

The Rise Partnership Trust's People Strategy 2026 to 2028

RPT schools can only become the best places for pupils to learn and grow when we make them the best “places for staff to work, learn and grow”. Therefore, this is one of our most important Trust documents. It underpins everything that we do and places people at the heart of our all our work.

We educate our pupils in our ambitious, fully inclusive schools, so that they can become Resilient, Independent, Skilled and Expressive learners. We support pupils to develop the skills they need to be well prepared for adulthood so that they can actively contribute to their communities.

Our vision is for all our schools to be excellent schools, offering the very best for our pupils to enable them to thrive; every one of us plays a part in achieving this vision. Our staff are our greatest asset and how they feel at work matters.

This strategy outlines our approach to people development and people management. It sets out how every one of us can have confidence in the support and opportunities we receive as we strive to be the best that we can be. It is important to us that we are recognised as a great place to work and a great employer. We want to continue to attract, recruit, retain and develop the best staff for our Trust and ensure that they reflect the diversity of the schools and communities that we serve.

Excellence will be achieved through our strategic priorities. These are:

- **Pupils** – To ensure our schools provide the most effective and creative teaching to promote and provide high quality, consistent learning environments
- **Staff** – To continue to grow our own leaders of the future by creating an effective and stable team with mentoring, coaching, high quality CPD, and excellent professional development opportunities for all
- **Leadership and Governance** – To maintain strong leadership and governance across the Trust to ensure there is a rigorous and robust programme to support all staff, to continue to build expertise and raise standards
- **Partnerships** – further build on and develop our network of partnerships, both locally and nationally, to ensure that we provide training, support, and collaboration with others to enhance SEND policy and practice
- **Finance** – To continue to maintain and improve financial resilience and ensure value for money across the Trust (including income revenue)
- **Growth** – to expand by successfully opening and growing new provision and adding joining schools (mainstream and special) to our MAT; supporting the LA in all we do
- **Climate** – to ensure that we do all possible, as an organisation and in partnership with others, to reduce waste, be carbon neutral and support the climate change agenda

- **Data** – continue to develop our Trust wide data and monitoring strategy

Our People Strategy aims to:

- Continue to attract and recruit amazing people with the right skills and values and the potential to grow with us;
- Further develop and support all of our staff so that they can deliver excellence and fulfil their ambitions with us;
- Retain and continue to recognise the commitment of our staff to achieving excellence
- Include all staff as we continue to build a positive culture and a healthy work environment

Our Strategic Aims

- Excellent outcomes for ALL pupils so that they are well prepared for adulthood
- A great employer, attracting, retaining and developing the best staff
- The Trust of choice and a welcome presence in our communities

We want all staff to feel a sense of belonging and that they can genuinely contribute to the development and success of the organisation. It is important that all of us are able to play a part in shaping the direction of the Trust and in raising concerns with confidence should they arise.

We will:

- Continue to implement effective mechanisms for enabling everyone to contribute;
- Continue to ensure that our equality, diversity and inclusion vision and strategy is implemented and that all of our policies and processes reflect our commitment to this area;
- Continue to behave in a way which supports this commitment, upholding our values;
- Continue to use intelligent insight to enable us to review our progress and address any shortfalls in a timely and supportive way;
- Address any behaviours which do not support this approach.

Including All

We always aim to recruit the best people by attracting staff from a range of contexts and from all walks of life. In being creative in our recruitment strategy, we will draw the best talent to us.

We will:

- Continue to develop our 'Trust brand' to enable us to continue to build our reputation with pride. Our staff are our greatest ambassadors and what they say about 'what it's like to work here' is powerful;
- Further empower our leaders at all levels so that they are equipped and resourced to make excellent recruitment decisions;
- Continue to ensure a consistency of approach to recruitment across all of our schools and the central team;

- Continue to promote diversity in recruitment by thinking carefully about where and how we advertise, making clear that we actively seek colleagues from the diverse backgrounds of the communities we serve;
- Monitor applications and appointments so that we are able to target our recruitment effectively;
- Address any behaviours which do not support this approach.

Attract and recruit

We want to continue to be recognised as a place where staff can develop their careers and achieve their ambitions, through high quality professional learning and supportive accountability. Our collective capacity is built through collaboration. This is non-negotiable and central to how we work.

To do this we:

- Provide expertise through our HR functions, led by our Head of HR. Our HR team will ensure that policies are relevant and up to date, and provide clarity for staff who will be supported in understanding the processes around them
- Continue to provide a continuous appraisal process for all that promotes staff development and wellbeing as an integral part of discussions on a regular basis;
- Further develop a pipeline of talent which secures succession planning and which enables staff to see their next steps;
- Continue to offer a professional learning offer that encourages all staff to take responsibility for their own development, supported by our appraisal system. This offer emphasises collaboration, the sharing of practice and focusses on professionalism and pedagogy;
- Pay attention to the development of great leadership by continuing to implement our everyone a learner, everyone a leader framework and our Career and Leadership progression training offer;
- Support the individual development of staff through well targeted interventions to continue to achieve excellence;
- Continue to provide clarity in all aspects of people management, ensuring consistency of approach, expectation and entitlement;
- Continue to provide a comprehensive induction programme for all staff new to post

Develop and support

We want to further develop our environment in which all staff understand the role they play in supporting our pupils to be successful and be well prepared for adulthood. It is important that staff feel valued and are effectively rewarded for what they do. This is as much about the little things we do to look after our staff as well as our Trust strategy.

We:

- Reward and recognise our staff through the year in a way which is meaningful to them;
- Aim to further enhance our employee benefits and encourage their uptake on a regular basis;

- Actively promote professional learning opportunities for all (see our Career Progression and Routes into Leadership CPD programme for more information);
- Support all staff in being able to see clearly the contribution they make to achieving our strategic priorities;
- Actively support the physical, mental and emotional health and well-being of staff through our mental health and well-being strategy;
- Seek to ensure that our policies are as family friendly as possible and enable flexible working opportunities to be genuinely explored;
- Address any behaviours which do not support this approach.

Retain and Recognise

- Excellent Induction Programme
- Bespoke CPD programmes
- Ongoing Professional Development opportunities for all staff
- Positive working environment and culture of collaboration
- Staff Conferences
- Wide range of well-being events and opportunities including: our well-being working party, our termly well-being weeks, including staff breakfasts, no after school meetings, free coffee, free end of term gatherings and end of first week back gatherings, an opportunity for new staff to meet staff in their schools
- Coaching and mentoring opportunities for staff
- Attractive working environment
- Additional PPA time allowance for teachers
- Access to the Employee Assistance Programme and Mental Health First Aiders across the Trust
- Additional day off for staff who have worked for the Trust for over 10 years (not at the end of term)
- Celebration and a voucher £250 for a retailer of their choice, for staff who have worked for the Trust for 20 years or more.

Measures of success

We will know that our Workforce Strategy is successful by setting the following Key Performance Indicators:

- High levels of engagement in staff surveys;
- Responses to surveys show improvement in identified areas;
- Staff turn-over is below the London average (unless there is a specific reason for this not to be the case)
- Staff absence is below the London average;
- Vacancies are filled on first attempt by appropriately fully qualified staff;
- The Workforce report reflects our ambitions;
- We grow our leaders of the future and provide career progression for all;
- Our ultimate measure of success will be the progress of our pupils.

Short and Long- term vision

Short term priorities

- Further strengthen recruitment and retention in specialist roles e.g. therapists, support staff
- Further develop and formalise clear pathways into career progression and leadership at all levels; building on the existing success of our Career Progression and Leadership training programme
- Further enhance staff wellbeing, recognising the emotional demands of working in specialist settings
- Further enhance consistency in practice, systems and expectations across all of our schools
- Expand access to our high-quality, specialist CPD focused on SEND provision and inclusive practice
- Continue to build an inclusive, values-driven culture across the Trust

Who is responsible for what?

- **Trust Board / Trustees:** Strategic oversight of workforce sustainability, culture and leadership development
- **CEO / Executive Team:** Driving the people strategy, including career progression and leadership pathways and cross-Trust consistency
- **Headteachers/HoS with Head of HR Lead:** Recruitment, retention, workforce planning, CPD opportunities and policy implementation
- **Headteachers/HoS and Leaders:** Operational leadership of staff, wellbeing, and staff development within each school
- **Middle and Senior Leaders:** Delivery of CPD, mentoring, and contributing to leadership development pathways
- **Line Managers:** Day-to-day staff support, performance management, and wellbeing check-ins
- **All Staff:** Engagement with professional development opportunities and contribution to a supportive, inclusive culture

Measuring impact

- Sustained high levels of staff retention, particularly in specialist roles
- Continue to increase internal progression into middle and senior leadership roles
- Evidence that established routes into leadership at all levels continue to be impactful e.g. internal promotions, leadership readiness, succession planning strength
- Reduced vacancy rates and improved recruitment timelines
- Positive staff wellbeing and engagement indicators
- Strong retention of early career and newly qualified staff within special education settings

Data such as staff retention, progression, absence, recruitment pipeline, diversity profile of the workforce

- Annual analysis of retention, including trends in specialist roles and reasons for leaving
- Tracking internal progression, highlighting the impact of leadership pathways across all levels
- Monitoring staff absence
- Workforce diversity profile, ensuring representation and inclusivity across all roles

- Exit interview and stay interview insights to inform improvement
- CPD, careers development and leadership programme participation and outcomes

Feedback on how it feels to work at our Trust

- Annual staff survey with a strong focus on wellbeing, workload and support in required in our specialist settings
- Regular pulse surveys to capture real-time staff voice
- Qualitative feedback highlighting a strong sense of purpose, teamwork and support when working with pupils with complex needs
- Evidence that staff feel valued and see clear opportunities for progression, particularly through well-established and impactful routes into leadership at all levels
- Open and responsive communication channels between staff and leaders