ANNUAL REPORT







Castle Phoenix Trust 2025

Welcome from the CEO, Michele Marr

It is a huge privilege to introduce our Castle Phoenix Trust Annual Report for 2024/25.



Our Trust is an ambitious and inclusive family of six schools. Our mission is to 'Grow Confident Learners by Leading Learning and Excelling Together.

Together we are stronger. Our school improvement model fosters effective partnerships and networks across our schools and enables us to share and grow together, whilst celebrating and protecting the identity and uniqueness of each setting. Schools are empowered to flourish and innovate as individual schools within a framework of agreed alignment and shared approaches which are continually developed by our schools and central team. As we welcome new schools that join us, our strong systems and structures offer support alongside this guiding principle.

In 2023-24, we established our core central services and operations which include School Improvement, Finance, Estates, IT, People & Culture and Governance. Our focus has been to increase our capacity to grow and expand, whilst ensuring services are efficient, effective and valued by key stakeholders.

Trust expansion enables us to widen our sphere of school improvement thus making a positive difference to more children and also to provide greater opportunities for staff within our schools to grow and develop. In 24-25, we are pleased to welcome two more primary schools to our Trust, Little Heath and Potters Green.

Welcome from our Chair of Trustees, David Coache



As the recently appointed chair of Castle Phoenix Trust, I am proud to take over a strong record of educational and operational effectiveness in our schools, strategically overseen by a highly skilled board of trustees and an adaptive, reflective and tenacious executive team.

During the last year we have worked to deepen recognition of the positive influence and impact we have achieved amongst the people working across our organisation. Our ongoing success is inevitably defined by the communities that our schools serve and our reputation of bringing stability, quality and sustainability to the schools within our Trust is undeniably one of the reasons we find ourselves in a position of growth. As Michele always alludes to, looking back is as important as looking forwards to ensure that we learn from the challenges as much as the success, so I introduce this AGM report as a document that summarises what has been achieved to inform what we do next, as much as it celebrates where we are today.

Our Mission & Values

Growing confident learners by Leading Learning and Excelling Together

We are a Trust founded on:

Respect to all from all: Equality of opportunity for all; Integrity in all our practices; engagement with our communities and celebrating diversity

A Positive Attitude: Willing to engage in self growth, school and pupil improvement and exhibit a 'can do' attitude.

Resilience and a determination to achieve our best: we want children and staff to feel empowered and committed to achieve excellent standards

A passion for learning: we strive to create a learning environment where children and staff value learning and have high aspirations

Innovation: We promote creative thinking and the ability to improve our effectiveness

Collaboration: Working together within our Trust and beyond to improve young people's outcomes and to be a progressive, innovative learning organisation to which people feel they belong



About our Trust

6
Academies

589
Staff

4437
Young people
1214 primary
3223 secondary



Caludon Castle School
Ofsted: Good

Charter Primary Academy
Ofsted: Good

Foxford School
Ofsted: Good

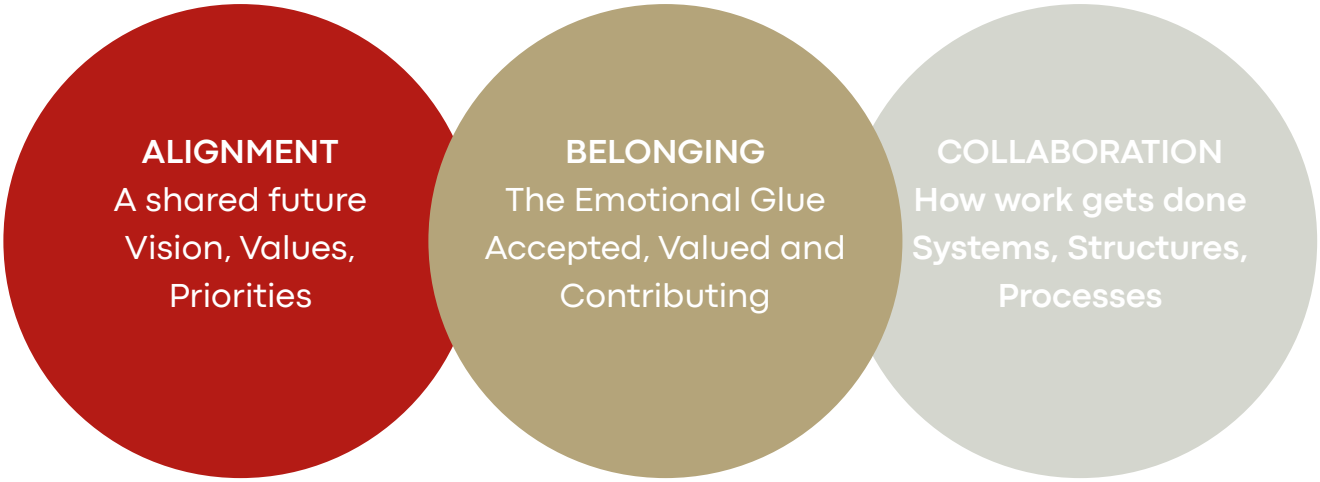
Hill Farm Primary School
Ofsted: Good

Kingsbury School
Ofsted: Good

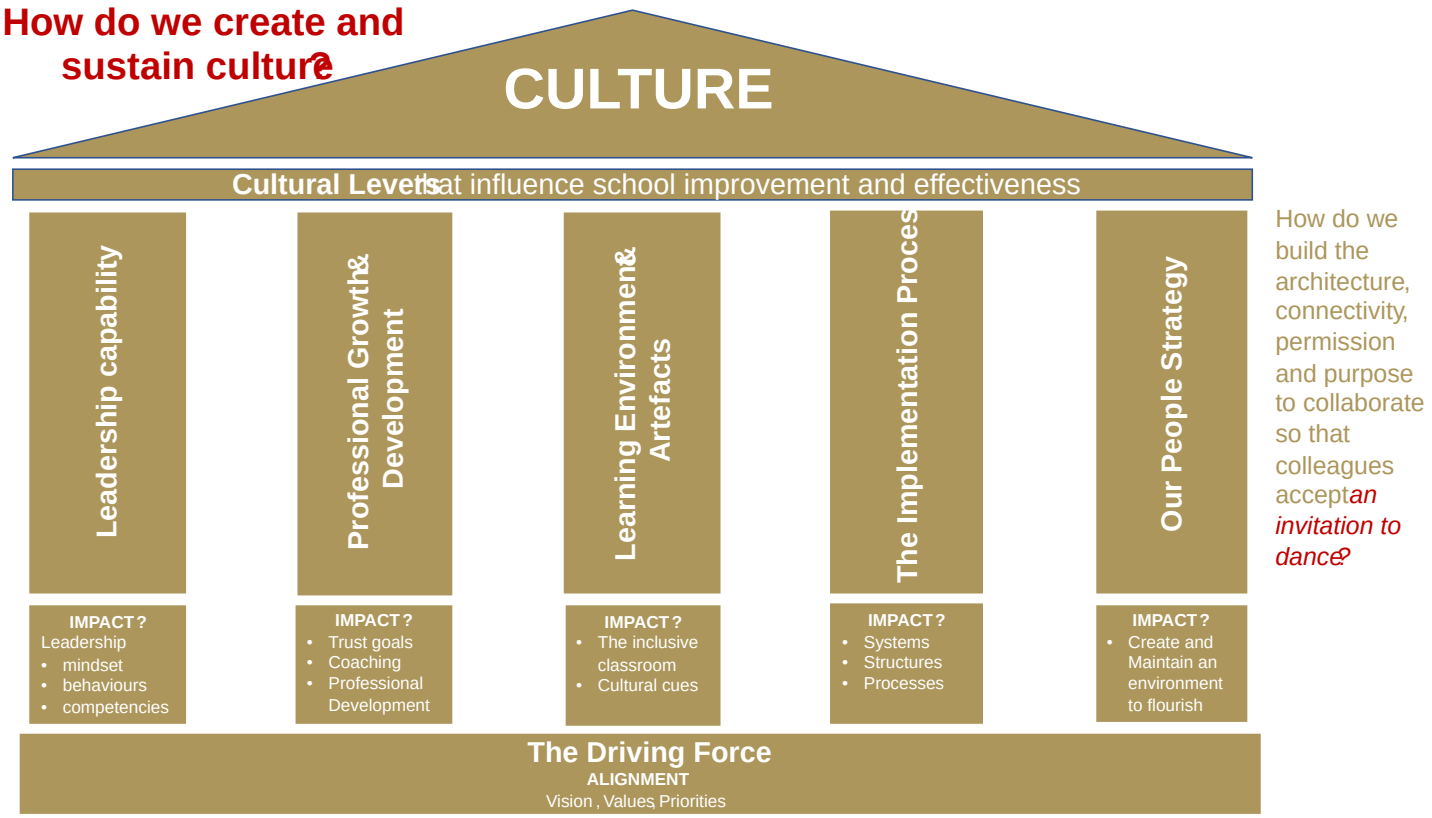
Richard Lee Primary
Ofsted: Requires Improvement

Our Approach

As we grow and expand, we have decided there is a need to deliberately craft a Trust culture for our schools, staff and pupils to work to. We have adopted Gustav Razetti's ABC model.



We are working with our schools through cultural explorations to 'Create a culture of belonging through effective leadership and developing inclusive classrooms'



How do we build the architecture, connectivity, permission and purpose to collaborate so that colleagues accept *an invitation to dance*?

Our Outcomes

KS4 outcomes 2024

Secondary Attainment 8
With national at 45.9 (2024), a decrease of 0.4pts from 46.3 (2023) and our Trust up by 1.9pts from 40.6 (2023) to 42.5, our Trust has **closed the gap by 2.3pts**. In particular, attainment 8 for disadvantaged pupils is up by 3pts and closed the gap by 3.4pts

% Grade 5 or above in English and Maths
With national at 45.9% (2024), an increase of 0.6% from 45.3% (2023) and an increase for our Trust significantly higher, up by 6% from 35% in 2023 to 41% in 2024, we have therefore closed the gap by 5.4% and in particular for disadvantaged pupils **the gap has closed by 2.4%** compared to all pupils

We believe as a result of our focus on our 6 Ambitions, we are beginning to see accelerated progress within all our schools

KS2 outcomes 2024

Primary RWM – Expected Standard
With national at 61% (2024), an increase of 1% from 60% (2023), and the rate of increase for our trust significantly higher, up by 6.1% from 54.1% (2023) to 60.2%, we have therefore **closed the gap by 5.1% and for disadvantaged pupils we have closed the gap by 10%**

Reading – Expected Standard
With national at 74% (2024), an increase of 1% from 73% (2023) and the rate of increase for our trust significantly higher, up by 7.1% from 63.6% (2023) to 70.7%, we have **therefore closed the gap by 6.1% and for disadvantaged pupils we have closed the gap by 16%**

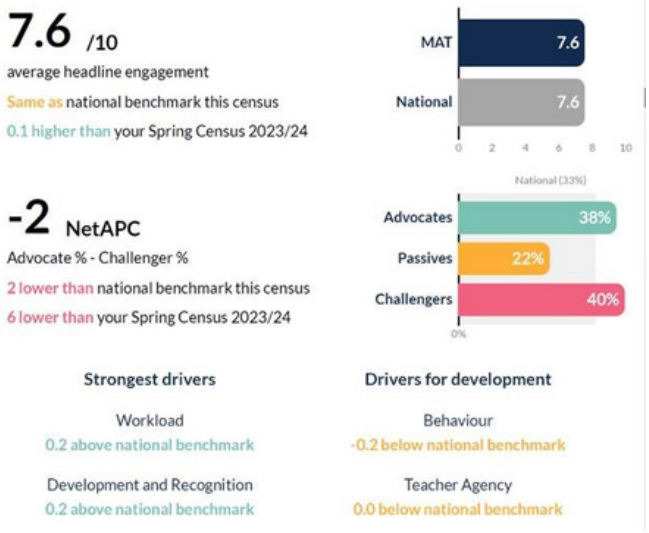
Writing – Expected Standard
With national at 72%, an increase of 1% from 71% (2023), the rate of increase for our trust is slightly lower at 0.5% however, **there is no gap.**

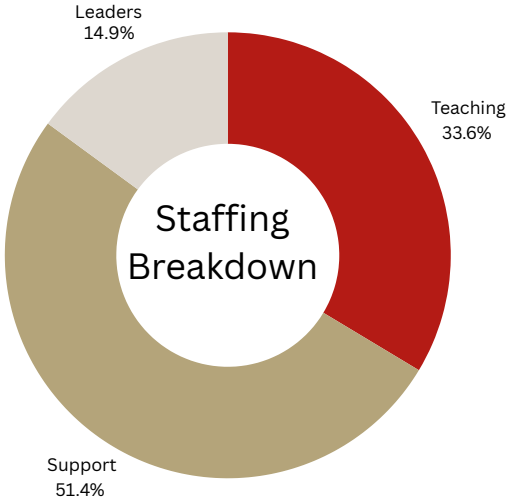
Maths – Expected Standard
With national remaining the same as 2023 at 73%, the rate of increase for our trust is much higher at 5.7% from 68.6% (2023) to 74.3%. We have therefore **closed the gap and are now above national by 1.3% and for disadvantaged pupils we closed the gap by 7%**

Working for our Trust

In the summer term, we refined our people strategy and schools have a role to play to demonstrate they are creating and maintaining a culture where staff want to work in their schools. We now have a comprehensive range of benefits and a set of agreed Trust principles to support our thrive at work ambition.

There was an 85% response rate to the **staff engagement survey** conducted in June resulting in 408 staff responses. Workload was the driver with the most positive change 0.4.





22

Members of staff from across the Trust are utilising the Apprenticeship Levy to undertake additional CPD

Castle Phoenix Trust Driving Inclusive Excellence Conference

In October 2024, we held our first whole staff conference which had three strands: Leadership, The Inclusive Classroom and Wellbeing



> This was my first conference at CPT It was my first experience of a Castle Phoenix Conference and I absolutely enjoyed every part of it. Diana Osagie was amazing! The food options were fantastic and the workshops i attended were real fun. Thank you!!

Click here to see our promotional conference video

Westfield Health

In October 2024, we launched funded access for all permanent members of staff to Westfield Heath's Health Cash Plan enabling access to money back on healthcare such as the opticians and dentist, as well as 24 doctor line access and counselling.

Governance

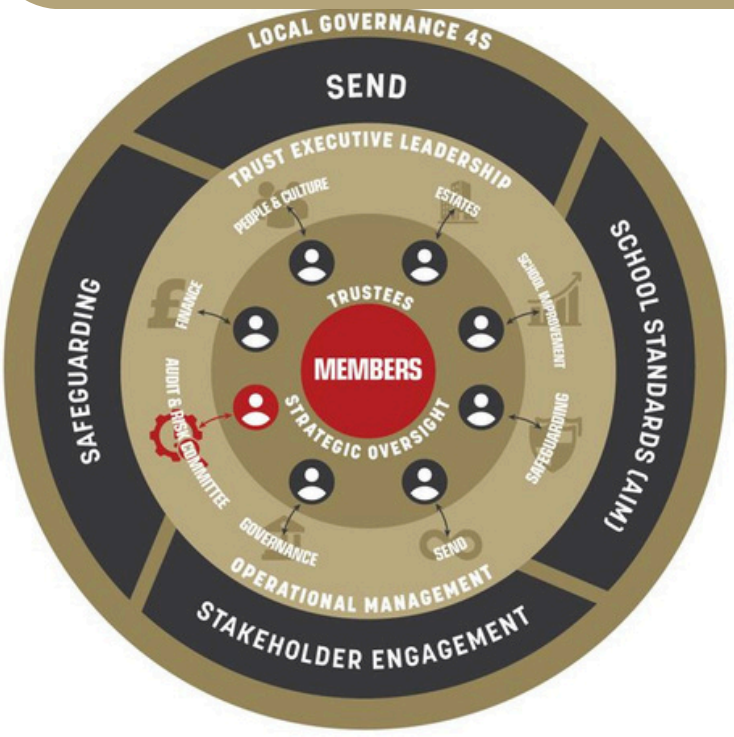
Our Governance Structure has been remodelled and there is now a Circle Model of Governance in place.

Circle
No Committees

Increased Knowledge
for Whole Board

Effective
Challenge

Decision Making
Enhanced



castle phoenix

GOVERNANCE STRUCTURE

CPT Circle of Governance

An **external Review of Governance** took place during the Spring Term.

The outcome of this was positive with the reviewer citing it has been one of the **best reviews undertaken.**

Our **Board Reporting** has been recognised by CST and is forming a **case study.**

Changes to **Local Governance** were recognised as being **effective and valued by LGBs**

Leading Learning

Vision
Growing confident learners by leading, learning and excelling together

Our Six Principles of Great Teaching
Modelling, Explanation, Practice, Questioning, Challenge and Feedback

Leading



Learning



Our Culture of Belonging

Excelling Together



Our Code of Learning
Challenge
Ownership
Dialogue
Engagement

Our 6 Ambitions:

- Reading
- Oracy
- Digital Creativity
- Impactful Teaching
- Achievement for all
- Aspirations

Our Inclusive Classroom

Research Informed

Celebrate and share successful outcomes

Excelling Together

Children from across our primary schools took part in a day dedicated to **golf,** supported by student leaders from our secondary schools.





> “Collaboration is a strong feature of Castle Phoenix Trust

A **conference dedicated to pupil leadership** , enabled children from across our Trust to work **collaboratively,** and build on their leadership skills. They attended a selection of leadership workshops and had two key note speakers.















The **CPT Poetry Slam** saw children coming together from across all of our schools to showcase their oracy skills

Our Celebrations

Below are some of the many things that our Trust and schools have to celebrate:

Charter and **Hill Farm** were both recognised as National Centres of Excellence for Voice 21, supporting our children with oracy

Click here to hear our children use their oracy skills

All of our schools have had successful outcomes from Challenge Partner Reviews, including areas of leading

Despite challenges with recruitment, all vacancies were filled in September 2024. In addition succession planning for the central team has taken place with the appointment of a Deputy CEO and Deputy CFO.

Caludon Castle, Kingsbury and Charter received Good Ofsted outcomes

Castle Phoenix were shortlisted for the MAT Excellence Digital Innovation Award

Your paragraph text

Hill Farm's new library was officially opened by Coventry Lord Mayor

47 plus staff completed National Professional Qualifications to date (NPQ)

Four of our Headteachers took on executive lead roles to have a wider impact across our Trust

There was an improvement in attainment and progress across all our schools compared to 2023 -24 as a result of a greater focus on assessment and intervention targeted towards identified underachieving groups.

2 Students gained places at Oxford and Cambridge

Our Circle Model of Governance has been praised by the Confederation of School Trusts

Our whole staff "Driving Inclusive Excellence" conference was a resounding success

Strategic Approach 2023-24

Our Key Priorities for 2023-24 were

- Leadership at all levels is effective with a particular focus on development of middle leadership
- Our ambitions, which are valuable for all but vital for our most vulnerable, are making a positive impact
- Improving learning for our SEND students. Ordinarily available provision has been enhanced to meet the
- needs of increasingly more SEND students.
- Leadership, staffing and resources are enhanced and targeted to accelerate student end of key stage outcomes. Our outcomes represent good progress in all our schools
- Attendance of our disadvantaged students improves
- There is a robust strategy for engaging with our parents /carers
- Our staff, children and parents recognise the benefits of belonging to our Trust
- We renew our focus to 'Thrive at Work' and as a consequence our analytics show that our Trust is seen as a good place to work
- Our Cybersecurity strategy is reviewed and updated regularly.
- We have a well-developed Trust Growth and Expansion strategy that includes robust succession planning

All of the above were achieved but those aspects indicated in Yellow below continue to be priorities for 24-25 that we want to develop to a high standard and also become worthy of sharing more widely.

LEADERSHIP 3.08	SCHOOL LEADERSHIP	LOCAL GOVERNANCE	SAFEGUARDING	OUR TRUST AMBITIONS
QUALITY OF EDUCATION 2.88	CURRIUCLUM FOR ALL	LEARNING AND TEACHING	INCLUSION AND SEND	OUTCOMES
WELFARE 3.54	PASTORAL CARE	BEHAVIOUR	ATTENDANCE	PERSONAL DEVELOPMENT
COMMUNITY 3.53	PARENTAL ENGAGEMENT	COMMUNICATION	CONNECTING WITH THE COMMUNITY	STUDENT LEADERSHIP
CULTURE 3.17	DIVERSITY AND EQUALITY	ENGAGEMENT WITH ETHOS AND VALUES	BELONGING	RELATIONSHIPS
PEOPLE 3.21	THRIVE AT WORK	PROFESSIONAL DEVELOPMENT	RECRUITMENT	RETENTION
COMPLIANCE & OPERATIONS 3.13	COMPLIANCE HEALTH AND SAFETY	FINANCE	ESTATES	IT

3 or above out of 5 indicates that schools are overall meeting our expected standards.

Strategic Approach 2024-25

Our Cultural Norms

#Goals
Shared goals and vision –
we know where we are going

#Improve
Continuous improvement –
we can always be better

#Collaborate
Collaborating -
we are in this together

#Innovate
Innovation –
we try something new

#Celebrate
Celebration & Humour –
we feel good about ourselves

Key Priorities for 2024-25

Creating a culture of belonging through effective leadership and inclusive classrooms

As a result:

- For staff, we aim to see an increase in engagement, improved attendance and good retention rates
- For pupils, we aim to improve outcomes for all but particularly for SEND and disadvantaged pupils, and improved attendance

To implement our Growth and Expansion strategy

As a result:

- ·We can widen our sphere of school improvement thus making a positive difference to more children and also to provide greater opportunities for staff within our schools to grow and develop.

Ensuring school financial sustainability through implementing sustainable strategies which involve a holistic approach that balances financial stability with educational quality

As a result:

- ·Schools will demonstrate cost optimisation and efficiency. Ensuring that the expenditure on teaching and support staff is in line with pupil numbers and current & projected income

Our Estates

Premises Development & Lifecycle Priorities 2023/24

During 2023/24 Castle Phoenix Trust undertook various premises development and lifecycle works across our Estate.

Hill Farm Primary School







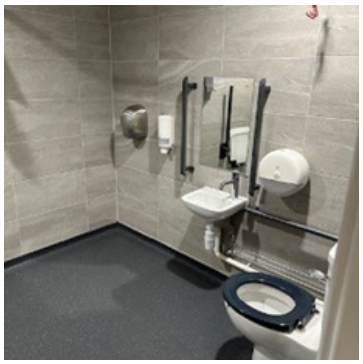


Refurbishment works were undertaken within the middle area of the school to form a new Community Library and Creative Learning Lab. Both areas are used during the school day and by parents/carers after school.

Kingsbury School

Extensive refurbishment works were completed to modernise the student toilets across the school site, allowing for open plan toilets.





Further refurbishment works were also completed onsite to install new energy efficient boilers, plant equipment and new Building Energy Management Systems within all three plant rooms.

Premises Development & Lifecycle Priorities 2024/25

- Charter Academy –Refurbishment of early years areas
- Hill Farm Primary School – Upgrade of fire alarm and life safety systems
- Kingsbury School – Refurbishment of swimming pool and school changing rooms

Financial Summary

The Board of Trustees review the reserve level of the Castle Phoenix Trust annually, advised by the Finance & Resources Committee. The Trustees have determined that the absolute minimum level of free Reserves should be between 8% and 10% of annual income.

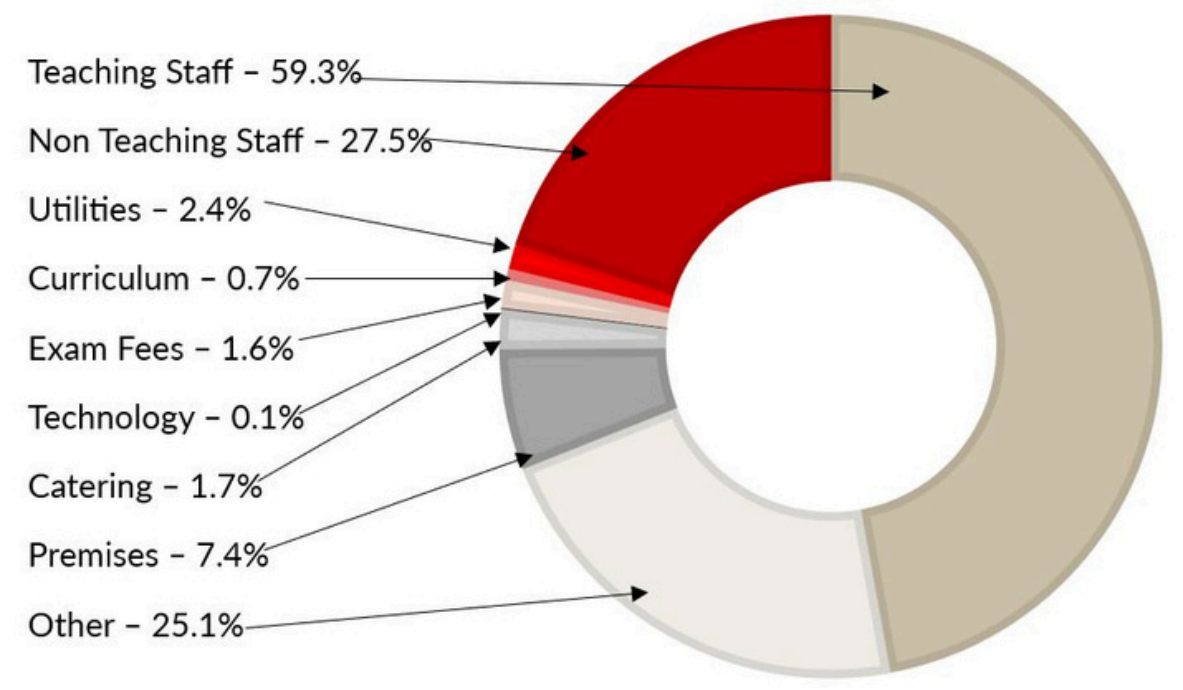
At the end of the 2024 financial year, free reserves of £5,061,954 (£4,158,014 + £903,940) will be available to the Trust. Trustees recognise that, a number of future items will require the use of reserves and that an estimated £1.4m of this may be required in the 2024/25 year as described in the plans for the future later in this report.

Trust Reserves for 2024-25 are being used this year to meet our Trust priorities:
a) Improvement of estates above and beyond SCA funding allocations
b) Increasing attendance of all but particularly for disadvantaged pupils
c) Improving provision and learning for SEND pupils in the classroom
d) Accelerating progress and outcomes for English, Mathematics and Science
e) Investing in our 6 Trust Ambitions - Reading, Oracy, impactful teaching, Digital learning, Achievement of our most vulnerable and Raising aspirations
f) Development of all leaders
g) Building capacity for Trust growth including school improvement support for new schools joining our Trust
h) Supporting identified schools to balance their individual budgets

Reserves brought forward in 23/24 were £6,581 million Reserves for 2024/25 are £5,062 million.

£32 million 2023/24

£34million 2024/25





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