



# GREENWOOD ACADEMIES TRUST

## We are GAT.

### We believe in providing the very best for Every Child, in Every Academy, Every Day.

Our vision is to make sure that every child thrives in a GAT academy.

Our mission is to secure successful pupil and organisational outcomes so that all children leave a GAT academy equipped with the capability and potential to lead a happy and successful life.

We achieve this by being a strong and inclusive trust, guided by principled governance and effective leadership.

Our priorities	How we work	How we lead
<p><b>Improve outcomes for all children:</b> Providing a high quality, broad and balanced curriculum, including enrichment experiences, for all children in a safe and caring environment.</p> <p><b>Become a leading MAT for learning:</b> Ensuring an effective professional learning offer for all colleagues which is aligned to our improvement priorities.</p> <p><b>Deliver the GAT people strategy:</b> Supporting colleagues across our Trust to recruit and retain the best people.</p> <p><b>Develop and implement a GAT digital strategy:</b> Providing colleagues and children with a worldclass digital environment and developing their skills to enable them to be successful in a digital world.</p> <p><b>Ensure all Trust facilities maximise learning:</b> Delivering the GAT estates strategy with a clear focus on sustainability.</p> <p><b>Redefine and improve our business services:</b> Ensuring high quality services enable colleagues in academies to focus on improving outcomes for all children.</p> <p><b>Ensure effective governance at all levels:</b> Delivering strong and effective governance at all levels which is ambitious for and accountable to the children and families we serve.</p>	<p><b>Children and their communities at the heart of what we do:</b> We ensure we meet the diverse needs of the communities we serve.</p> <p><b>Hold everybody to account:</b> We have strong levels of appropriate professional and respectful challenge at all levels of our organisation.</p> <p><b>Advocate a place-based curriculum:</b> We believe each academy should have a high-quality curriculum which is bespoke to the children it serves.</p> <p><b>Organisational change:</b> We recruit talented people and encourage them to challenge and contribute to the way we think and operate.</p> <p><b>Strong leadership at all levels:</b> Our leaders are supported and entrusted with a professional accountability to deliver successful outcomes.</p> <p><b>Prioritise personalisation:</b> We ensure our children follow meaningful pathways to success. We teach children, not schemes.</p> <p><b>Accept it can take time:</b> We have effective strategies that deliver strong and sustainable improvement. We always stay true to our principles.</p> <p><b>No excuses, but no blame either:</b> We have high expectations of each other. We respectfully challenge colleagues, support them, celebrate their achievements and, crucially, let them get on with their jobs.</p> <p><b>Invest in people:</b> We support and develop our colleagues so they can improve and enjoy their roles.</p> <p><b>Collaborate and contribute:</b> We are an open and outward facing organisation. We learn from the strengths of others, we share our expertise and we seek to influence the wider education world.</p>	<p>GAT leaders <b>support, challenge</b> and <b>enable</b> our colleagues to ensure we provide the very best for Every Child, in Every Academy, Every Day.</p> <p>Our leadership principles are based on the <i>Servant Leadership</i> model of Focht and Ponton (2018):</p> <p><b>Valuing People:</b> GAT leaders value people for who they are, not just for what they give to the organisation.</p> <p><b>Humility:</b> GAT leaders do not promote themselves; they put other people first. Our leaders know that leadership is not all about them but that things are accomplished through others.</p> <p><b>Listening:</b> GAT leaders listen receptively and non-judgmentally. They are willing to listen because they truly want to learn from other people. Our leaders seek to understand first, then to be understood.</p> <p><b>Trust:</b> GAT leaders trust their colleagues. They are trusted because they are authentic and dependable.</p> <p><b>Caring:</b> GAT leaders have people and purpose in their hearts. They display a kindness and concern for others. Our leaders are here to serve, not to be served. GAT leaders care about the people they lead.</p>