



Castleford Trust

Trust

Strategic Plan

2025-28



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Foreword from the Chair of Trust Board

As a Board, we provide clear vision, strong ethos, and strategic direction for Castleford Trust. Our priority is to raise standards and ensure every pupil achieves highly, regardless of their starting point.

We strive to ensure no child is left behind. Pupils remain central to every decision, and we continue to create environments that are innovative, positive climates for learning and attainment that fully support pupil's social and emotional developments.



Across our academies, pupils benefit from high-quality teaching, an engaging curriculum, and the learning environments needed to thrive academically and personally. Regular review of our practice ensures we continue to meet the needs of our pupils and community.

Castleford Trust is united in its ambition to secure the best outcomes for all pupils through strong teaching, effective leadership, and the sharing of excellent practice.

This strategic plan sets out our priorities for the years ahead and builds on the strong foundations already in place.

Adam Fletcher
Chair of Trust Board

Welcome from the CEO

It is a pleasure to introduce our new Strategic Plan which sets out an exciting direction for Castleford Trust in the years ahead. As our Trust continues to grow and evolve, so does our responsibility to every pupil, every family and the communities we serve. This plan represents the shared ambition we have for both our staff and pupils. It is reflective of our collective expertise and our belief that, together, we can deliver the very best education.

Our values shape how we work, how we lead, and how we grow. These values strengthen our culture, unite our academies and ensure that every member of our community feels seen, supported and empowered.

I am proud of the journey we have taken so far and even more excited for the journey ahead. Thank you to every colleague who has contributed to this strategic vision.

Together, we will continue to achieve and ensure that every pupil in our Trust has the opportunity to thrive.

George Panayiotou
CEO





Trust Vision

Vision

At Castleford Trust we are committed to ‘working together to achieve excellence for all’. We believe that no child should have poorer life chances because of where they were born. Our commitment begins with the simple truth that a high-quality education and outcomes transform lives. We believe that when pupils experience success, both academically and socially, they see new possibilities for themselves and their community.

**“Working together to achieve
excellence for all”**

Values

We deliver our commitment through our Trust Values of **Care, Aspire and Succeed**.



Care

We create safe, respectful environments where everyone feels valued, supported and empowered to thrive.



Aspire

We inspire ambition and provide opportunities for all to aim high, broaden horizons and unlock their full potential.

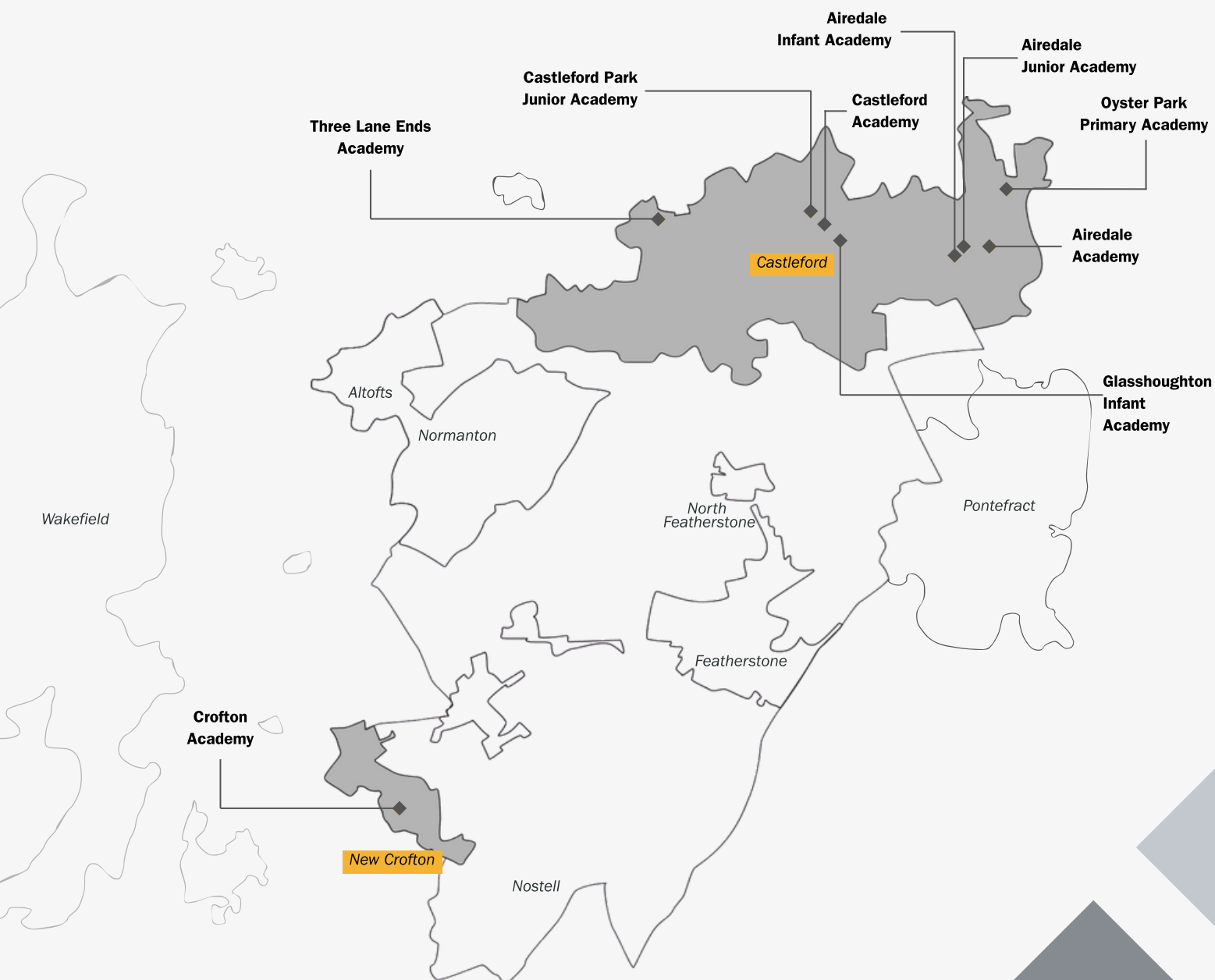


Succeed

We celebrate success in all its forms by helping every individual belong and achieve, because when one succeeds, we all succeed.

Our Academies

In 2025, the Trust doubled in size as we welcomed four new academies and grew to more than 700 staff and over 1,500 pupils.

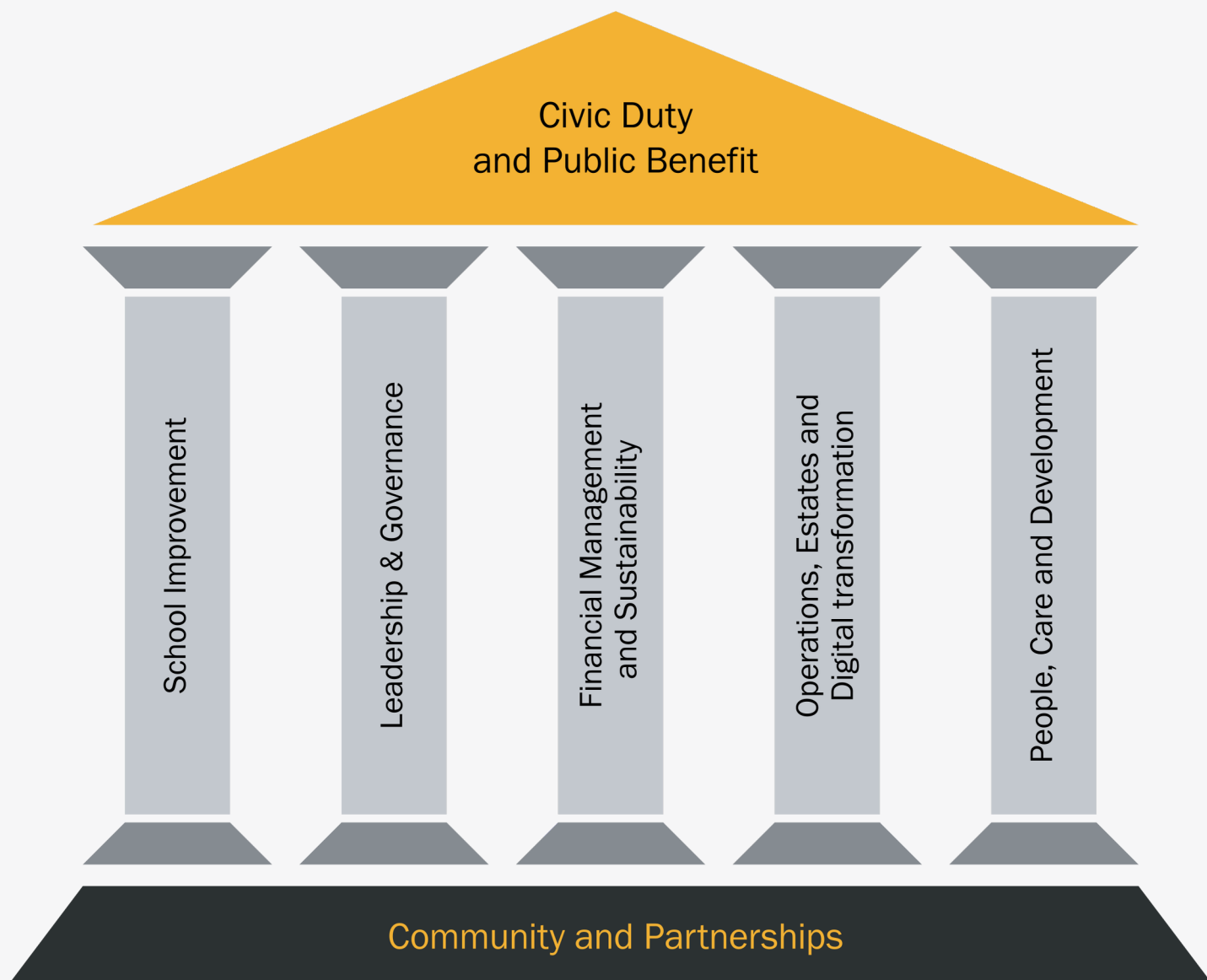


Developing our Strategic Plan

Our Trust growth has offered us a powerful opportunity to pause and consider who we are, what we stand for and what we want to achieve in the years ahead. Together with leaders across the Trust, we explored where our collaboration can be most effective in raising standards, strengthening practice and improving outcomes for every pupil and community we serve. In addition, we consulted with staff about the language of our values and used their feedback to refine and update how the values can be truly reflective of everyone in our Trust.

Strong Foundations

The success and long-term stability of Castleford Trust is built upon a set of strategic pillars that underpin everything we do. Strength across these pillars is essential to ensuring our academies not only flourish but continue to deliver excellence for every pupil. Each pillar is driven by targeted improvement plans, underpinned by clear performance measures and supported through regular cycles of review, reflection and refinement.



Strategic Alignment with National Standards

Our strategic plan is deliberately shaped to reflect the ever-changing national education landscape. The five qualities of strong trusts are at the heart of our ambitions. By prioritising high-quality and inclusive education, expert governance and leadership, workforce development, rapid school improvement, and financial sustainability, we ensure we meet our charitable object of advancing education for public benefit. As a result, we are well-positioned to deliver consistently excellent outcomes for the communities we serve.

Excellence as Standard

In addition to national standards, we have aligned our strategic priorities to our vision of 'Working together to achieve excellence for all'. At Castleford Trust, by aspiring for excellence in all that we do, we ensure that improvements are embedded consistently across our academies, creating a culture where high expectations are understood, shared and enacted at every level.





Strategic Priority 1

Excellence in Education

We are committed to delivering an exceptional education for every child, regardless of background or starting point.

We reduce variability and improve outcomes across all academies within the Trust, ensuring that all pupils have the opportunity to achieve and thrive academically, socially and emotionally.

Our Drivers:

- Direct school improvement resources and expertise to academies with the greatest need.
- Ensure robust self-evaluation processes and deliver targeted support to accelerate rapid and sustained school improvement.
- Invest in leadership development at all levels to cultivate leaders capable of driving sustainable school improvement.
- Ensure leaders are knowledgeable and confident in applying the new Ofsted Education Inspection Framework.
- Develop a model of coaching and bespoke professional development to drive continuous improvements in teaching and learning.
- Further develop the literacy curriculum across all of the Trust academies.

Our Deliverables:

- Progress and attainment is amongst the top 20% of schools nationally.
- Improved academic outcomes for all pupil groups, with a particular focus on disadvantaged pupils, so that all groups achieve beyond their national comparators.
- Sustained improvement in teaching quality, leadership capacity, and curriculum delivery.

Our Evaluation:

- Regular review of performance data and progress against KPIs.
- External and internal quality assurance processes, including peer reviews and inspections.
- Feedback from pupils, staff, and stakeholders to inform continuous improvement.
- Ongoing evaluation of professional development and leadership effectiveness.





Strategic Priority 2

Excellence in Inclusion

We believe in equitable access to opportunities for all pupils.

We ensure all academies are equipped to embed inclusive practices and foster a culture of belonging, enabling them to respond effectively to evolving pupil needs and local contexts so that every pupil can thrive.

Our Drivers:

- Enhance staff expertise and implementation of adaptive teaching practice.
- Develop and implement Integrated Resource Provision (IRP) and enhanced SEND Unit Provision within at least two academies and explore the possibility of a Castleford Trust Alternative Provision.
- Ensure each academy is equipped with the resources and systems required to effectively implement the Trust's attendance strategy.
- Further develop a high-quality personal development curriculum that prepares pupils for the next of their learning and development.
- Improve the physical environment and learning resources in all academies to increase accessibility and ensure all pupils can fully engage with the curriculum.

Our Deliverables:

- Attendance and PA in the top 5 similar schools in the DFE Compare School Attendance document.
- IRP/SEND resource established in at least two academies within the Trust.
- School Rebuilding programme in place and aligned with the Trust educational vision for Castleford Academy and Glasshoughton Infant Academy.
- SEF judgements of 'strong' for behaviour and values, inclusion and attendance.
- Plans in place for a Trust AP, if viable.

Our Evaluation:

- Regular review of attendance, behaviour, and inclusion data against national comparators and Trust KPIs.
- Ongoing review of SEND and IRP provision effectiveness through internal and external quality assurance.
- Feedback from pupils, families, and staff to inform continuous improvement.
- Evaluation of professional development outcomes and their impact on inclusive practice.
- Implementation of the School Rebuilding Programme, fully aligned with the Trust's educational vision for Castleford Academy and Glasshoughton Infant Academy, ensuring facilities enhance inclusion and accessibility.



Strategic Priority 3

Excellence in People

We believe that we have a pivotal role to play in creating a culture where the Trust and each academy are great places to work.

By investing in people development, career progression, and wellbeing every individual will be empowered and supported to be the best they can possibly be, in order to provide an excellent education that enables every child to fulfil their potential.

Our Drivers:

- Develop and implement a Trust-wide leadership development and talent management strategy, including succession planning for all roles.
- Establish clear, transparent career pathways for all staff, supported by robust professional development opportunities.
- Commit to a compelling, evidence informed professional development strategy to support on-going staff development and career progression.
- Strategically enhance the employment journey, from recruitment to retirement, to attract, retain, and nurture exceptional staff.
- Continue to implement the Trust People Strategy, ensuring staff wellbeing is central to our culture and supported through effective communication and positive working environments.

Our Deliverables:

- Quality and success rates of recruitment increases over time.
- Increase in average retention rates of staff.
- Increased internal promotions, mobility and progression into leadership roles across the Trust.
- Performance management processes fully complete for all staff.
- Enhanced staff satisfaction, communication and wellbeing scores from staff surveys.
- Clear documentation and communication of career pathways and progression routes.
- Increased uptake of professional development opportunities, including NPQs.

Our Evaluation:

- Regular analysis of recruitment, retention, and progression data.
- Annual staff surveys and pulse checks to assess satisfaction, wellbeing, and engagement.
- Monitoring of professional development participation and impact through appraisal and feedback.
- Review of performance management completion rates and quality assurance processes.
- Ongoing evaluation of the People Strategy's implementation and effectiveness.



Strategic Priority 4

Excellence in Systems & Culture

We are committed, as One Trust, to ensuring unity and consistency through building scalable, efficient systems that uphold and strengthen our shared culture.

Following Trust growth, we will embed streamlined, efficient and effective systems that avoid duplication, reduce workload, enhance collaboration, and support consistency without compromising the identity of each academy within the culture of Castleford Trust.

Our Drivers:

- Develop and embed Trust-wide systems and centralised services that are scalable, efficient, and responsive to the needs of a growing organisation, ensuring consistency without compromising flexibility, enabling academies to maintain a focus on educational excellence.
- Invest in digital platforms and tools that support collaboration, reduce workload and enhance communication across the Trust.
- Ensure governance, reporting, and accountability frameworks are aligned with Trust growth, enabling effective oversight, compliance, and strategic alignment.
- Embed shared values, language, and behaviours through leadership development, communication strategies, and Trust-wide initiatives that embed the Castleford Trust culture and values across all academies.
- Establish the Trust as a recognised leader in education at both regional and national levels.

Our Deliverables:

- Trust-wide systems and centralised services fully operational across all academies.
- Standard operating procedures implemented across key operational areas (e.g. finance, HR, safeguarding).
- Implementation of Trust-wide digital platforms to reduce workload, improve communication and support collaboration.
- Visible reinforcement of culture through brand, environment, communications, events and staff behaviours.
- Updated governance framework aligned with Trust growth and DfE expectations.
- Trust representation at regional and national education events, networks, or publication.

Our Evaluation:

- Improved service delivery metrics (e.g. response times, issue resolution rates).
- Reduction in duplicated processes and administrative workload, evidenced through staff surveys or audits.
- Increased usage and satisfaction with digital tools across staff roles.
- Improved timeliness in reporting and decision-making.
- Staff surveys show increased alignment with Trust values and culture.



Castleford Trust

Ferrybridge Road
Castleford
WF10 4JQ

01977 605060

admin@castlefordacademytrust.com

www.castlefordacademytrust.com