



Holmer Green Senior School
People Strategy
2025 – 2030

Introduction

The People Strategy is central to our strategic planning. Having the right staff on board is fundamental to the school being able to achieve its strategic aims.

This People Strategy:

- Makes a clear statement about our commitment to our people – how we value and treat our staff in line with our core values of Work Hard, Have Passion, Be Kind
- Seeks to highlight the School as unique and one where staff aspire to work, building on a clear employer brand.
- Gives high priority to the personal and professional development and recognition of all staff, strengthening teams and developing a nurturing culture where high standards are expected, encouraged and developed throughout the employment lifecycle.



Strategic Objectives

Holmer Green Senior School has identified three key strategic business objectives which will steer our growth and development over the next five years.

These are:

Attract and Recruit great people with the right skills and values and the potential to grow

Develop and support our staff so that they can deliver excellence and fulfil their ambitions with us

Reward and retain our staff, recognising their contribution to achieving excellence



Our Priority Areas



Attract and Recruit

Great staff are the backbone to our School. We will take a rigorous, forward thinking, pro-active approach to recruitment and attraction in order to seek out and attract the most talented people to work within our teams.

WE WILL:

- Develop a proactive recruitment strategy, guided by internal workforce planning and foresight into external factors and influences
- Grow and increase focus on our brand profile and the communication of the outward facing message linked to the school's unique position
- Focus on widening candidate pools to capture underrepresented groups
- Continually review and monitor all recruitment documentation, ensuring it remains relevant, attractive and modern
- Develop an apprenticeship strategy, ensuring full use of the levy
- Enhance the candidate / potential candidate experience, streamlining recruitment processes to ensure they are effective, responsive and interactive and seeking regular feedback
- Develop talent pipelines through external facing work
- Develop and embed a value-based recruitment system to ensure all appointments are aligned
- Continually review recruitment processes to ensure they are carried out robustly and safely to safeguard the school, pupils and staff

Develop and Support

Holmer Green Senior School aims to build a collaborative culture that builds confidence, where staff are listened to, well informed and are challenged to be the best that they can. The culture will be underpinned by the school's core values of Work Hard, Have Passion, Be Kind.

WE WILL:

- Develop the coaching culture, embedding this approach into all areas of our school including the enhancement and development of:
 - Growth and career conversations
 - Meaningful and development focused appraisal systems
- Ensure that all HR policy, processes and procedures are compliant with legislation and are progressive, responding to HR best practice
- Secure a continuous appraisal process which enables staff development and well-being
- Create a pipeline of talent which secures succession planning and which enables staff to see their next steps
- Build a professional learning offer which encourages staff to be responsible for their own development and supported by the school's extensive INSET offer
- Provide a safe and healthy working environment that promotes staff wellbeing and reduced levels of sickness absence
- Focus on building resilience within staff, equipping teams to deal effectively with internal and external drivers and change
- Provide clarity on all aspects of people management, ensuring consistency of approach, expectation and entitlement
- Strengthen the staff induction process to ensure new staff feel welcomed and supported from day one.

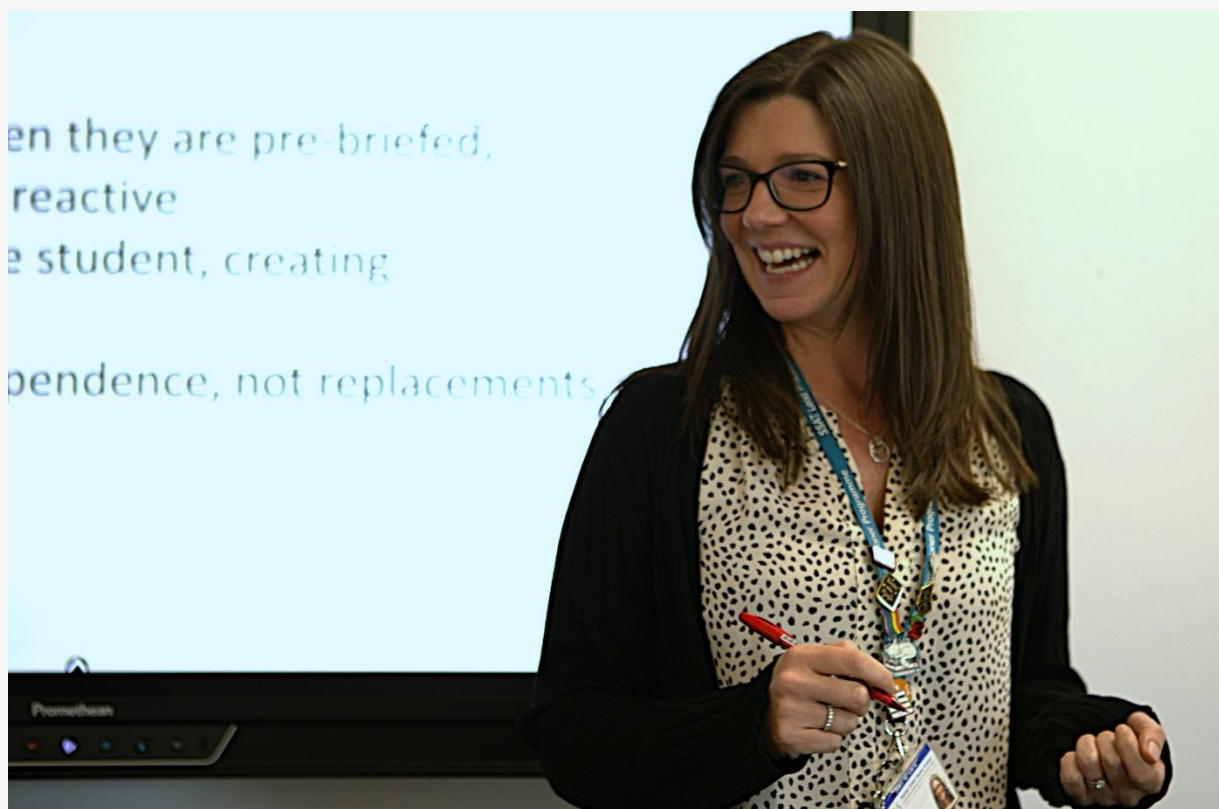


Reward and Retain

We want to create an environment in which all staff understand the role they play in supporting students to be successful. Staff should feel valued and be effectively rewarded for what they do.

WE WILL:

- Develop career pathways and opportunities for all staff
- Ensure all roles grow to have clear accountability and remit and where there is a responsibility for people management, this is clear in accountabilities and output
- Develop current and future middle leaders to ensure that they are equipped with the correct skills and abilities to embed the culture of the school and encourage further development
- Ensure quality and purposeful feedback is offered to all staff on a regular basis, with staff being praised and recognised for great work
- Focus on building relationships with external providers who are aligned to our values and vision (for example apprenticeship providers, Teaching School Hubs, local education providers)
- Continue to invest in quality and relevant CPD for all staff
- Further develop and review the impact of internal opportunities for staff including the Senior Leadership Roles and Lead Practitioners
- Ensure systems are in place to spot and nurture talent and to enable rapid talent deployment
- Focus on retention strategies such as flexible working and other benefits



Workforce Planning

Holmer Green Senior School recognises the need to respond to internal and external requirements that impact on its people and the provision. We will continually monitor, review and plan the workforce on a long-term basis and to ensure readiness for growth.

WE WILL:

- Progress workforce planning to match labour supply and demand, aligning this with our growth plans
- Monitor local and national trends to enable effective workforce planning (i.e. ITT statistics)
- Ensure close monitoring on local demands on the school (i.e. turnover, maternity, retirements)
- Put into place Succession Planning and development
- Develop medium- and long-term workforce strategy plans aligned with our school's goals
- Grow bespoke teams (i.e. Pastoral and SEN teams)



Overall Outcomes and Key Measures of Success of the People Strategy

The People Strategy has the following key outcomes which will be monitored by the Senior Leadership Team and Governing Body:

- Holmer Green Senior School becomes a “great place to work” attracting high quality staff, committed to working in our value driven organisation. Key measures of success include the following:
- Recruitment statistics demonstrate successful first-time appointments are increasing, showing that the recruitment processes are effective
- The majority of new staff reach and pass their probation, showing that our recruitment systems and processes are strong and effective and we are recruiting staff skilled and aligned strongly to our values
- The number and diversity of applicants increases annually, showing greater reach of and impact of our outward facing message
- Induction processes and staff feedback are reviewed and reacted to in order to inform proactive recruitment strategies



Holmer Green Senior School is a nurturing and collaborative environment for all staff where they are encouraged to grow and develop. Key measures of success include the following:

- Through stakeholders' surveys and other qualitative and quantitative methods, staff feel valued, listened to, fulfilled and well informed
- Key exit interviews and questionnaires and staff stakeholder surveys support our cultural aims and focus on wellbeing and flexibility
- The number of internal promotions and development opportunities and training increases year on year, and staff feel that there are clear and transparent processes and routes to progression in place
- Staff retention rates increases and sickness absence rates decrease each year



- Holmer Green Senior School is pro-active, responsive and reflective and is able to respond to internal and external drivers to ensure staff stability and growth. Key measures of success include the following:
 - Succession planning is in place and teams and staff can evidence quick mobilisation in the event of need
 - Evidence that trends (local and national) are monitored and examined and responded to on a regular basis



Outcomes

- [Holmer Green Senior School](#) becomes a “great place to work” attracting high quality staff, committed to working in our value driven organisation.
- [Holmer Green Senior School](#) is a nurturing and collaborative environment for all staff where they are encouraged to grow and develop.
- [Holmer Green Senior School](#) is a pro-active, responsive and reflective organisation and is able to respond to internal and external drivers to ensure staff stability and growth.

