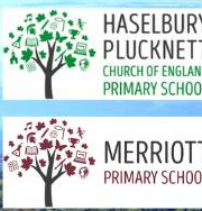
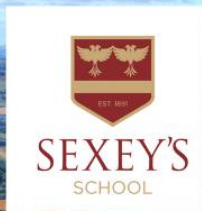
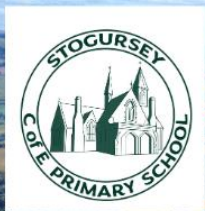


Building Character, Shaping Futures



People Strategy 2023/25



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OUR VISION

QET Strategic Aims/Objectives 2023/25

Mission

To improve outcomes for all pupils across the Trust and ensure that every child fulfils their potential and makes excellent progress.

Vision

Our schools will provide the very best educational experiences for our children and enable them to achieve academic success - as well as developing a high-quality character education so that our children are responsible, confident, and compassionate young people.

We will do this by developing expert teachers and great leaders; by delivering a high-quality curriculum; by building excellent relationships and deploying evidence informed pedagogies and improvement practices

Strategic Priorities 2023-2025

- To improve achievement for all groups of learners, eliminating gaps and meeting ambitious standards, whilst enriching life opportunities for all.
- Providing excellent governance, executive and school leadership with developmental opportunities and clear succession planning.
- Recruiting, developing, and retaining the best professionals to work in QET.
- Growing our partnerships and promoting and delivering the benefits of our cross-phase, mixed Trust.
- Ensuring a financially viable and sustainable QET that can deliver high quality and cost-effective services to schools to maximise the quality of their provision.

Our Values

- Uniqueness:** We commit to respecting and protecting the diverse and unique qualities of each individual and of each school in our Trust community.
- Community:** We listen to, influence, and play an active role in our communities.
- Aspiration:** We raise standards and provide opportunity for developing talents in all areas of life.
- Respect:** We respect and celebrate the value and preciousness of each individual.
- Equity:** We aim to enrich the unique life opportunities of all, overcoming barriers and achieving goals.

WHERE DO WE WANT TO BE?

Recruitment

- We will attract and recruit the best staff with the required skills for a flexible workforce of the right size and shape to meet our needs
- We will continue to develop our recruitment strategy to market and promote our Trust as an employer of choice
- We will recruit staff on the basis of their skills and experience but also on their ability to demonstrate a strong association with our character and values
- We will ensure that ongoing workforce planning exercises achieve optimum staffing levels to support Trust improvement priorities
- We will tackle unconscious bias in our recruitment practices to reflect a diverse and inclusive workforce and governance structure
- We will make use of the Apprenticeship Levy in offering apprentice opportunities at all levels
- We will support the recruitment of early career teachers

Reward and Recognition

- We will attract and motivate our workforce with a reward offer which is flexible and fair and supports the Trust's values and aims
- We will seek to further develop opportunities to enhance employee benefits
- We will recognise and celebrate notable and significant employee contributions via our UCARE awards scheme

Employee Engagement

- We will provide staff with regular feedback opportunities via employee surveys and focus groups to measure their experience at work
- We will address areas of focus that are identified from the surveys and the focus groups
- We will ensure that fairness and transparency shape and inform our policies, processes and practices
- We will continue to work in partnership with trade unions and take a constructive approach to employee relations
- We will continue to implement improvements in partnership with trade unions, managers and staff to ensure that our workforce are well informed and involved in decisions which affect them

Professional Development

- We will provide a bespoke entitlement to professional development which meets the needs of the individual and includes all staff groups
- We will create capability by engaging our workforce with their learning and development that is adaptive and responsive to Trust priorities
- We will support managers and leaders to embody Trust values with the capability and confidence to engage, develop, support and challenge their staff
- We will support the growth of positive character qualities throughout our staff development process and CPD offer
- We will use instructional coaching through the use of deliberate practice to support the incremental development of our Teaching staff

- We will provide fair and honest feedback and support via performance and development review process
- We will support apprenticeship based CPD to provide fully funded professional apprenticeships to all staff groups
- We will identify and unlock potential talent by offering opportunities to create collaborative cross -Trust/Phase leadership networks, secondments or placements to more senior roles
- We will develop clear structures that provide progression and promotion opportunities for all staff

Health & Wellbeing

- We will create a culture of well-being which is linked to Trust values and priorities and provides a safe and healthy working environment which is at the heart of the staff experience
- We will encourage staff to promote healthy working practices for themselves and others via coaching and training opportunities
- We will support safe and healthy working environments through effective induction and line management with workload and wellbeing reviewed regularly by school leaders
- We will take a proactive approach to reducing workload to enable teaching staff to focus on teaching and learning and for support staff to work efficiently
- We will monitor staff absence levels, patterns and reasons, using return to work meetings consistently and effectively
- We will implement support and assistance at the earliest opportunity, engaging Occupational Health and other external sources where appropriate
- We will support a positive and progressive culture towards flexible working practices

HOW WILL WE GET THERE?

Recruitment

- Ongoing work to enhance the Trust reputation as an employer of choice
- The promotion of a favourable employment offer of competitive pay, generous leave entitlement, pension provision, opportunities for development and other employee benefits
- Annual review of staffing structures to achieve the optimum combination of roles to deliver and support teaching and learning
- By establishing a link between staffing plans and CPD to develop required skills

Reward and Recognition

- The implementation of national pay and other reward
- The development of the UCARE award scheme to recognise contribution to Trust values and characteristics

Employee Engagement

- The involvement of staff in the development of staff experience and engagement improvements, with areas of focus identified from regular pulse surveys
- Implementing improvements in partnership with trade unions, school leaders and staff
- Ensuring staff have the opportunity to have a voice, through mechanisms such as the staff survey and school/Trust-wide staff focus groups

Professional Development

- By equipping staff with the necessary skills and characteristics to exemplify the Trust values and ensure that every child fulfils their potential and makes excellent progress
- By developing a thorough and consistent induction process for staff joining the Trust
- To provide support to enable efficient and effective working practices, through a culture of collaboration and continuous improvement
- Equipping leaders and managers with the required skills and confidence to embody character and Trust values with the capability and confidence to engage, develop, support and challenge staff
- Creating a community of supportive, compassionate leaders and managers to nurture an inclusive, collegiate environment
- Creating a link between CPD activities and Trust improvement priorities

Health & Wellbeing

- Continued work to support and promote health and wellbeing
- The monitoring and development of safe working practices across the Trust
- Support for leaders and managers to manage and promote healthy working practices through flexible working initiatives

HOW WILL WE RECOGNISE SUCCESS?

Recruitment

- Cost-effective recruitment campaigns with zero unfilled vacancy rates
- Ongoing, stable employee turnover rates
- Favourable feedback from exit interviews
- Agile staffing structures that are within budget and reflect the needs of the Trust

Reward and Recognition

- Zero unfilled vacancy rates
- Favourable staff survey results indicating that staff feel valued, involved and fulfilled

Employee Engagement

- Favourable staff survey results indicating that staff feel valued, involved and fulfilled
- Analysis of exit interviews support these views
- Ongoing monitoring and reporting on employee turnover provides an indicator for success
- HR metrics identify that staff meet relevant criteria in performance management processes
- A constructive climate for management-trade union partnership
- HR metrics highlight the use of formal grievance procedures, whether individual or collective

Professional Development

- Staff consistently meet performance management objectives and engage with the instructional coaching programme
- Staff have the required skills and are performing highly in appropriate roles
- Participation rates are high in a variety of CPD activities including leadership and management programmes
- Demonstrable investment in staff development relative to budget and workforce composition
- Trust vision and values are strands within induction and performance management processes

Health & Wellbeing

- A key indicator will be falling rates of sickness absence
- Favourable feedback from staff survey results
- Zero reportable health and safety indicators

July 2023

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