

The Roseland  
**trust**   
Where Everyone Succeeds

# PEOPLE STRATEGY

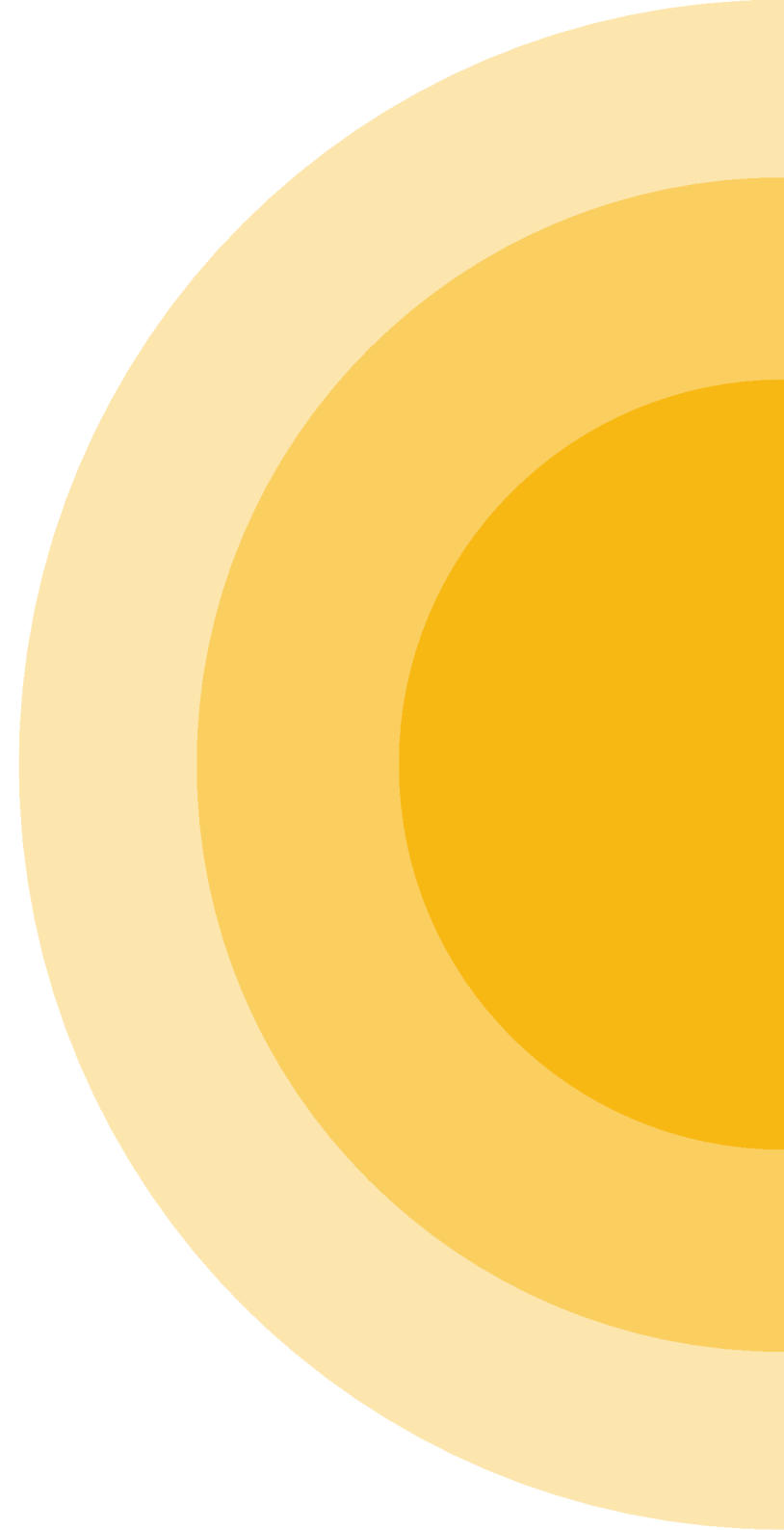
Kindness Responsibility Ambition

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## The Roseland Trust - People Strategy

### Our Mission Vision & Values

#### Our Mission



To provide an outstanding education for our communities  
Where Everyone Succeeds.

#### Our Vision



To inspire a love of learning within environments that are happy, respectful and challenging where everyone feels valued and able to reach their full potential.

#### Our Values



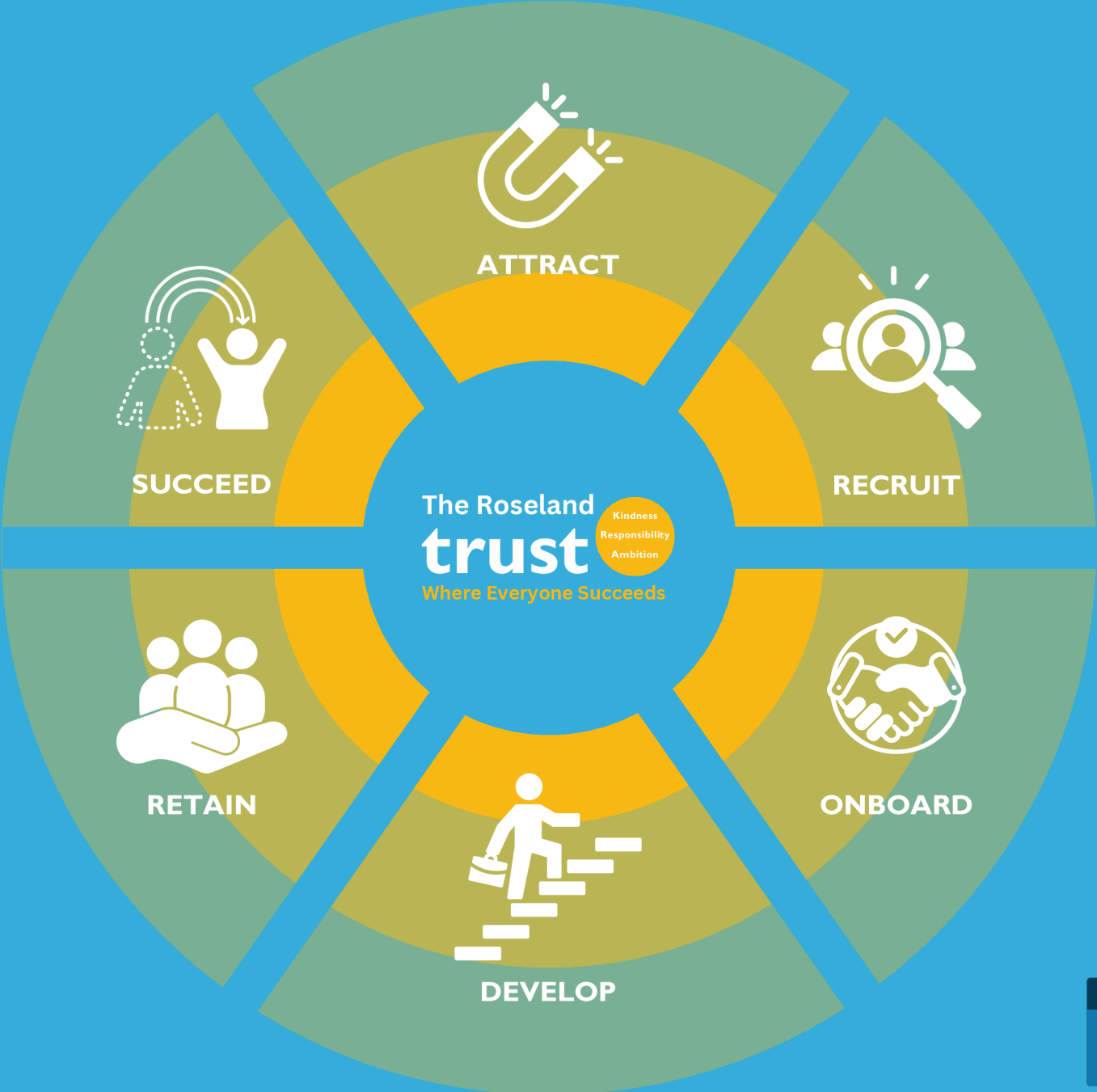
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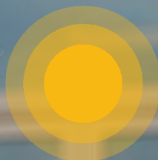




## OBJECTIVE

**People are our most important asset; getting the right people, in the right place, to deliver our Mission, Vision & Values**





UNIVERSITY OF CAMBRIDGE  
Inspiring Educator Awards 2023  
WINNER  
in the category of  
Practical and Emotional Learning  
THIS CERTIFICATE IS AWARDED TO  
Kat T...  
The University of Cambridge acknowledges the  
achievements of all staff and students who  
This award recognizes the impact of those who  
year Cambridge students from 1993 to 2022

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## ATTRACT



Our People Strategy supports delivery of The Roseland Trust's mission and applies to all employees.

Our Trust actively takes steps to reduce workload, which allows student-facing employees to focus on their core role of teaching and learning, and for support staff to work efficiently to execute their responsibilities. We take intentional steps, establish an effective and positive working culture which promotes staff wellbeing and flexible approaches to working. We ensure that employees are consulted and that their voice is heard, valued and helps to shape strategy moving forwards.

Our Trust is committed to inclusion, diversity and equality and we aim to ensure that these are maintained and embedded within all aspects of our Trust. We aspire to celebrate belonging and diversity, deliver equality and allow everyone to access our Trust with fairness to all.

By sharing best practice, centralised planning and resources across settings, our Trust can operate as greater than the sum of its parts to deliver an ambitious, inclusive and sustainable people strategy.



## OUR AIMS:

- Recruitment: increase in applicants and acceptance rates for preferred candidates. Recruiting talented people and developing them to fulfil their career ambitions within our Trust.
- Retention: reduction in staff turnover and associated reduction in recruitment costs. We want our employees to become future great leaders and experts to support students in our Trust to achieve positive outcomes for a bright future.
- Staff satisfaction: increase in employee engagement (via staff surveys). Our staff surveys allow us to understand what is going well for our workforce and what areas can be further developed to help us achieve our vision.
- Resources: success depends on multiple factors such as skill, motivation, performance and satisfaction. These cannot be achieved without the right resources and the Trust is committed to providing workforce with appropriate resources to ensure success in their role.
- Students: inspire a love of learning and increase student numbers so Trust schools are first choice for local children.

## OUR COMMITMENT:

- An ambitious and caring Trust who looks after the wellbeing of its workforce.
- Our values are at the core of our approach to staff culture and wellbeing.
- Competitive salaries.
- Teacher and Local Government Pension Schemes.
- Supportive Health & Wellbeing and Leave of Absence policies.
- Flexible Working and Home Working policies.
- Welbee resources to improve staff wellbeing.
- Employee Assistance Programm offering free, confidential support and advice for personal and work related issues.
- Ambitious schools and Central Team with excellent leadership, supported by our Trust Improvement Team.
- Access to high quality and bespoke CPD across the Trust.
- High quality and supportive induction programmes.
- The opportunity for employees to develop their career within and across the Trust.

## RECRUIT



Our Trust is committed to recruiting the very best workforce to support and develop our children, families and communities. When employees join us, we invest in their career and development so that we can retain the very best people in our schools and central team.

### This investment includes:

- Growing the next generation of teachers through professional development via the Golden Thread of ITT, ECF and our NPQ opportunities via the Teaching School Hub, in collaboration with Teach First and The National Institute of Teaching. Internal teacher and support staff development via our Trust opportunities.
- Providing high quality early career support through bespoke training and mentoring for ECTs in line with the government's Early Career Framework.
- Supporting aspirational and current school leaders to develop their knowledge, understanding and skills as middle, senior and executive leaders, including facilitating the National Professional Qualifications.
- Supporting, when possible, requests for flexible working.
- Recognising leadership expertise and the capacity to support leaders beyond their own school utilising our Trust opportunities.
- Providing support through our Employee Assistance Programme, Wellbeing Solutions, funded by our Trust.
- Facilitate training and support for mental health, including Mental Health First Aid.
- Proactively working to reduce unnecessary workload in recognition of each school's Wellbeing Strategy.
- Valuing the importance of stakeholder feedback, listening to and reacting to staff survey feedback.
- High quality Trust HR support.
- Exploring voluntary secondment opportunities for employees to transfer to other settings within our Trust, to further develop skills and experience.
- Providing internal vacancies to give employees clear opportunities for promotion, while maintaining continuous service.
- Pay awards in line with, or above, national recommendations.



## ONBOARD



Alongside a comprehensive induction process, there are opportunities for new employees to meet the Leadership Team and Trust leaders. Many of our schools will invite new teachers to join them for a day prior to their start date so they are ready and set up with what they need to start the new term.

Our Trust has a culture of collaboration for all of our workforce to ensure nobody works in isolation.

We believe great management is key to ensuring all our employees are happy at work. Leadership and management training is offered across the Trust to ensure that managers have the right skills to support employees to reach their full potential. All our employees benefit from regular line management meetings to ensure that they are fully supported in their role.

Our Workforce Development policy ensures our staff benefit from regular line management meetings which allows a focus on personal development and positive wellbeing.

We know that our employees' wellbeing is critical to the success of our Trust. Alongside offering wellbeing benefits such as courses and our EAP, we are always looking at ways to improve workload and help employees achieve a healthy work-life balance. Each of our schools have developed a Wellbeing Strategy to ensure employee wellbeing is at the forefront of any decision-making.



## DEVELOP



We seek employee feedback on what support and progression staff would like through open professional dialogue at regular line management meetings and through staff surveys. This helps schools and the Trust to shape the development of its CPD offer to ensure it appeals to employees as well as meeting school and Trust needs.

All employees are supported through regular line management meetings to enable their development and embedded practise so that they can be the best they can be.

An annual calendar is produced that consists of a range of statutory courses, 'Professional Thursdays', as well as more bespoke courses that employees may register for. The core programme ensures all employees have the necessary skills and knowledge to provide an excellent and safe learning environment for young people.

The Welbee Toolkit offers learning resources, including courses to develop key skills and areas that have the greatest impact on wellbeing.



## RETAIN



To succeed, we believe our Trust must grow great people, have the highest standards and be relentlessly positive in our collaboration. We know that all our employees have a real opportunity to make a significant difference to the life chances of our children and that we are stronger together.

In our Trust, our employees work collaboratively to share ideas and expertise with many exciting employee networks to support our shared approach to school improvement. We offer a comprehensive range of benefits, excellent development opportunities and a supportive and collaborative approach.

Our ambition is to “grow our own” and we provide internal vacancies to give staff clear opportunities for promotion, whilst maintaining continuous service. We identify employees, in all areas, with potential and ambition to take their next career steps. We provide development opportunities, for example by offering secondments or placements to more senior roles, or opportunities to work across schools.

Our Trust recognises the importance of reducing unnecessary workload. The curriculum booklets, shared resources and best practise is highlight through our collaboration opportunities.



## SUCCEED



Our Trust strives for its employees to be motivated and passionate about the work they do, and in environments where everyone supports one another and collaborative opportunities happen regularly. Healthy working relationships allow creative approaches and innovative practice ensuring the Trust provides outstanding education for its communities.

Staff pulse and annual surveys measure how well our values are embedded, reflecting our strengths as well as our areas of development. It is imperative our staff have a voice and are listened to as this supports positive wellbeing.

We pride ourselves on our positive culture which allows employees to understand the Trust's goals and feel that their voice matters in ensuring our mission is achieved. Evaluating culture is important to ensure our Trust meets its vision and values as well as the satisfaction and retention of its workforce.

The successful development of our workforce through effective and supportive line management empowers staff to be ambitious and take responsibility.





## **OUR AIM IS TO LISTEN TO THE VIEWS OF OUR WORKFORCE AND WE ARE COMMITTED TO:**

- Building a diverse happy, competent workforce, providing excellent education and promoting the general wellbeing of our employees in a supportive and safe environment, recognising their responsibility to value and respect each other's contributions.
- Our workforce is ambitious and equipped to be successful
- Upgrading IT.
- Supporting home working for relevant roles.
- Publish a directed time calendar each year and to run evening meetings and training virtually where possible.
- Improve outdoor spaces.
- Improve the appearance of the indoor environment including workspaces, individual workspaces and collaborative areas including staff rooms.
- Standards of conduct are expected to be of the highest level.

**The Roseland Trust believes that everyone should be treated fairly and with compassion regardless of sex, race, disability, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion and belief, or age.**

**We will ensure an entirely fair and inclusive culture within our schools and central team, by taking informed and decisive action to ensure we provide equitable and effective support to our workforce.**





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