



No Barriers to Excellence



Ambition



Collaboration



Equity

Spring Trust

EDI (Equality, Diversity and Inclusion) Strategic Plan

Vision Statement

In the Spring Trust, we take seriously our responsibility to create an environment where inclusion, diversity and equity are not only respected but actively championed. We are an **anti-racist organisation** and are committed to challenging discrimination in all its forms. We embrace and celebrate the talents, beliefs, backgrounds and abilities of every individual. This commitment is reflected in our policies, but most importantly, in the way we treat, support and empower one another every day.

We strive to ensure that:

- All members of the school community, regardless of their background, is proud of who they are and aspires to achieve great things;
- Expressions of stereotypes and biases are positively challenged;
- Every member of staff is supported to develop themselves and feel a true sense of belonging within the organisation and that regardless of their role, they feel included and their voice listened to;
- Every parent and carer feels that their contribution is valued and welcomed in our schools;

We will do this by:

- Ensuring that all children have equal access to the curriculum and are able to achieve the best possible outcomes;
- Ensuring that all staff are fairly treated and given opportunities to grow and develop professionally;
- Celebrating cultural diversity and representing all groups by promoting equality and inclusion through a quality learning experience for each child;
- Protecting the well-being of all pupils and staff by challenging any non-inclusive behaviour held by anyone within the school community.

EDI Strategy Action Plan - 2023- 2026

Objective	Actions	Start Date	End Date	Owner
Objective 1: PEOPLE - To implement our People Strategy and drive our ambition to be recognised as a great employer				
Ensure that our behaviours, policies and processes reflect the culture that we strive to create	<ul style="list-style-type: none"> ● Review and modernise our approaches to recruitment and retention, to make sure that we attract and retain valued employees ● Develop an impactful approach to welcoming new employees to Spring Trust to make sure that employees at all levels receive the information and support they need to perform well. ● Work with our employees to create a strategic employee wellbeing programme ● Review policies and ensure practice is supporting workplace wellbeing ● Embed our core behaviours into HR processes, in particular those that contribute to the employee journey: Attract Recruit Develop Retain 	Sept 23	Ongoing	CS/ HR team
Provide ongoing training and development for staff, ensuring that these are implemented fairly and consistently across the Trust so that all staff can have confidence in them	<ul style="list-style-type: none"> ● Maximising the use of the apprenticeship levy to develop our existing employees and attract our employees of the future ● Continue to develop forums, to bring together our leaders on a regular basis ● Embed mental health awareness into our leadership and management development programmes 	Sept 23	Ongoing	Exec & HR teams

Ensure that the HR structure within the Trust enables effective working practices.	<ul style="list-style-type: none"> Promote and proactively work towards enabling a diverse workforce across all levels of the organisation, acting as a role model for Spring Trust employees 	Sept 22	Ongoing	CS/ HR team
Provide high quality professional learning through a carefully structured suite of programmes, offered to staff in all roles. These programmes will focus on curriculum pedagogy, leadership development and training/qualifications specific to their role	<ul style="list-style-type: none"> Developing a coaching and mentoring culture Offering Leadership and Management development programmes unique to what we want to achieve in Being agile in our approach, working across our sites to bring organisational development conversations to our employees' daily working environment through engagement sessions, personal development plans, learning masterclasses and group learning events 	Sept 23	Ongoing	Exec & Trust Senior leadership
Establish a transparent and fair talent identification process where all staff are confident that their career ambitions will be recognised and supported, and to ensure a strong pipeline of leaders.	<ul style="list-style-type: none"> Develop a strategic approach to identify, attract and develop talent Develop a strategic approach to succession planning so that we identify and develop our leaders of the future inhouse where possible Further develop our approach to performance management, moving towards regular developmental and performance conversations - Professional Growth 	Sept 23	Ongoing	Exec & Trust Senior leadership
Establish systems which enable us to review workforce data easily, helping us to evaluate our progress in this area and target our resources effectively	<ul style="list-style-type: none"> Use of correct language when collecting data Collect data more broadly around religion, sexuality, gender, disability 	June 23	Ongoing	CS/ HR team
Ensure that Governance reflects the diversity of our schools and our local communities, offering a range of expertise to support excellence	<ul style="list-style-type: none"> Review and modernise our approaches to recruitment and retention, to make sure that we attract and retain 	Sept 23	Ongoing	Exec team

	<p>Parent Councils and Trustees who offer</p> <ul style="list-style-type: none"> • A wide range of skills and who can represent different groups 			
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Objective	Actions	Start Date	End Date	Owner
Objective 2: CULTURE - To build a culture which creates the conditions for success and which reflects what we value				
Consult with stakeholders to hear their perspectives and for them to share their experience of working for and with us	<ul style="list-style-type: none"> • Audit of EDI in schools and Trust Central team to ascertain strengths and areas for development • Facilitate meaningful 'big conversations' through our Co-CEO visits to schools. • Establish school level pupil diversity councils • CEO to have meetings in each school and Trust Central team to raise awareness of the Trust EDI policy • All staff complete Educare EDI training 	May 2023	July 2026	Exec Team
Create a welcoming environment for all stakeholders in all of our schools, which reflects our ambitions and our values	<ul style="list-style-type: none"> • Developing 3 year culture change programme Building OneTeam for the Spring Trust • Establish a corporate approach to building successful teams, to include: <ul style="list-style-type: none"> • Core behaviours • Lencioni's Five Functions of a Cohesive Team • Understanding team dynamics • Develop a toolkit to help bring teams together 	Sept 2022	July 2026	Exec Team HR Team
Ensure that our communication processes reinforce the culture we strive to create	<ul style="list-style-type: none"> • Undertake regular culture snapshots through our surveys, acting on areas which prohibit a healthy and positive workplace culture 	April 2023	Continuous	Exec Team

Monitor carefully: - the achievement and progress of ALL pupils taking prompt action to intervene if needed. Monitor the attendance of ALL	<ul style="list-style-type: none"> • Effective monitoring of progress of all groups in reading, writing and maths • Track attendance of all groups and work with vulnerable families • Setup new Arbor assessment to track data necessary for monitoring EDI so pupils from all backgrounds make good progress 	September 23	Ongoing	Trust Leaders SENCOs
Map effectively the provision for pupils with SEND, ensuring opportunities for review	<ul style="list-style-type: none"> • Monitor effectiveness of provision maps and of classroom practice in regards to meeting needs of pupils with SEND • Continue to develop staff knowledge through CPD • Review with the Tree House team effective practice for integration into the everyday life of the school 	September 23	Ongoing	SENCOs Trust Leaders
Build a strong partnership with our parents, where they feel able to contribute to the learning and progress of their children	<ul style="list-style-type: none"> • Identify opportunities to celebrate different identities and cultures • Identify ways of involving the community to celebrate difference • Grow Parent Council who represent all groups • Parent and pupil EDI survey 	September 23	Ongoing	Trust Leaders EYFS staff