

The **GALLERY TRUST**



A community of special schools



Living our Values

Our Strategy 2022 - 2027



Introduction

This document sets out our strategic aims and objectives for the next five years, and our key commitments along the way. It details the work undertaken by all our school leaders from our six member schools and our Trustees at our annual Trust conference 'Living our Values' in October 2022. We collectively thought about our values as leaders, the values we share, talk about, and model. We used Simon Sinek's 'Golden Circle' model to look at the 'why', the 'how', and the 'what', examining and exploring our core values and motivations, to arrive at what we aspire to achieve in Gallery Trust schools in the next five years.

As a Trust, we are passionate and driven. We are completely and utterly committed to the 'why'. Our children and young people awaken something within us which inspires and motivates us to try and make the difference. The difference which will see our children and young people thriving, not just surviving, in their schools and communities, where they are valued, where they can fully participate, and can make positive contributions to society.

Our schools worked tirelessly throughout the last few years with the additional challenges posed by the pandemic and provided exceptional opportunities to ensure that our children and young people could continue to progress and achieve. However, the narrow offer that we were obliged to deliver, and the lack of specialist services, interventions, and opportunities that we were able to provide limited the progress that our students could make during this period. Our main priority for this strategy is to ensure that our children and young people have access to a wide, rich, and engaging school offer which is aspirational and meaningful, and has a real impact on their wellbeing, wider education, and life experiences.

We want to reaffirm our vision of 'Living our Values' to ensure that each school in The Gallery Trust demonstrates our values, and that these run through our schools' cultures, policies and practice in the amazing communities that we lead. What we do is not the norm: it is special and it is exceptional – and it makes a real difference.



Kay Willett, MBE
Chief Executive Officer
The Gallery Trust



The strategic aims of the Trust

- **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 learners
- **Places where relationships drive engagement and achievement** – our schools are built around exceptional relationships. We provide excellent experiences 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 delivers 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.

Places where innovation drives learning

Our Trust is a special community of children, young people and adults. Special schools play a vital part in the lives of students and their families. Our work is very often at the heart of their lives and can enhance each child's wellbeing and happiness, and offer increased opportunity to access the life they aspire to. Over the next five years, we will work together to ensure that in all our schools:

Brave leadership in curriculum innovation ensures that the individual needs of each and every student is met

Leaders create a culture of high expectations

Aspirations for adult life influence everything that our schools do: listening to our students' aspirations and ambitions is at the centre of their provision

Staff have forensic knowledge and understanding of the special educational needs of our student

Our warm and welcoming learning environments enable learning and prepare our students for the wider world



Our commitment to our students

We seek to achieve the very best outcomes for all our students, in all our schools. They have the right to expect a meaningful and responsive educational offer. We will:

- ensure that schools are truly inclusive learning communities which celebrate diversity and SEND, promote equal opportunities, and the very best educational experiences
- ensure that students have the opportunity to participate and excel in a range of activities to develop their interests and abilities: dance or drama; music and performance; team sports; vocational learning; work experience
- promote a culture for learning which sees students developing good learning behaviours and resilience, taking risks and facing new challenges
- ensure that students have access to the community around them and provide opportunities to widen their experiences of the world, developing their sense of themselves and their place as citizens in their local communities
- ensure that students are taught in exciting, safe and stimulating learning environments with teaching and learning based on sound pedagogical practices, supplemented by a willingness to adopt responsive and flexible approaches, recent evidence-based research and school-based action research
- ensure that students are supported to develop the skills and characteristics which will enable them to thrive in school and in their future lives including resilience; self-awareness; teamwork; commitment; being a problem solver; empathy
- ensure that the curriculum is designed to meet their SEND needs, is powerful and relevant, exposes them to experiences and concepts, and gives them the tools they need to succeed
- ensure that students have the opportunity and space to express their ambitions for the future and that their wishes are instrumental in shaping their provision
- ensure that students have access to specialist curriculum resources and tools to help them extend their learning in and out of school
- provide bespoke support to plan for life after school



Places where relationships drive engagement and achievement

Our Trust aims to provide staff with the best specialist induction, training and CPD programmes so that they are fulfilled, motivated and confident, and have the skills and expertise they need to be excellent leaders and practitioners of SEND. This will ensure that all our students are taught and supported by well-qualified staff who fully understand the unique and individual needs of our children. Over the next five years we will work together to ensure that in all our schools:

The positive relationships our students have with their peers and staff team give them a sense of belonging and value, along with the confidence and desire to do their best

The voice and feedback from students, parents and carers, and staff is listened to and informs improvements across our schools

The high expectations of our highly valued staff are matched by excellent professional learning and development to meet those expectations

The culture of leadership in every role maximises engagement and results in motivated colleagues who take on responsibilities and new opportunities, and can take the initiative to make a difference every day

All staff are role models to their colleagues. We learn from and inspire each other to improve our practice

Our knowledge and practice of Restorative Approaches is fundamental in the development of positive and respectful relationships throughout our communities



Our commitment to our staff

We set high expectations for our staff in all our schools and our central Trust team, and staff have the right to expect excellent specialist support to enable them to be the best that they can be. We will:

- provide high quality specialist training and professional development which is suited to their role and their aspirations for the future, and enables them to experience success
- aspire for our schools to have the highest standards for behaviour and teaching and learning, with purposeful learning environments
- have access to the best practice, school developed SEND resources, tools, and expert support and challenge, which reduce workload but support schools working in their specific SEND context
- ensure that all schools are equipped with the digital tools and resources they need to do their jobs effectively and efficiently
- ensure that all staff benefit from our Wellbeing Charter which aims to improve the health and wellbeing of our workforce
- pool and allocate our knowledge, practitioners, resources and expertise to ensure that our schools have capacity for school improvement
- use our best teachers, support staff and leaders to work across the Trust, coaching and modelling to peers
- reward our staff for the work they do with competitive pay and an employee benefits scheme
- encourage staff to show leadership and take responsibility for their own work; regardless of their role or career stage; and ensure that their views, ideas and contributions are valued
- ensure that our communities are places where relationships are built around restorative principles, respect and mutual understanding



Places which provide exceptional knowledge and support

We believe that we can achieve more for our students and their families by working together as a Trust rather than as individual schools. We encourage schools to maintain and further enhance their own distinct vision, ethos and character, reflecting their own special community, whilst benefitting from being part of a larger entity.

The consistently high-quality central services team provide a strong platform for all schools, promoting immaculate safeguarding, and enabling excellent education, professional development and school improvement

Our school improvement offer ensures strong support is delivered efficiently and effectively, and is tailored to meet needs

Our Trust network ensures that all colleagues in the organisation are connected to others with the same role in our schools

Sound financial, business and commercial expertise ensure that resources are deployed effectively to maximise the impact on our students, staff, environments and digital infrastructure

Our commitment to our schools

All our schools aim to embody the Gallery Trust Leadership of Learning toolkit. Our central teams will focus on supporting them to do so. All our schools will:

- maintain and enhance their own distinct identity as part of our diverse family of schools sharing common aims, principles and values
- collaborate with other Gallery Trust schools and services to share excellent practice and offer opportunities to students and staff
- receive challenge and support from experienced leaders and practitioners who have sound pedagogical knowledge of SEND contexts and the skills to support sustainable school improvement
- have access to a range of SEND resources and to relevant professional development opportunities
- benefit from the central team services which provide high quality advice and support
- be supported to manage their resources efficiently so that funds are directed to the priorities
- benefit from investment in people and an infrastructure to deliver the aims of this strategy

Places which inspire and influence

We believe that all students with SEND in Oxfordshire should have access to the 'right' high quality provision which is local and meets their primary SEND need. We aim to have a positive impact on our local and national partners and communities and the world in which we live. Over the next five years, we will work together to ensure that:

We influence education policy beyond our schools, and are active leaders and participants in promoting the best outcomes for children and young people with SEND, locally and nationally

We improve the education and outcomes for all children and young people through supporting other schools and trusts in their work where we have the capacity and capability to do so

We contribute to every local community in which we have a presence, through our students' engagement with the community and by supporting families

We share our best practice and actively seek ideas from other schools across the Trust

Our commitment to our communities

As a community of special schools with exceptional knowledge and specialist skills we recognise our commitments to our local communities, the national SEND system and wider society. We are committed to:

- promoting and sharing what we do with others by offering high quality Outreach and In-reach provision, training and CPD opportunities to our local and national communities and partners
- supporting all colleagues to make a positive difference to the education of students outside the Trust
- enabling our students to benefit from the local network of support across our schools and partner schools
- provide opportunities for our students to develop as active citizens with a strong moral compass, and an understanding of the impact they can have on their community, society and the planet
- applying the principles of Restorative Approaches to relationship building and conflict management in our schools and promoting this approach outside of the Trust through collaboration and opening our doors
- growing our training and CPD offer locally and nationally
- joining local and national initiatives and steering groups to influence and shape SEND policy and practice, using our strong understanding and knowledge of excellent SEND practice
- responding to local needs for enhanced SEND provision by taking advantage of opportunities to lead and manage new schools, enhanced provision and best practice initiatives



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