



Stepping into our Greatness

People Strategy 2025-2030





Mission, Objectives & Aims

Mission

Our mission is to enrich the lives of every child in our Trust by providing inspiring and transformational learning, cultural and life experiences.

We harness the collective power of the schools that make up Greensand Multi Academy Trust through maximising the opportunities for collaboration and supporting the work and progress of others.

We challenge ourselves to always be even better tomorrow than we are today, always striving to provide an excellent education and helping every child to step into their greatness.

Our Strategic Objectives are:

- **Helping Children Step into their Greatness**
- **Helping Staff Step into their Greatness**
- **Growing Great Schools**

Our Strategic Aims are:

Aim 1) Achieving the highest outcomes

Champion excellence and equity to unlock the potential of every individual

Aim 2) Enriching children's lives

Support every child to thrive and build the confidence to engage in a lifelong development of pursuits that they love

Aim 3) Fostering a joyful and purposeful workplace

Create a workplace where everyone loves coming to work and feels valued and inspired

Aim 4) Empowering professional growth

Prioritise training and development by providing opportunities to learn, innovate and excel together

Aim 5) Building welcoming and inspiring learning environments

Provide inclusive, stimulating, and inspiring spaces that support learning and growth

Aim 6) Promoting economic and environmental sustainability

Operate responsibly, balancing financial stewardship with environmental care to secure a sustainable future

Aim 7) Cultivating constructive restlessness

Dynamic leadership and robust governance that drives improvement and strives for excellence, innovation, and adaptability to deliver the best outcomes for all.

Greensand Team Charter



At Greensand, we embrace a leadership philosophy rooted in collaboration, support, and challenge.

Our team charter serves as a guide to unite us in a shared vision of excellence and growth.

This people strategy provides a clear framework for how we will support our workforce now and in the future. It focuses on building a culture of inclusion, wellbeing, and continuous learning, whilst ensuring that our structures, policies, and practices enable flexibility and resilience.

By aligning our people priorities with our organisational vision, we aim to empower team members to perform at their best and to foster a sense of belonging and purpose.

Stepping into greatness

This strategy is not only about meeting today's challenges; it is about shaping a future where every one of us can excel and make a lasting impact.

Through collaboration, innovation, and investment in our people, we will create a workplace that attracts diverse talent, nurtures leadership, and champions equality, building a sustainable and high-performing organisation that reflects our values and delivers impact for our communities.

We will all Step into our Greatness through...



**Great
culture &
climate**

Strategic aim 3. Fostering a joyful and purposeful workplace

***Helping Staff Step into their Greatness by
fostering a thriving, inclusive, and values-led
workplace where every individual feels
supported, empowered, and celebrated***

Workforce climate is how employees perceive their work environment at a given time, such as the workplace morale, trust in leadership, workload and stress, and the sense of safety.



Workplace culture is the deep-rooted system of shared values, beliefs and norms that shape how people behave and interact with one another.

1. Values-Led Behaviour

We will embed our Trust values, Collaboration, Support and Challenge, into decision-making and leadership practices to strengthen our organisational culture and enhance performance.

By consistently modelling values-led behaviours, we will cultivate a culture where our values are lived daily, reflected not only in our Trust policies and procedures, but in the actions, attitudes, and decisions of every member of our workforce.

Key Actions:

- Embed Trust values into recruitment, induction and performance management frameworks
- Develop leadership programmes that model and reinforce values-based decision making
- Use storytelling and case studies to highlight values in action
- Recognise and reward behaviours that exemplify our Trust values

2. Belonging & Inclusion

We are committed to building a culture of belonging and inclusion by encouraging open and transparent communication, underpinned by meaningful staff engagement and consultation.

We value and celebrate diversity, ensuring that every voice is acknowledged and respected. Through open dialogue, innovation, and a strong sense of community, we aim to foster psychological safety and to create an environment where everyone feels a sense of belonging.

Key Actions:

- Prioritise mental health, work-life balance, and inclusive workplace practices
- Actively address underrepresentation to build a workforce that reflects the diverse communities we serve across our schools
- Develop an EDIB strategy to foster a positive workplace culture, enhancing Trust performance and ensuring compliance with legal frameworks

3. Celebrate Success

We will foster a culture of appreciation and shared success by celebrating achievements and recognising individual contributions.

We will work collaboratively to build a high-performance environment where everyone is empowered, skilled, and motivated, ensuring they are appropriately supported and recognised to deliver the best possible outcomes for our children.

Key Actions:

- Launch a staff recognition programme aligned with Trust values
- Recognise effort and impact, not just outcomes
- Share stories of impact and improvement to reinforce a culture of shared success
- Develop platforms to establish peer-to-peer recognition



Strategic aim 7. Cultivating constructive restlessness

Dynamic leadership and robust governance, striving for excellence, innovation and adaptability to deliver the best outcomes for all

Growing Great Schools that are even better tomorrow than they are today by harnessing high quality evidence and people analytics; we will make informed, transparent decisions that support the growth, wellbeing and performance of our workforce.

Utilising data not just to measure, but to understand and improve, ensuring that every action we take is purposeful, impactful and aligned with our strategic aims



1. People Analytics

We will harness the power of people analytics to gain meaningful insights into workforce trends, enabling us to monitor engagement, employee retention, wellbeing and performance with greater precision.

By analysing data from across the Trust, we can identify patterns, anticipate challenges and make informed decisions that support both individual and organisational success.

This evidence-based approach will guide targeted interventions, enhance resource allocation, and ensure our people strategy remains responsive and impactful.

Key Actions:

- Establish a people analytics framework and collect and integrate workforce data
- Analyse trends and patterns to inform strategic decision making
- Develop evidence-based actions to address identified issues (e.g. high turnover, low engagement)
- Communicate key findings and progress with staff to build Trust and demonstrate accountability

2. Resource Planning

Effective resource planning is an integral part of our people strategy, ensuring that we have the right people, in the right roles, at the right time.

By aligning workforce capacity with organisational priorities, we can proactively address skills gaps, manage workloads and support sustainable growth.

Through strategic forecasting and scenario planning, we will anticipate future staffing needs and make informed decisions about recruitment, development and deployment.

This approach enables us to maximise the use of our people and financial resources, reduce inefficiencies, and build a more agile, resilient workforce capable of adapting to change and delivering high performance.

Key Actions:

- Review current staffing levels, roles, and skills across the Trust to identify gaps, surpluses and areas of misalignment with strategic priorities
- Map current and future workforce needs to strategic objectives - prioritise roles and functions critical to delivering long-term outcomes in relation to budget forecasting
- Use data and trends to anticipate future staffing requirements and model different scenarios (e.g. growth and restructuring) to inform planning
- Establish a cycle for reviewing resource plans and adjusting based on real-time data. Engage school and Trust leaders in ongoing workforce planning conversations

3. Enable Targeted & Responsive Action

To deliver meaningful impact, we will use high-quality evidence and resources to enable targeted and responsive action.

This approach ensures that our actions and Trust-wide interventions are not only timely and relevant but also aligned with organisational priorities.

By embedding people analytics into our planning processes, we can make informed decisions that directly support workforce wellbeing, development, and performance. In addition, we will align our budget and resource planning with these strategic priorities, ensuring that investment in people is purposeful, sustainable, and delivers measurable value.

This integrated approach will strengthen our ability to respond to emerging needs, maximise impact, and build a resilient, future-ready workforce.

Key Actions:

- Establish regular reporting cycles to track trends and inform decision making
- Integrate people analytics into workforce planning, budgeting and development strategies. Use scenario modelling to anticipate future needs and challenges
- Align budget and resources with strategic priorities, ensuring resource planning supports long-term sustainability and impact





**Great
Support &
Development**

Strategic aims 3 & 4 :

- **Fostering a Joyful and Purposeful workplace**
- **Create a workplace where**

everyone loves coming to work and feels valued and inspired

- **Empowering Growth Through Training and Development**
- **Prioritise professional growth by providing opportunities to learn, innovate and excel together**

Helping Staff Step into their Greatness by
prioritising training and development and providing opportunities to learn, innovate and excel together

1. Professional Development

We will cultivate a culture of continuous growth by investing in high-quality support and development opportunities for all staff. This includes tailored professional learning, coaching and mentoring that responds to individual needs and career aspirations.

By creating clear professional growth pathways for progression and ensuring access to the tools, resources and guidance necessary for success, we will empower staff to thrive in their roles. Our commitment to development will not only enhance individual performance but also strengthen organisational capacity, foster innovation, and build a resilient, future-ready workforce.

Key Actions:

- Ensure all staff have a personalised CPD plan based on their individual needs and career aspirations
- Embed coaching conversations into performance management and development reviews
- Maximise learning opportunities that cultivate an agile and informed workforce
- Use feedback, surveys and performance data to evaluate the effectiveness of support and development initiatives
- Recognise and reward staff who demonstrate growth, innovation and leadership
- Share success stories to inspire a culture of learning and aspiration

2. Career Progression

We will develop an internal talent pipeline by integrating career development with strategic succession planning.

Structured development pathways, combined with targeted mentoring and leadership training, will support individuals in preparing for greater responsibility.

This proactive approach not only strengthens organisational resilience but also fosters a culture of aspiration, retention and long-term growth.

By identifying and nurturing potential leaders at all levels, we will ensure that staff are equipped with the skills, experiences and opportunities needed to step confidently into future roles.

Key Actions:

- Align talent development priorities with long-term organisational goals, utilising workforce planning to anticipate future leadership and critical role vacancies
- Pair emerging leaders with experienced mentors
- Deliver tiered leadership programmes (e.g. aspiring, middle, senior leaders)
- Promote a culture of aspiration and professional growth - celebrate internal promotions and success stories



3. Prioritise Employee Wellbeing

By fostering a supportive, inclusive and healthy working environment, we aim to ensure that every individual feels valued, safe and empowered to thrive.

This includes promoting work-life balance, providing access to mental health support, menopause and menstruation champions, wellbeing resources, and encouraging open dialogue around personal and professional challenges.

Prioritising wellbeing not only enhances individual resilience and job satisfaction but also strengthens workforce cohesion, reduces absenteeism and drives sustained organisational high performance.

Key Actions:

- Ensure physical work environments support employee health and wellbeing
- Promote peer-to-peer recognition initiatives
- Ensure there is 100% participation in the appraisal cycle wellbeing check-ins
- Foster a culture of psychological safety where staff feel comfortable raising concerns
- Train mental health first aiders across the organisation



Great Systems & Structures

Strategic aim 7 :

- **Cultivating constructive restlessness to drive improvement**
- **Dynamic leadership and robust governance, striving for excellence, innovation, and adaptability to deliver the best outcomes for all.**

Growing Great Schools that are even better tomorrow than they are today by implementing robust HR systems and structures that underpin a thriving workforce and enables individuals to reach their full potential, driving high performance across the organisation

1. Integrated HRIS

We will harness integrated HR systems and structures to establish the foundations of a thriving workforce by streamlining administrative tasks, minimising manual processes, and providing real-time access to accurate, actionable data.

These systems will enhance the employee experience by simplifying key functions such as onboarding, performance management and professional development, equipping Trust leaders with the insights and tools needed to make informed, strategic decisions.

Key Actions:

- Digitalise paper-based systems and centralise HR documentation
- Set up dashboards for real-time reporting on key HR metrics (e.g. absence, turnover, safeguarding and compliance training)
- Provide secure access to data for school leaders to support timely decision-making
- Simplify onboarding with automated workflows, welcome packs and induction tracking
- Offer personalised learning and development plans through integrated CPD platforms

2. Governance & Accountability

We will conduct regular reviews of our policies and practices to ensure they remain compliant, effective, and aligned with our strategic goals and values.

By tracking and analysing key performance metrics, we will gain meaningful insights into the Trust's overall effectiveness.

We will track and utilise key metrics to gain insights into the Trust's performance, utilising data-driven approaches to support informed decision-making, promoting transparency and ensuring that our systems and practices remain responsive to the needs of our schools and the communities we serve.

Key Actions:

- Review policies and practices for impact and compliance
- Use data to identify trends, risks, and opportunities for Trust wide improvement
- We will conduct impact assessments to evaluate the effectiveness of current policies and practices
- We will ensure all policies and procedures are aligned with strategic goals, Trust values and statutory requirements



3. Clear Roles & Responsibilities

We will build the foundations for high performance by developing clear roles and responsibilities, ensuring that every individual understands their purpose, their contribution and the impact of their work.

This clarity will empower staff to take ownership of their roles, foster accountability and support more effective collaboration across schools.

By aligning responsibilities with our school improvement plans and strategic aims, we will create a more focused, motivated, and high-performing workforce.

Key Actions:

- Utilise appraisal software that will allow us to map roles to strategic objectives, promoting transparency in how roles contribute to broader school goals and the Trust's development plan
- Ensure 100% compliance with the appraisal and professional growth process, ensuring everyone has regular check-ins and performance reviews to reinforce accountability
- Create cross-functional teams and networks to maximise shared learning
- Ensure everyone has an up-to-date job description setting out the job role purpose and key responsibilities

Stepping into our Greatness