

WESSEX LEARNING TRUST



**Wessex**  
Learning Trust  
We Learn Together!

# PEOPLE STRATEGY

2025 - 2027



# INTRODUCTION

**23**

schools

**1**

Leisure  
Centre

**12**

Pre-schools

**1**

TEACHER  
TRAINING  
CENTRE

**The Wessex Learning Trust's People Strategy has been developed to support the vision and values of the Wessex Learning Trust. We believe our strategy makes a clear statement about:-**

- How we value and treat our 1100-strong workforce.
- The culture we wish to adopt where our people are proud and passionate about their work in making a difference for future generations.
- Where individuals and school teams are trusted with responsibility and are accountable for what they do.
- Where the diversity and wellbeing of our people is recognised as being as important as that of our learners.

**Louise Hulbert**

Trust Director of People and Culture

# Our Values

Everyone  
Matters

Working  
Together

Making a  
Difference



Our values and behaviours were created by colleagues across our settings and our leaders are committed to ensuring they are lived out by all. They are the foundation for the way we work with learners and with each other. We want to create positive behaviours and promote an open, kind and inclusive culture.

## Everyone Matters

## Working Together

## Making a Difference

### We will...

- Be kind and caring
- Actively listen
- Build positive relationships – knowing everyone well
- Encourage everyone to be the best they can
- Be fair and set boundaries
- Be consistent

- Actively listen and support
- Treat colleagues equitably and with honesty
- Promote a collective vision
- Empower staff through listening, including, celebrating and training
- Communicate clearly and not isolate people through language
- Provide and share opportunities and experience through collaboration

- Offer genuine and authentic support
- Model expectations and values
- Challenge with care and understanding
- Listen and reflect
- Be realistic and have clear expectations
- Always carry out promises made

### We will not...

- Have unreasonable expectations
- Publicly or knowingly humiliate
- Over promise and not achieve
- Be dismissive
- Take things for granted
- Be inconsistent

- Turn a blind eye
- Pull rank unnecessarily or dictate
- Discriminate
- Be uncooperative
- Make assumptions
- Intentionally deceive or communicate ineffectively

- Be complacent
- Work in isolation and fail to acknowledge expertise
- Make unreasonable decisions
- Respond superficially without thought and care
- Ignore the needs of our colleagues – both personally and professionally
- Compromise our values or expectations or ourselves and others

# Our Trust Targets

1

Deliver **outstanding academic outcomes** through effective teaching and learning.

2

Deliver **outstanding personal outcomes** through character development, welfare support and community engagement.

3

Provide excellent opportunities for people to develop their **skills and leadership** at ALL levels.

4

Create a **sybiotic 0-19 curriculum and assessment** system that expedites success for all learners.

5

**Contribute to the Trust Improvement Team** and develop local, national and international partnerships.

6

Develop **strong governance**, accountability and quality assurance systems.

7

Be an **efficient and cost-effective organisation** that provides professional support and functionality.

# Leadership, Culture and Engagement



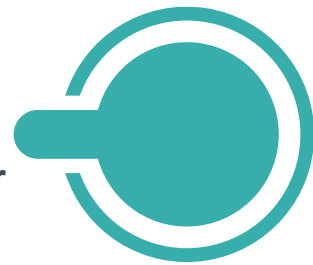
**The Wessex Learning Trust aims to develop and instil a culture where leadership teams are supported and equipped to lead effectively, ensuring that staff are listened to, well-informed, and challenged to be the best they can be. This culture is underpinned by our core values, where everyone matters, and we work together to make a difference.**

## **We will:**

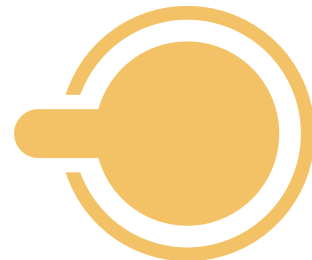
- Ensure that all People policies, processes and procedures are fair, reasonable, progressive and compliant with legislation.
- Deliver induction and probation processes with robust consistency ensuring every colleague has the best opportunity to succeed in an environment that is right for them, and they are right for the setting.
- Enhance the welfare and wellbeing offer to all colleagues through increased emphasis on the suite of resources and trained staff to support.
- Provide a safe and healthy working environment where workload is always considered, and the relationship between wellbeing and sickness absence is measured.
- Enhance communication across the organisation, placing focus on the employee engagement survey to capture the voices to understand our colleagues more.
- Review our approach to flexible working in maintaining operational efficiency whilst recognising individual needs.
- Embed the Wellbeing Commitment and further develop the Equality, Diversity and Inclusion (EDI) strategy.

# Recruitment and Retention

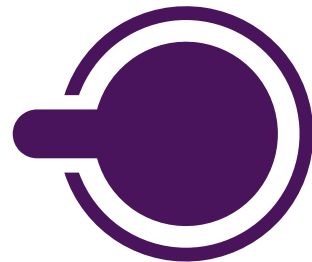
Ensure a pro-active strategy of recruitment - fully understanding our internal workforce planning, the external climate and influences, as well as the strategic intentions of our teacher training unit to train and develop the next generation of teachers with excellence.



Review our recruitment processes to ensure they are robust to safeguard the learners, colleagues and the organisation.



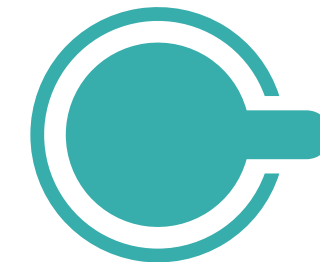
Implement a recruitment system in conjunction with a wider HR system to ensure all appointments are aligned, process streamlined and the colleague journey commences with the professionalism expected of us as an organisation.



**Our people are our most valuable asset, integral to the lives of our learners and future generations. We are committed to forward-thinking and a proactive approach in seeking the best talent to join our teams, no matter the role.**

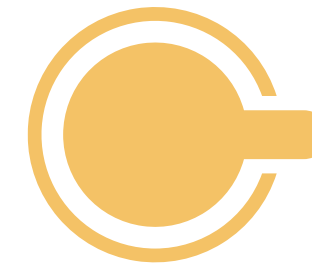


Review and monitor all documentation ensuring it remains compliant, relevant and appealing.

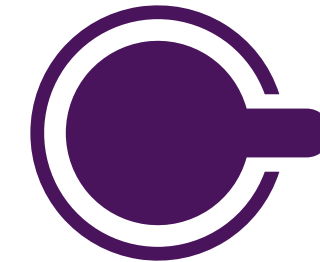


Increase our brand awareness through effective use of marketing and social media presence to widen our prospective audience of education professionals.

**Develop an apprenticeship strategy to maximise the use of the apprenticeship levy.**



Develop a retention strategy which recognises and retains talent by fostering a positive work environment, offering opportunities for development and being known as an employer for choice within our region.



# Professional Development

The Wessex Learning Trust aims to grow and develop our workforce similarly to that of our learners. We wish to invest in colleagues to be engaged, motivated, positive and inspirational to the young people that we influence on a regular basis.



Provide colleagues with regular feedback and coaching where relevant so that everyone understands how they can improve, succeed and be praised and recognised for great work.

Equip managers and leaders to have confidence in holding effective line management conversations and processes for all colleagues to receive respectful, constructive and supportive dialogue aligned with Trust values.

Ensure all roles grow to have clear accountability where there is a responsibility for managing colleagues, and there is transparency and clarity for all.

Ensure all colleagues receive an annual appraisal allowing them to showcase achievements, set clear expectations and objectives and then monitor performance and provide regular feedback as outlined in the Trust Appraisal Policy.

Ensure talent-spotting and succession planning systems are in place to identify and nurture talent, and to enable talent deployment across Trust settings to enhance provision and maximise development opportunities for colleagues.

Continue to invest in and develop the Professional Learning Communities and networks for all colleagues across the Trust for every member of staff to be a part of a wider group where opportunities can be provided, best practice is shared, knowledge is enhanced, and a general feeling of belonging is achieved.



**Thank you for being part of this journey.  
Together, we will create a brighter future  
for our learners and staff alike.**

Let's work together to make Wessex Learning Trust a place where  
everyone thrives.