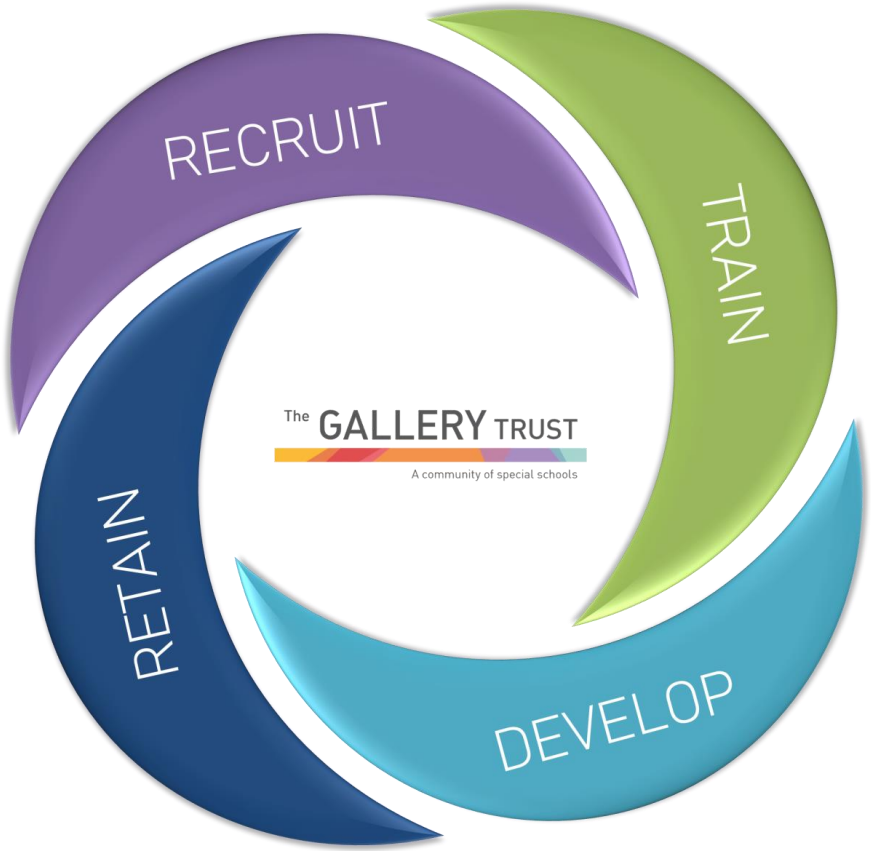
The GALLERY TRUST

A community of special schools

Our People Strategy





The Strategic Aims of The Gallery Trust

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- **Places where innovation drives learning** – our schools have a clear purpose, they educate the whole child and prepare them for adulthood. **Everything we do**, from our curriculum offer to our pastoral care, is meaningful and **driven by the needs of our learners**.

- **Places where relationships drive engagement and achievement** – our schools are **built around exceptional relationships**. We provide **excellent experiences, growth and opportunities** for students and staff and specialist working environments and resources.

- **Places which provide exceptional knowledge and support** – our schools are supported by a skilled and experienced central team which provides **high quality school improvement and central support services**.

- **Places which inspire and influence** – our schools are **committed to collaborating** with our local and national partners and communities to ensure that children and young people with SEND receive the education and opportunities they deserve.

The Gallery Trust People Vision 2022-2027

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The Gallery Trust will be characterised by the following

- A learning organisation where everyone can achieve their full potential
- Professional learning communities of practice working together in highly effective teams, utilising professional capital to deliver best outcomes and opportunities for all children and young people
- All colleagues live our values every day and advocate for the Trust
- All colleagues feel appreciated, valued and fairly recognised for the work they do
- A flexible employer that supports colleagues to balance their lives and recognises what they give back to our young people

As a Gallery Trust Member of Staff, you will experience:

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Your mental health will be **prioritised**



Access to **training**, tools and resources



Clear **Two-Way Communication**



Flexible working and Diversity is championed



A shared understanding of **effective behaviour**



As a Gallery Trust Member of Staff, you will experience:

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Your mental health will be **prioritised**



- The Trust is accountable for measuring staff wellbeing and policy impact in our schools, implementing change in areas of concern and fulfilling our duty to manage the risks associated with work-related stress
- You will have access to high quality external support services which are confidential, easily accessible and free of charge, offering support through counselling, financial, legal and personal advice
- You will have access to occupational health services with a 14 day lead time from referral to appointment
- Your Senior School Leaders will have access to confidential coaching
- Your self care is respected, and you are encouraged to take personal accountability for your own mental wellbeing as well as supporting your colleagues
- Your school has Wellbeing Champions in place, empowered through regular training and resources
- Your Trust HR team is committed to ensure policies encapsulate topical and current campaigns

As a Gallery Trust Member of Staff, you will experience:

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Access to **training**, tools and resources



- You will have access to development opportunities across our schools, with a culture of collaboration and cross-school experiences
- You will be supported to pursue professional development without adversely impacting your own workload or that of your team
- Your Line Manager will give quality constructive feedback through formal, developmental appraisals and informal, supportive day-to-day dialogue
- You will have access to excellent e-learning opportunities through TES
- You will have equity of access to application for financial support in the form of education sponsorship
- You will have time provided for collaborative professional planning to raise standards; this can include INSET time
- The Trust has a People Planning Strategy that includes succession plans for leadership roles and focuses on long term staff development
- Integrity and professionalism underpin our approach to accountability

As a Gallery Trust Member of Staff, you will experience:

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Clear
Two-Way
Communication



- A Trust wide Communication Policy that ensures consistency in messaging and values as well as providing clear guidance to all stakeholders on remote and out-of-school hours working. This will not prevent staff from accessing emails at a time that suits them personally.
- You and your colleagues have a staff voice that is listened to, and heard, through annual pulse check surveys. These surveys measure the levels of engagement, job satisfaction and mental wellbeing through established metrics and measures. Tracked trends over time will be built into policy design.
- A common language that is shared throughout the Trust, aligned to core values and principles
- Your School Leadership Team shares best practice with other Head Teachers across the Trust through regular meetings
- You are part of a community underpinned by high quality social relationships, that demonstrate kindness, fairness, inclusion and trust.

All Gallery Trust Staff will Experience:

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Flexible working and Diversity is championed



- Workloads will be focused on necessary work and we will work with the sector to drive down unnecessary workload, promoting the Workload Reduction Toolkit in our schools
- Assessment, marking, teaching and learning policies will support you to ensure time is used effectively and that workload issues are considered
- Flexible working applications will be considered on a case-by-case basis and schools will strive to accommodate where possible, or provide reasonable alternatives
- A commitment to promote diversity across the Trust, eliminating discrimination, advancing equality of opportunity and fostering good relationships between those who share a protected characteristic and those who do not
- The Trust has a policy to support emergency and special leave when it is needed

All Gallery Trust Staff will Experience:

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A shared understanding of **effective behaviour**



- All school-based staff will be trained in restorative practice and have clear understanding of effective behaviour management
- The Gallery Trust is committed to ensuring equality across the Trust so that all staff are treated fairly, in line with Trust policies
- You will be supported with student behaviour through clear policies, consistent training and confident leadership
- Teacher training and professional development continues to include a focus on managing pupil behaviour effectively in a restorative manner

The Trust uses the following engagement methods to review impact of People Strategy

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STAFF SURVERY



STAKEHOLDER INTERVIEWS



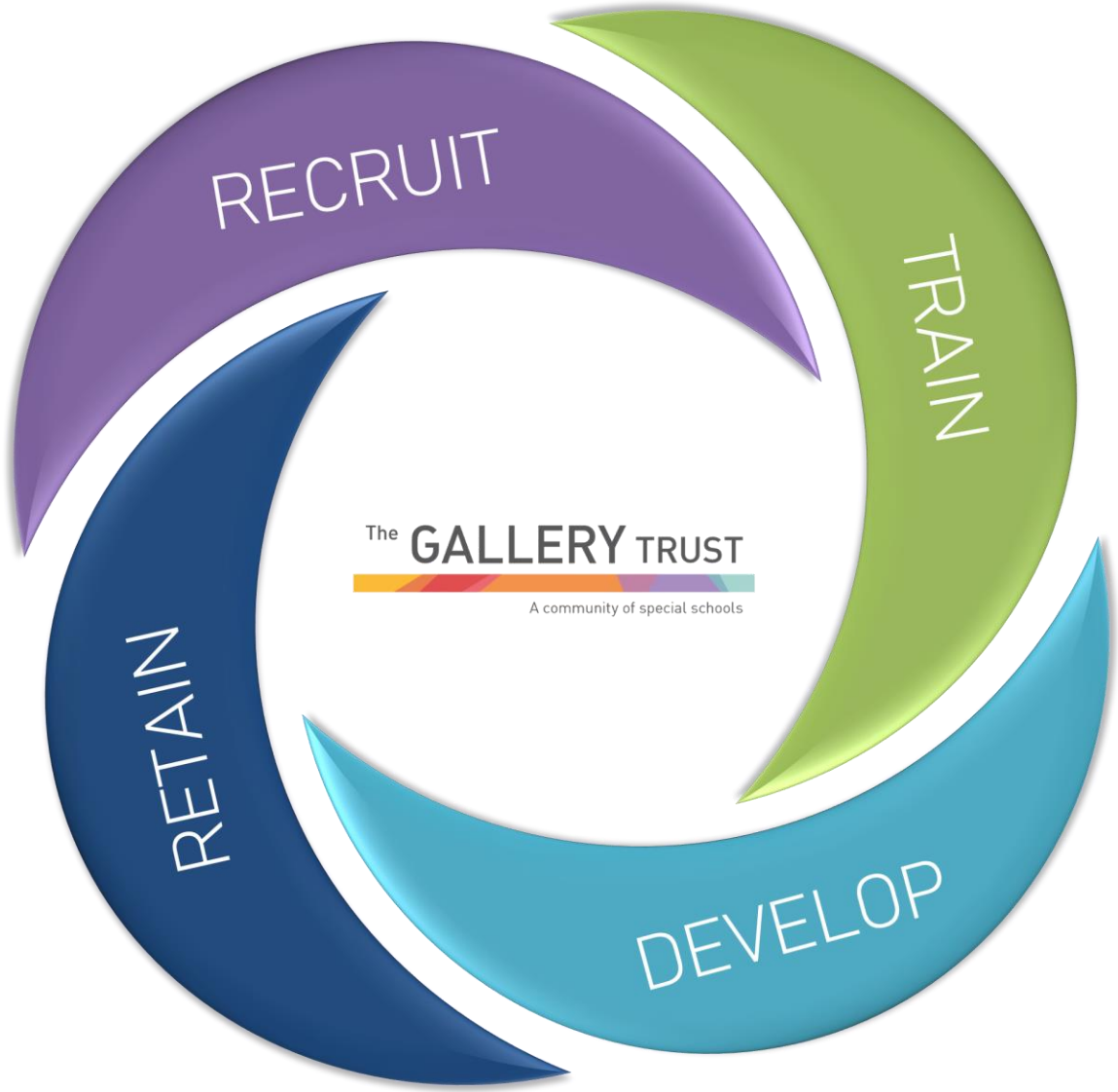
FOCUS GROUPS



DATA ANALYSIS

Key Stakeholders:

• The Board • Executives • School leaders • All employees • Trades Unions • HR colleagues and external partners • Potential recruits • Community, parents, pupils


RECRUIT
TRAIN
DEVELOP
RETAIN
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Recruit

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VISION

- Trust wide recruitment process used consistently by all schools
- Industry competitive benefits inclusive of INSET days, benefits platform access
- Contemporary approach to flexible working with clear, defined and creative options, supported by people planning analytics and inclusive of part time roles
- A website that speaks to potential candidates with a common language across schools

WHAT WE AIM TO DO

- ✓ Work with 8HWE consultants to develop a resourcing strategy that improves internal and external communication
- ✓ Subscribe to Perkbox benefits platform
- ✓ Flexible working committee will be developed to review people planning and create clear guidance for academies for the 2023/4 academic year
- ✓ Further develop our apprenticeship scheme engagement
- ✓ Launch our innovative Teacher of SEND Early Career Framework for ECT

Example of our Perkbox Scheme

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Randeep

Randeep is a 41-year-old working dad to a family of four. As a Teacher, he balancing a career in education with raising a family.

Category	Average monthly spend	Favourite Perkbox Perks	Discounts of up to*:	Potential minimum monthly savings
Food shop	£466	Sainsbury's, M&S	7.75%	£36
Restaurants/ Takeaways	£242	Pizza Hut, Nando's	9%	£22
Household	£316	wilko, John Lewis	10%	£32
Clothing & Personal Care	£354	Julie Monroe Bridal, NEW LOOK	20%	£71
Recreation	£410	Go Ape!, ODEON	33%	£136
			Annual savings of	£3,564

Sensitivity

Train

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VISION

- Trust wide training programme that enhances leadership skills and secures leaders for our future
- CPD provisions across our schools which are best practice informed through evidence e.g. EEF and TDT
- A unified and consistent induction programme covering Trust wide vision and values, local school culture and umbrella safeguarding principles
- Annual Trust Leadership Conference
- Clearly defined support staff career routes to create internal market

WHAT WE AIM TO DO

- ✓ Develop in house endorsed professional development, evolving a distinct training and development ecosystem which enables greater fluidity for staff looking to move posts
- ✓ Collaboration across schools to create training opportunities through secondments, including partnership roles
- ✓ Development of a support staff Career Pathways Toolkit which is transparent in grading and roles available across the Trust, identifying routes and skillsets required
- ✓ Celebrating case studies of staff who have successfully navigated career progression within our Trust
- ✓ Introducing instructional coaching for quality of teaching and learning e.g. ILM qualifications
- ✓ Invest in training SBMs on the TES Develop platform

Develop

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VISION

- Empowered Leaders embedded at each school who live our vision and values every day
- Accessible talent data that identifies high potential staff and recognises leadership pipeline gaps to manage associated risk
- Successfully create more ‘Good days at Work’ with a holistic approach to development that encompasses the whole person through wellbeing and mental health
- Each school has a Wellbeing Champion to own and drive initiatives



WHAT WE AIM TO DO

- ✓ External, confidential coaching provided for all School Senior Leaders (Head Teachers and Head of Schools)
- ✓ Invest in our wellbeing strategy including a full day workshop with key stakeholders, and the training of Wellbeing Champions for each school site
- ✓ Introduce an Annual Talent Review, run remotely with each Head attending at an allocated time to report high potential staff, identified through the 9-grid model in collaboration with the HR Manager
- ✓ Succession Plan created annually following the Talent Review
- ✓ Clarify the role and expectations of leaders, ensuring clear accountability for people and measuring this.

Retain

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VISION

- A clear staff voice that is not only sought but listened to, and acted on, where possible
- Growing sense of belonging to the Trust through full transparency and membership
- Leadership that is strong and aligned to the central Trust vision
- Competitive salary structure which positions the Trust as a leader in the sector

WHAT WE AIM TO DO

- ✓ Staff engagement survey conducted annually to keep finger on the pulse with open feedback and visible action planning for positive change
- ✓ Ensure our pay scales are a reflective of role demands and positions us within the sector as a competitive MAT special education employer
- ✓ Wellbeing Charter in every school and central team – giving Champions a voice at Trust level
- ✓ Launch leadership and coaching courses for teaching and support staff
- ✓ Celebrate success within our trust – Perkbox
- ✓ Trust INSET days
- ✓ Talent map and succession plan to enable growth of our people and the Trust

The Trust 10 Commitments to Wellbeing

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1. Prioritise staff mental health by holding ourselves accountable through measuring staff wellbeing and policy impact in our schools.

2. Give staff the support they need to take responsibility for their own wellbeing. Create an understanding that we all carry the responsibility for self-care and must respect and contribute to the wellbeing of others.

3. Give managers and leaders access to training, including the tools and resources they need to support the wellbeing of those they line manage.

4. Establish a clear communications policy.

5. Seek the staff voice on policies and procedures that impact wellbeing.

6. Drive down workload that is deemed unnecessary.

7. Champion flexible working and diversity.

8. Ensure all schools have a good behaviour culture with a shared understanding of effective behaviour policies.

9. Ensure professional development and career opportunities through the people planning strategy.

10. Leadership development and an understanding of leader's behaviour on relationships. Ensure leaders wellbeing is protected through coaching and counselling where needed.