



Plymouth CAST Strategic Goals 2026/27 - 2031/32

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Vision

One Trust. One Family. One Mission.

We will work together as one Trust, one family of schools, one community inspired by a vision for excellence. We commit ourselves to deepen our mission and raise standards in order to provide an excellent Catholic education for every child in our care.

Our Strategic Ambition for 2032

By 2032, Plymouth CAST aims to be:

- A nationally recognised leader in Catholic education.
- A family of flourishing schools delivering excellent outcomes.
- A leader in inclusion and support for vulnerable children.
- An employer of choice for talented staff and leaders.
- A financially sustainable organisation built on responsible stewardship.
- A trusted civic and educational partner across the South West.

Strategic Goal 1

Catholic Identity, Mission and Formation

Why this matters

Plymouth CAST exists to provide outstanding Catholic education rooted in Gospel values, human dignity and Catholic Social Teaching. Our faith is the foundation of everything we do.

By 2032 we aim to:

- Deepen the distinctive Catholic character of every school.
- Strengthen chaplaincy, prayer and spiritual formation.
- Develop future Catholic leaders in education.
- Embed Catholic Social Teaching throughout school life.
- Increase opportunities for pupil leadership and service.
- Strengthen partnerships with parishes and diocesan communities.

Success Measures

- Strong outcomes from Catholic school inspections – All schools to achieve at least 'good' in CSI inspections
- Increased participation in faith formation opportunities.
- Positive stakeholder feedback regarding Catholic life.
- Increased leadership opportunities linked to mission and service.

Strategic Goal 2

Deliver Exceptional Educational Excellence and Outcomes

Why this matters

Every child deserves access to an ambitious, high-quality education that enables them to thrive academically and personally, regardless of their background or starting point.

By 2032 we aim to:

- Secure consistently strong outcomes across all schools.
- Eliminate areas of underperformance across the Trust.
- Deliver an ambitious, knowledge-rich and broad curricula.
- Strengthen teaching through evidence-informed practice.
- Improve outcomes for disadvantaged pupils.
- Develop confident, resilient and aspirational young people who know their place in the world and know they belong

Success Measures

- All schools judged at least 'Expected'.
- Improved attainment and progress measures.
- Reduced attainment gaps.
- Improved attendance and behaviour outcomes.
- Strong pupil destination measures.

Strategic Goal 3

Create an Inclusive Trust Where Every Child Flourishes

Why this matters

Plymouth CAST has a moral responsibility to serve all children, particularly the most vulnerable. Inclusion sits at the heart of both Catholic Social Teaching and emerging national policy.

By 2032 we aim to:

- Become a recognised leader in inclusive education.
- Strengthen SEND provision across all schools.
- Reduce persistent absence.
- Reduce suspensions and exclusions.
- Improve support for mental health and wellbeing.
- Develop consistent Trust-wide approaches to inclusion and attendance.
- Strengthen early intervention and family support.
- Maintain a Safeguarding culture fully embedded and embraced by all.
- Provide a safe and happy learning environment for all pupils.

Success Measures

- Improved SEND outcomes.
- Reduced exclusions and suspensions.
- Reduced persistent absence.
- Improved wellbeing indicators.
- Positive parent, staff, and pupil feedback.

Strategic Goal 4

Build a High-Performing Workforce and Leadership Pathway

Why this matters

The quality of our schools depends on the quality of our people. We must attract, develop, and retain exceptional staff and leaders, ensuring that we prioritise appointing practicing Catholics to reserved posts, in line with the Bishops' Memorandum.

By 2032 we aim to:

- Become an employer of choice across the South West.
- Develop a comprehensive talent management strategy.
- Strengthen recruitment and retention.
- Develop leadership pathways at every level within and between Trust and schools.
- Invest in professional development and collaborative learning.
- Support all staff wellbeing and workload reduction.
- Strengthen succession planning across the Trust.

Success Measures

- Improved staff retention.
- Reduced vacancy levels.
- Increased internal promotion rates.
- Positive staff engagement measures.
- Robust succession plans in place.



Strategic Goal 5

Deliver Sustainability Through Responsible Stewardship

Why this matters

The Trust faces significant challenges including falling pupil numbers, rising costs and increased financial pressures. Long-term sustainability is essential if we are to continue serving our communities effectively.

By 2032 we aim to:

- Secure long-term financial resilience.
- Ensure all schools operate within sustainable financial parameters.
- Develop equitable funding models across the Trust.
- Protect educational provision through careful school organisation planning.
- Maximise value for money through trust-wide collaboration.
- Ensure resources are deployed according to need and impact.
- Strengthen stewardship of people, buildings and resources.
- Maintain school premises to a standard suitable for the delivery of the curriculum.
- Ensure effective governance at all levels.
- Use the curriculum to embed Laudato Si.

Key Enablers

To support this strategic goal we will:

- Continue the development of trust-wide procurement approaches.
- Implement sustainable GAG pooling arrangements and implement hub models.
- Further centralise appropriate operational services where beneficial.
- Continue to develop estate management and long-term maintenance planning.
- Develop trust-wide approaches to facilities management and compliance.
- Invest selectively in digital infrastructure that improves efficiency and educational outcomes, make effective and ethical use of AI.
- Reduce duplication and administrative burden across schools.
- Strengthen business intelligence and decision-making through improved data systems.
- Maintain school premises to a standard suitable for the delivery of the curriculum.

Success Measures

- Balanced Trust budgets.
- Sustainable reserve and cash levels.
- Improved value for money metrics.
- Improved operational efficiency.
- Estates strategy targeted towards condition and compliance measures.
- Targeted investment directly improves education and pupil outcomes.
- Educational and pupil outcomes are increased through targeted interventions.

Strategic Goal 6

Lead Place-Based Improvement and Community Impact

Why this matters

The national direction of travel increasingly expects trusts to contribute to wider community improvement through collaboration, partnership, and civic leadership. Plymouth CAST is well placed to become a leading educational partner across the South West.

By 2032 we aim to:

- Become a trusted partner in place-based improvement and community initiatives.
- Strengthen partnerships with Diocese, local authorities, trusts, and universities.
- Support wider educational improvement beyond our own schools.
- Collaborate to improve SEND, attendance and safeguarding outcomes.
- Contribute positively to community wellbeing and social mobility.
- Develop a measurable social impact framework.
- Strengthen our role as a civic anchor institution across the region.

Success Measures

- Increased strategic partnerships.
- Recognition as a trusted regional leader.
- Improved collaborative working across sectors.
- Increased community engagement and impact.
- Trust-wide social value and social impact through CSI inspections.

Strategic Enablers

The successful delivery of this strategy will be underpinned by five core enablers:

Faith

Keeping Christ at the centre of all that we do.

People

Investing in our staff, leaders, governors and communities.

Culture

Building a strong “One Trust, One Family” culture.

Stewardship

Using resources wisely and sustainably.

Partnership

Working collaboratively for the Common Good.

Our Ambition

Every child and staff member known.

Every child and staff member valued.

Every child and staff member flourishing.

Through faith, excellence and service, Plymouth CAST will continue to build a sustainable, inclusive and high-performing family of Catholic schools that transforms lives and strengthens communities across the South West.

The six proposed goals provide a clear “golden thread” from the Catholic mission through educational outcomes and inclusion into people, sustainability, and civic leadership. They also align closely with the DfE place-based agenda, which is a key part of the government white paper, while remaining unmistakably rooted in Plymouth CAST’s Catholic identity and regional context.



Our mission is to be a community of outstanding schools in which our pupils flourish in safe, happy and stimulating environments and leave us with the knowledge and skills, personal qualities and aspirations, to make the world a better place, inspired by the gospel.



Collaboration

We are one team, being the best we can be. We achieve more altogether - one Trust, one family of schools, one community.

We are united through our faith, families and staff.



Ambition

We want our children to be happy and to flourish, achieving well.

Across all areas, we work as one team to drive up standards. We are courageous in our decision making and aspirations.

Through the strength of our ambition, we create a distinct brand and culture.



Stewardship

Justice, forgiveness and integrity are central to the gospels and drive our decision-making. Underpinning this is a relentless approach to safety, reliability and consistency.

As key influencers of our children's impact on society and the environment, we encourage sustainable and brave decision-making, based on a beliefs-led approach.



Trust

We are authentic, transparent, open and honest.

Through compassion and kindness, we show humility to each other.