do the right thing - not the easy thing.
- Having a culture that sets the context and expectation of behaviour where concerns can be identified and spoken about openly.
- Ensuring our Leaders champion and role model our values and behaviours, and take responsibility for challenging those who do not.
- Building excellent Leaders and Managers who inspire and empower colleagues to collaborate and innovate.
- Working to ensure that new staff joining us clearly understand our values and will fully support these through their actions and behaviours.

Our actions:

- 1** We will continue to reinforce our values by reviewing and ensuring our HR practices and materials reflect proudly our values, whether these be in our HR policies, our performance management approaches or recruitment literature.
- 2** We will work with our Inclusion, Equality and Diversity Leads on:
 - Ensuring that we have the support networks and HR policies and practices in place to help all staff feel they are included and belong. This will include deepening our understanding of our staff demographic and understanding how they feel, supporting under-represented groups and exploring ways to help them feel valued and included. We will carry out an IE&D Staff Survey to help us achieve this.
 - Reviewing our advertising, recruitment, selection approaches and decisions to ensure that we are attracting and appointing the best quality staff from a diverse pool of applicants. We will explore if there are barriers for those with protected characteristics in applying to work with us, and

address these. We will build on our selection processes to ensure that they are fair, transparent, and free from bias.

- Reviewing our recruitment website and literature to ensure that our advertising approaches and selection processes clearly portray our values and commitment to IE&D.
- Ensuring that all staff have appropriate training and advice to enable them to build on their commitment to IE&D and to reduced bias from our decision making processes.
- Ensuring that we are providing equal access to development and progression opportunities as part of our wider review of training and development.

3 We will further develop our Leaders:

- Creation of a Leadership Development Programme. This will include mechanisms for aspiring managers and leaders, as well as for those who are internally promoted or transition to different roles. We will also provide development and coaching opportunities for Senior Leaders. We will look to develop a culture of continuous leadership learning and development.

4 We will work with our excellent team of support staff to show them how much their contribution is essential to the success of the school. This will include improving inclusion and communication with them and bringing about increased awareness about different aspects of school life.



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STAFF WELLBEING


We want an energising working environment which supports the health and wellbeing of all. We will work towards an open and supportive culture where it feels safe to talk about mental health, and where all staff know they will be supported with any challenges they face.

We will achieve this by:

- Continuing to reflect on and respond to the results of the 2022 Wellbeing Survey.
- Creating more opportunities for staff to be able to raise concerns and be listened to, and to work positively and collaboratively to bring about improvements.
- Offering staff access to a range of resources and activities which will support health and wellbeing.
- Strengthening support from colleagues and management teams so staff feel able to seek support when they need it and without fear of judgement.

Our actions:

- 1** We will continually consider the impact of increased commitment and responsibility for staff when making decisions or proposing changes:
 - School Leaders will be mindful of the potential impacts that their decisions and proposed changes may have on work staff are required to undertake.
 - We will ensure that when changes are proposed, we will actively seek the views of staff and take these into account in decision making.
 - We will issue guidance for staff on ways of working to minimise routine tasks, creating space for creativity.
 - We will reflect on staff feedback and positively and regularly engage with our Staff Committees to help guide our decision making.
- 2** We will recognise the increased challenges that staff working in schools face, particularly when supporting pupils with pastoral issues. We will increase access to highly effective support services and advice for staff which will include:
 - Providing Leaders and Managers with advice and support on how to effectively support staff facing challenges, and the resources that can be offered.
 - Supporting our staff with prompt and professional internal advice and guidance when navigating challenging situations.

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- Ensuring our Performance and Development Processes have the built-in opportunity to discuss issues around wellbeing.
 - Provide easy access to professional supervisions and external advice for staff supporting pupils with behavioural or pastoral issues.
 - Providing visible and easy access to counselling services and support for staff who need it.
 - Recognising that staff value flexibility and ownership. We will continue to consider flexible working requests in a fair and supportive way and try to be as creative as we can to accommodate these within the practical limitations of the school's working hours and timetable.
 - Creating a Staff Wellbeing Guide and dedicated Staff Welfare page on SharePoint where staff can access resources and advice. Staff will be able to share with colleagues their own resources that they have found helpful.
 - Establishing a team of internal staff mental-health First Aiders and mentors who can offer support and guidance to staff when needed.
 - Increasing the visibility and approachability of the HR Department as a source of support and advice.

3 We will continue to provide and develop our excellent facilities for staff to enjoy and which help promote a healthy lifestyle. We want staff to feel a sense of community and develop positive working relationships through social activities and fun. This will include:

- Supporting the work of the Social Committee in organising an increased range of activities which encourage staff to come together as a community.
- Working harder to protect important staff lunch breaks and ensuring that they have the energising spaces and facilities to enjoy a break and good, healthy food during the working day.
- Continuing to find opportunities for us to come together as a community.



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RETAINING, ATTRACTING AND DEVELOPING THE BEST

We aim to be a leading Employer of Choice. We want colleagues to be proud to work at The Perse and potential colleagues to aspire to join us. Recruiting, retaining, and developing our team of excellent staff is key to our success.

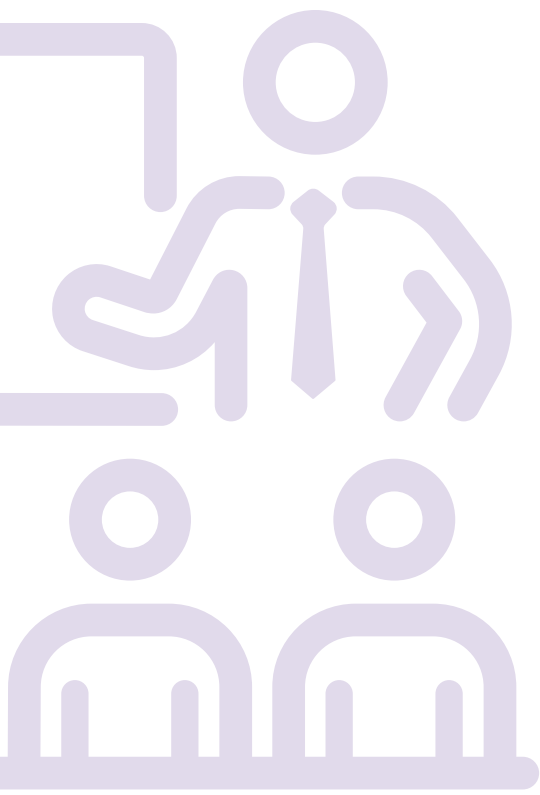
We will achieve this by:

- Igniting the potential of colleagues in the way that we do for our pupils. We shall offer access to a range of personal and professional development opportunities, whether these be professional qualifications, training activities, promotion opportunities or exposure to new areas of work or school-life to develop career opportunities.
- Offering a very competitive benefits package to attract applicants and to recognise the contributions of staff. We will work to understand what benefits our staff value and consider how we can introduce flexibility and choice.
- Having opportunities to recognise and celebrate success and a culture where all staff, whatever their role, feel they contribute to our success.
- Building on our 'Employer Brand' and ensuring our advertising, recruitment and selection processes are of the highest quality to attract a diverse range of candidates so we can appoint the best.

Our actions:

- 1 We will continue to encourage and listen to the views of staff by creating opportunities for discussion. We will consider how we consult and share information to ensure that information is communicated effectively, and that staff feel they are listened to. School leaders will strive to develop strong links, be approachable, accessible, and responsive, to ensure that their decision making is well informed.
- 2 We will continue to review our benefits package to ensure that it is competitive and valued by staff, both current and future. We will actively listen to the views of the Staff Committees and within the framework of affordability, will be as generous as we can in financially recognising the contribution of staff whilst being fair to the school and fee-paying parents.
- 3 We will undertake a strategic review of our staff development and learning opportunities to ensure that all staff, whatever their role, can personally and professionally grow to achieve their potential. We will review access to a range of pathways to professional growth and development opportunities which will include a review of how we use our Apprenticeship Levy to fund qualifications. We will review access to leadership development programmes including increased opportunities for mentoring and coaching.





- 4 We will review our Performance and Development Reviews to ensure that they are a helpful tool for staff and managers and are focused sufficiently on exploring personal and professional development opportunities while providing opportunities for regular feedback and objective setting.
- 5 We will reflect on our internal recruitment processes to ensure that they are effective and fair and that all staff, regardless of the outcome of their application, receive meaningful feedback, support and the opportunity to discuss and address their development needs.
- 6 We will review our external recruitment and selection practices. We will ensure that we stay up to date and creative with our advertising and recruitment approaches which will include a review of the use of social media and our recruitment marketing material to increase our reach and pool of diverse applicants particularly in shortage occupation areas.
- 7 We will continue to review our suite of HR Policies to ensure that they support our values, are fit for purpose, clear and accessible, and provide clarity and understanding for all.

Monitoring our progress

We will review the actions to establish if they are making a positive difference by:

- Repeating the Wellbeing Survey in 2025 and benchmarking the results with the previous survey, and with other schools.
- Creating opportunities to hear the feedback from staff through departmental meetings, staff committee meetings and whole staff meetings.
- Use recruitment data to assess progress towards IE&D goals.
- Use our turnover data, absence data, and data from exit interviews to assess progress towards retention goals.
- Use feedback from staff on training and development opportunities to assess their impact on personal and professional development and individual and organisational performance.
- We will share our progress of this journey with all staff and Governors.

