



HCAT

STRATEGIC PLAN 2026–2029

EDUCATE. EMPOWER. INSPIRE.

OUR OVERARCHING COMMITMENT

Between 2026 and 2029, our Trust will continue to build a **strong, inclusive** and **high-performing** family of schools where every child achieves and thrives. Informed by national reform, including Every Child Achieving and Thriving, we uphold the ambition of high and rising standards, inclusive mainstream provision, strong trust-led improvement and responsible growth.

High-quality trusts must be rooted in their communities to play their part as civic institutions. We will expect all schools within our Trust to **look outwards with purpose, share expertise, and support others to improve**. Collaboration is central to our approach, and we are embedding it into the standards we require of our schools, with a clear focus on **community engagement and partnership**.

As a Trust, we recognise that educational achievement and inclusion are not competing priorities; they are **mutually reinforcing**. Our strategy ensures that strong outcomes, belonging, leadership integrity, financial sustainability and workforce development operate as **one coherent system**.



“High-quality trusts are rooted in their communities, look outwards with purpose, share expertise and support others to improve.”

OUR FIVE STRATEGIC COMMITMENTS



1

DELIVER EXCEPTIONAL EDUCATION AND SECURE STRONG OUTCOMES FOR EVERY LEARNER

High and rising standards through excellent teaching, ambitious curriculum and trust-led improvement.



2

CHAMPION INCLUSION AND DEVELOP CONFIDENT, RESPONSIBLE AND RESILIENT CITIZENS

Inclusive mainstream provision where every child belongs, participates and succeeds.



3

STRENGTHEN LEADERSHIP, GOVERNANCE AND ACCOUNTABILITY ACROSS THE TRUST

Strong governance and leadership that drives improvement, ensures accountability and supports responsible growth.



4

SECURE FINANCIAL SUSTAINABILITY AND BUILD INFRASTRUCTURE FOR RESPONSIBLE GROWTH

Financial resilience and efficient operations that ensure value for money and a strong foundation for the future.



5

INVEST IN OUR PEOPLE AND BUILD A HIGH-PERFORMING, SUPPORTIVE WORKFORCE

Attract, develop and support our people to create a positive culture where colleagues thrive and excel.

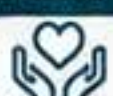
WHAT SUCCESS LOOKS LIKE



Every child achieves and thrives



High standards across every academy



Inclusive schools where every pupil belongs



Strong leadership and effective governance



Financially sustainable Trust



Employer of choice with an engaged workforce



EDUCATE. EMPOWER. INSPIRE.

Together, we make a difference.



HCAT

STRATEGIC PLAN 2026–2029

STRATEGIC COMMITMENT

1

DELIVER EXCEPTIONAL EDUCATION AND SECURE STRONG OUTCOMES FOR EVERY LEARNER

We are committed to securing high and rising standards for every pupil, in every academy, every year. We believe that exceptional teaching, an ambitious curriculum and strong trust-led improvement are the foundations of social mobility and life opportunity. Outcomes will not vary by postcode, background or vulnerability. **Every child will achieve and thrive.**

As a high-quality Trust, we recognise that educational success cannot exist in isolation. We are rooted in our communities and understand our role as a civic institution. We will look outwards with purpose — sharing expertise, contributing to system improvement and supporting others to strengthen educational provision across our local area. Strong trusts strengthen the wider system.



OUR COMMITMENT

We are committed to high and rising standards for every pupil through exceptional teaching, an ambitious curriculum and strong trust-led improvement, so that every child achieves and thrives.



OUR DELIVERABLES 2026–2029

We will:

- ✓ Embed a consistent, ambitious curriculum framework across the Trust.
- ✓ Secure strong foundations in early reading and literacy.
- ✓ Further embed robust trust-wide quality assurance and peer review cycle.
- ✓ Strengthen subject leadership networks internally and across partnerships.
- ✓ Deliver targeted support for disadvantaged pupils.
- ✓ Reduce persistent absence and improve engagement.
- ✓ Contribute actively to local school improvement networks and inclusion partnerships.
- ✓ Share expertise, professional development and specialist capacity with schools beyond the Trust where appropriate.

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Our Trust will not only demonstrate strong internal outcomes but will be recognised as a trusted civic partner contributing willingly and constructively to community collaboration.



“
Strong
trusts strengthen
the wider
system.”



OUR APPROACH

Our approach is shaped by national reform priorities that emphasise:

- High and rising standards across the system
- A knowledge-rich, ambitious curriculum for all
- Early literacy and numeracy as foundational priorities
- Trust-led school improvement grounded in evidence
- Narrowing the disadvantage gap
- Strong attendance and engagement as prerequisites for success
- Purposeful outward collaboration as a civic responsibility

We will operate as one Trust internally, while also contributing externally — embedding collaboration into how we define excellence. This includes active participation in local partnerships, sharing subject expertise, and supporting improvement beyond our immediate family of schools.

WHAT SUCCESS LOOKS LIKE



High and rising
standards
for all



Strong foundations
in literacy and
numeracy



Consistent quality
assurance and school
improvement



Expert teaching
and subject
leadership



Narrowed
disadvantage
gap



A trusted partner
in our communities
and beyond



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Together, we make a difference.

1



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STRATEGIC COMMITMENT

2

CHAMPION INCLUSION AND DEVELOP CONFIDENT, RESPONSIBLE AND RESILIENT CITIZENS

We are committed to inclusive mainstream high standards. Every child, including those with SEND and additional vulnerabilities and challenges, will belong, participate and succeed within high-quality provision. Inclusion is not an add-on; it is central to educational success.

We will also develop pupils who are confident, responsible and resilient — equipped not only with qualifications but with character and purpose.



OUR COMMITMENT

Every child will belong, participate and succeed. We champion inclusive mainstream high standards and develop pupils who are confident, responsible and resilient citizens.



OUR APPROACH

Our strategy reflects:

- The national ambition for mainstream inclusion
- Early identification and intervention
- A clear and consistent graduated response to SEND
- Reduced reliance on exclusion and suspension
- Strengthened parental confidence and partnership
- Personal development as a core entitlement

We recognise that strong universal provision, adaptive teaching and relational practice are the most effective foundations for inclusion.



OUR DELIVERABLES 2026–2029

We will:

- Establish a trust-wide inclusive practice framework for all classrooms.
- Strengthen SEND leadership and specialist expertise across the Trust.
- Improve early identification systems and intervention pathways.
- Ensure consistent application of the graduated response.
- Reduce suspensions, exclusions and persistent absence.
- Expand access to enrichment, employer engagement and wider opportunities.
- Strengthen partnerships with families and local services to improve confidence and communication.



Inclusion and high standards will be inseparable across our academies.



WHAT SUCCESS LOOKS LIKE



Every child belongs and participates



Inclusive mainstream high standards



Early support secures better outcomes



Reduced exclusions and persistent absence



Confident, responsible and resilient young people



Stronger partnerships with families and communities



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STRATEGIC COMMITMENT

3

STRENGTHEN LEADERSHIP, GOVERNANCE AND ACCOUNTABILITY ACROSS THE TRUST

We are committed to moral leadership, transparent accountability and governance that drives improvement at every level of the Trust. Our approach to governance is rooted in clarity of purpose, strong ethical standards and disciplined oversight, ensuring decisions are made in the best interests of children and young people.

Through collective responsibility for outcomes and a relentless focus on impact, our governance will provide both challenge and support to school leaders. Strong governance ensures strong schools, enabling consistency, improvement and long term success across the Trust.



OUR DELIVERABLES (2026–2029)

We will:

- ✓ Review and refine our Scheme of Delegation to ensure clarity and effectiveness.
- ✓ Further enhance trust-wide performance dashboards aligned to strategic KPIs.
- ✓ Strengthen Trustee development.
- ✓ Embed and maintain robust risk management and compliance systems.
- ✓ Pursue growth only where quality, capacity and local need align.

Our governance will exemplify integrity, accountability and strategic coherence.



Strong
Leadership
Better
Futures

“
*Strong
governance ensures
strong schools.*
”



OUR APPROACH

Our leadership model is shaped by:

- Clear lines of accountability across Members, Trustees and Associate Trustees
- Strategic oversight focused on outcomes and impact
- Data-informed decision-making
- Ethical and responsible growth
- Continuous governance development and external assurance

We will mature as a Trust that balances autonomy with alignment, and local responsiveness with collective responsibility.

“ *Strong governance ensures strong schools.* ”



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STRATEGIC COMMITMENT

4

SECURE FINANCIAL SUSTAINABILITY AND BUILD SUSTAINABLE INFRASTRUCTURE FOR RESPONSIBLE GROWTH

We are committed to long-term financial resilience and operational quality, ensuring the Trust remains stable, compliant and able to support excellent education now and in the future. Every pound entrusted to us will be used strategically, transparently and responsibly to improve outcomes for children and young people. Financial strength enables educational ambition, allowing us to plan with confidence and invest where it will have the greatest impact.

Through robust financial planning, strong governance and effective risk management, we will deliver value for money while maintaining sustainable reserves. We will invest wisely in our people, estates and infrastructure, creating safe, efficient and sustainable environments that support high-quality teaching, staff wellbeing and responsible growth across the Trust.



OUR APPROACH

Our financial and operational strategy reflects:

- Sustainable three-year financial planning
- Value for money and efficient procurement
- Responsible deployment of public funds
- Estates safety and sustainability
- Digital modernisation and cyber resilience
- Operational standardisation where it strengthens effectiveness

We recognise that responsible growth must be matched by infrastructure, leadership capacity and financial health.



OUR DELIVERABLES 2026–2029

We will:

- Maintain balanced budgets and strong financial health indicators.
- Strengthen integrated financial forecasting and scenario planning.
- Align resource allocation clearly to educational priorities.
- Continue to deliver a trust-wide estates and sustainability strategy.
- Improve energy efficiency and environmental responsibility.
- Modernise digital infrastructure and data security systems.

The Trust will demonstrate financial maturity, resilience and infrastructure readiness for the future.

“Financial strength enables educational ambition.”

WHAT SUCCESS LOOKS LIKE



Balanced budgets and strong financial health



Integrated forecasting and scenario planning



Resources aligned to educational priorities



Safe, sustainable estates



Energy efficiency and environmental responsibility



Modern digital infrastructure and data security



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STRATEGIC COMMITMENT

5

INVEST IN OUR PEOPLE AND BUILD A HIGH-PERFORMING, SUPPORTIVE WORKFORCE

We are committed to building a workforce where people feel valued, developed and supported to excel. Exceptional outcomes for pupils depend on exceptional people, and we recognise that our staff are our greatest asset in delivering high quality education and sustained improvement.

We will promote a culture of high expectation, professional trust and continuous growth, where colleagues are empowered to develop their practice, share expertise and lead improvement. By investing in people and fostering positive, inclusive working environments, we will attract, retain and grow the talent needed to support long term success across the Trust.



“We will be recognised as an employer of choice, with strong retention, high engagement and clear internal progression routes.”



OUR APPROACH

Our workforce strategy is shaped by:

- National workforce reform and teacher development priorities
- Recruitment and retention in a competitive labour market
- Evidence-informed professional development
- Workload reduction and wellbeing
- Leadership succession and talent development
- Diversity and inclusive workforce culture

We recognise that sustainable improvement depends on investing in people at every level.



OUR DELIVERABLES 2026–2029

We will:

- Strengthen recruitment pipelines and local talent development.
- Deliver high-quality mentoring and support for Early Career Teachers.
- Develop clear leadership pathways and succession planning.
- Reduce unnecessary workload through smarter systems.
- Strengthen staff wellbeing frameworks and professional voice.
- Ensure high quality apprenticeship provision

WHAT SUCCESS LOOKS LIKE



Valued and supported staff



Strong recruitment and retention



High-quality mentoring



Clear leadership pathways



Reduced workload and improved wellbeing



Employer of choice



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Together, we make a difference.

5

EDUCATE. EMPOWER. INSPIRE.

Together, we make a difference.



Our vision is to **educate, empower and inspire** every child and young person to achieve their full potential and thrive.

We are a high-quality Trust rooted in our communities, driven by collaboration, and committed to ensuring every child achieves and thrives.



COLLABORATION

We achieve more together. We share expertise, challenge thinking and support one another to deliver the best for every child.



INTEGRITY

We do the right thing, always. We are honest, transparent and accountable in all that we do.



AMBITION

We expect the best for every child and every colleague. We set high standards and strive for excellence every day.



RESPECT

We value every individual. We listen, are inclusive and celebrate diversity across our schools and communities.



IMPACT

We focus on what matters most: better outcomes for children and young people. We are evidence-informed and driven by impact.

HCAT



Unit 7 Great Cliffe Court
Dodworth
Barnsley
S75 3SP



E: feedback@hcacademytrust.education



T: 01226 782233

www.hcacademytrust.education

