



'Working together, we enable everyone to flourish through high quality education'

People Strategy

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1. Introduction

At Orchard Community Trust, we believe that people are our greatest strength

We place people at the heart of everything we do, guided by our core values of **courage, unity, and equity**. Our aim is to ensure the right people are in the right roles at the right time - empowered to make a meaningful impact and help us all **flourish together**.

We are deeply committed to inclusive and equitable employment practices that attract, retain and develop **employees, volunteers, governors and trustees** from a rich diversity of backgrounds and communities. We actively celebrate difference and strive to create a culture where everyone feels seen, heard and valued.

In line with our vision and values, we are dedicated to fostering an environment where all individuals:

- Are treated with **dignity and respect** and where **diversity is not only welcomed but championed**
- Are given **equitable opportunities to grow, lead and thrive**
- Experience **kindness, courage, and strong professional relationships** that reflect our commitment to unity and collective success

Together, we are building a Trust where everyone - regardless of background or role - can **flourish together**.



ORCHARD
—Community Trust—

VISION:

WORKING TOGETHER, WE ENABLE
EVERYONE TO FLOURISH
THROUGH HIGH-QUALITY
EDUCATION.

VALUES:

COURAGE - UNITY - EQUITY



2. Five Key Pillars

This strategy sets out our commitments in five key areas, ensuring that we welcome great people, retain great people, develop great people and provide appropriate support and challenge. Our Staff Charter further outlines our commitments to all our staff.

- Attract and Recruit Great People
 - Including Onboarding and Induction
- Engage and Retain Great People
- Grow and Develop Great People
- Support and Challenge Our People
- Communication and Collaboration

Attract and Recruit Great People

We are committed to building a diverse, inclusive workforce that reflects our communities and upholds the highest professional standards. Guided by our values of **courage**, **unity** and **equity**, we aim to **flourish together** by:

- Advertising roles openly and fairly to reach a wide audience
- Promoting diversity across all areas of the Trust, including governance
- Embedding inclusive recruitment practices and diverse interview panels
- Showcasing the Trust as a great place to work through our website, social media and events
- Regularly promoting our benefits package to attract top talent
- Targeting recruitment through apprenticeships and undergraduate programmes
- Establishing an internal supply bank to support flexibility and continuity.

Onboarding and Induction

We ensure every new colleague feels welcomed, supported and ready to flourish together.

- Deliver a timely, role-specific induction that sets clear expectations and support
- Assign mentors and coaches to guide and encourage professional growth
- Embed our values of courage, unity and equity throughout the induction journey
- Use inclusive practices that reflect the diversity of our workforce
- Create early opportunities for peer connection and collaboration
- Provide access to key systems, resources and training from day one
- Gather feedback to continuously improve the onboarding experience.

Engage And Retain Great People

At Orchard Community Trust, we are committed to creating a positive, professional and inclusive working environment where all staff can **flourish**. We engage and retain great people by fostering a culture of **courage**, **unity**, and **equity**, where wellbeing is prioritised, voices are heard and everyone feels valued.

We will:

- Promote a culture where staff wellbeing is actively supported and prioritised
- Develop Mental Health First Aiders and Mental Health Leads across the Trust
- Ensure senior leaders regularly review workload and wellbeing (including their own), taking courageous action where needed
- Provide regular opportunities for staff to share feedback and help shape the future of the organisation
- Strengthen communication and collaboration through briefings, surveys, newsletters and inclusive meetings

- Recognise and celebrate staff contributions through meaningful feedback and appreciation
- Embed equity, fairness and transparency in all policies, practices and decision-making
- Build a sense of unity and belonging by promoting the Trust's values and inclusive culture
- Champion our Staff Well-Being Charter as a shared commitment to professional respect, wellbeing and growth.

Grow And Develop Great People

At Orchard Community Trust, we grow great people by fostering a strong leadership culture and inclusive climate where everyone can **flourish**. We invest in purposeful development, nurture talent and promote **courageous** leadership at all levels.

We believe that leadership, career development, and performance management are key to job satisfaction and retention. Our approach is shaped by **unity, equity** and a commitment to helping every colleague thrive.

We will:

- Invest in high-quality CPD for all staff, including support roles
- Provide mentoring, coaching and secondment opportunities to build confidence and broaden experience
- Grow leadership capacity through targeted development for current and aspiring leaders
- Support Early Career Teachers with structured development and clear career pathways
- Hold appraisal conversations to support growth, recognise strengths and identify development needs
- Implement talent mapping to identify and nurture future leaders and specialist expertise
- Facilitate collaboration across the Trust to share strengths, shape strategy and build collective capacity.

Support And Challenge Our People

At Orchard Community Trust, we believe that strong governance and courageous leadership enable our people and pupils to **flourish**. Our Trust Board is ambitious for all children and committed to continuous improvement, guided by robust data, stakeholder voice and a deep understanding of context.

We support and challenge our people through clear structures, high expectations and a culture of **unity and equity** - ensuring everyone is empowered to grow and held accountable for delivering the best outcomes.

We will:

- Provide mentoring and coaching and feedback to help leaders thrive in their roles
- Ensure governance systems are consistent, fair and transparent
- Share data and insights to inform strategic decision-making
- Engage leaders in shaping Trust-wide strategies, policies and processes
- Promote collaboration and share specialist expertise across the Trust
- Triangulate data and information gathered to support growth and drive improvement
- Implement talent mapping to identify, support and develop future leaders.

Communicate And Collaborate Together

At Orchard Community Trust, we believe that open communication and strong collaboration are essential to helping our people **flourish**. We foster a culture of **unity**, where ideas are shared, voices are heard, and everyone contributes to our collective success.

We communicate with **courage** and clarity, ensuring transparency, trust, and shared understanding across all levels of the organisation. Our commitment to **equity** means every colleague has access to the information, networks, and opportunities they need to thrive.

We will:

- Promote open, honest, and respectful communication across all schools and teams.
- Ensure regular opportunities for staff to connect, share ideas, and collaborate.
- Use briefings, newsletters, surveys and meetings to keep everyone informed and involved.
- Encourage cross-Trust working to share expertise, build relationships, and strengthen practice.
- Listen actively to staff voice and act on feedback to improve how we work together.
- Celebrate collaboration and recognise contributions that strengthen our Trust community.

3. Measuring Our Success

We will measure the success of our People Strategy by how well we create an inclusive, collaborative, and high-performing culture where all individuals feel valued, supported, and empowered to grow. Our key indicators will reflect our commitment to **courage, unity, and equity**, and our ambition for all to **flourish together**.

To understand the impact of our People Strategy, we will regularly review a range of indicators. These may include, but are not limited to:

- Retention and Recruitment Trends – monitoring patterns across roles to inform workforce planning.
- Staff Experience – drawing on surveys and feedback to understand wellbeing, workload, and sense of value.
- Diversity and Inclusion – reviewing representation and feedback to ensure an inclusive culture.
- Professional Development Engagement – considering participation in CPD, coaching, and leadership opportunities.
- Talent Development – exploring progression pathways and internal mobility.
- Appraisal and Feedback – assessing how performance conversations support growth and improvement.
- Collaboration and Communication – gathering feedback on cross-Trust working and engagement in strategic initiatives.
- Onboarding and Induction – listening to new starters' experiences to refine early support.
- Governance Impact – periodically evaluating alignment and stakeholder engagement.

These indicators are intended as a guide and will be adapted over time to reflect priorities and capacity.

As a core minimum standard staff attendance and vacancy information will be shared on a half termly basis with trustees (QEP report).