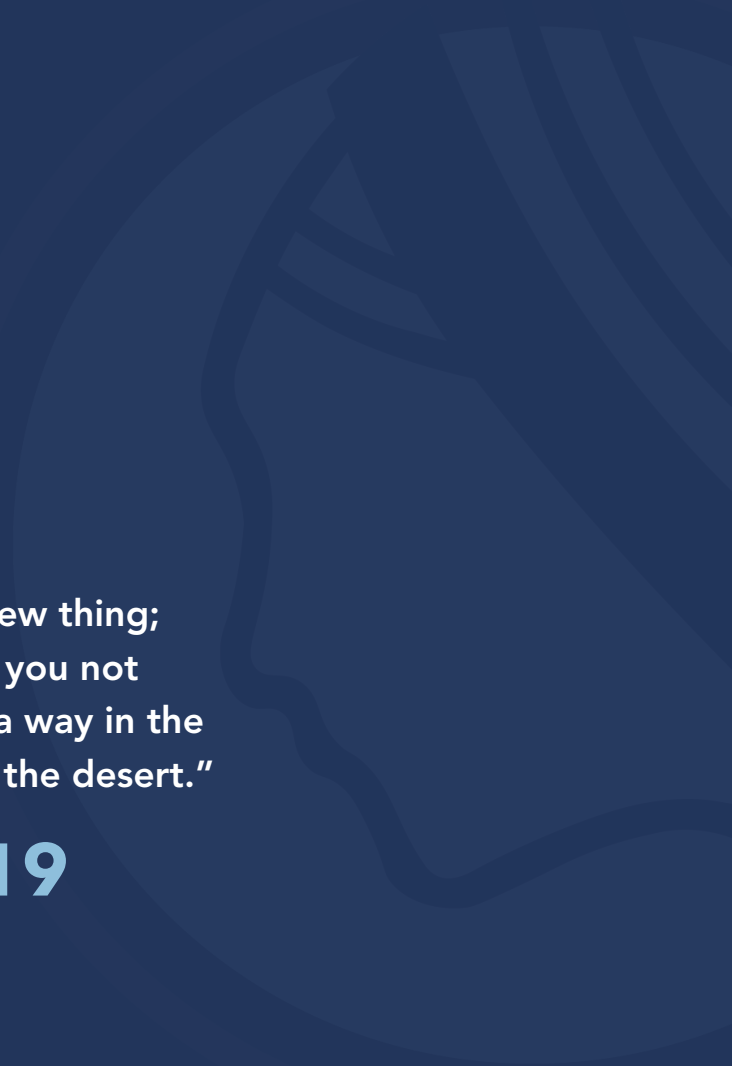




ST TERESA *of* CALCUTTA Catholic Academy Trust

IMPACT REPORT 2025

Make Christ Known; Making Lives Better



“Behold, I am doing a new thing;
now it springs forth, do you not
perceive it? I will make a way in the
wilderness and rivers in the desert.”

ISAIAH 43:19

Welcome



The past academic year has been one of great success for our Trust.

All inspections have resulted in Good or better Catholic Inspectorate outcomes, and all Ofsted visits resulted in at least Good judgments across all areas. Yet we strive to be much more than just inspection successes. Our challenge is to build together a Christ-centred Catholic community that can be like no other. By the time this year is over, we will be a family of over 25 schools within the Diocese of Salford, each with its unique charism and identity but united in one mission: to **Make Christ Known**.

We're immensely proud of our accomplishments. These successes are the result of the hard work and dedication of so many nurturing staff - committed adults who realise that as a Catholic Trust, we can transform society for the better.

We welcome all stakeholders, school leaders, and local governors to explore this review and discover the exciting vision we have for our Trust. I hope this demonstrates our commitment to the life chances of our children and young people and that you can appreciate the inspirational work that goes on in our schools every day.

We strive to be a Trust like no other - one where we can be hopeful, courageous and innovative so we can truly **make Christ known and make lives better**.

Chris Foley, Catholic Senior Executive Leader (CEO)



"Some years ago, I was often asked by governors 'what would we get out of joining a trust?' I think the answer to that can now be found in this impact report: a diocesan academy trust where making lives better is central to our mission as a church. We are proud of what is being achieved and commend the courageous work of all involved. 'I have come, that I may have life, and have it to the full', (John 10-10), is realised in this work. What an excellent assessment of where we are after such a short time."

Simon Smith, Director and Episcopal Delegate for Education



"It is a real privilege to share our first Trust impact review with all our stakeholders. We are a Catholic community within the Diocese of Salford, and our focus continues to be serving the needs of Catholic children and young people in Bury, Bolton, Rochdale, Salford and Wigan. Over the past year, our Trust has gone from strength to strength. I hope this review gives you a sense of who we are and how we continue to **Make Christ Known**."

Marie Garside CBE, Chair of Board of Directors

Our Mission

Our Trust Mission is simple:
to make Christ known,
making lives better for our
communities, our children
and young people.



Our Values



One of Hope

Inspired by St Teresa of Calcutta, we are people of hope. We have a complete belief in the future we will build together. By offering our children, staff and schools opportunities to grow and flourish, we make aspiration and ambition a reality. Our people, just like St Teresa, are relentless and fiercely ambitious. We will always reach for that which seems to be just out of our grasp.



One of Courage

As modelled for us by St Teresa of Calcutta, we will have the courage to do what is right. As a community, we will not shy away from making decisions that ensure our communities thrive. We will be brave in our actions. As a truly Catholic organisation, this courage will be most apparent in how we collectively support the most vulnerable.



One of Innovation

St Teresa of Calcutta changed the world. Together, we will always be pursuing new ideas and best practice in all areas of our work. We will prepare our children and young people for the world that awaits them. A world that they will shape and change.

Our Trust

18

Schools

14 Primary

4 Secondary

We Have

1,277

**Colleagues Working
Across Our Schools**

We Care For More Than

7,500

Children & Young People

**We Expect To
Look After**

68

Schools By:

2030

Our Schools



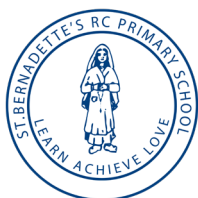
**Alice Ingham
RC Primary School**
Rochdale



**Mount St Joseph
RC High School**
Bolton



**Our Lady & St Paul's
RC Primary School**
Rochdale



**St Bernadette's
RC Primary School**
Bury



**St Cuthbert's RC
High School**
Rochdale



**St Ethelbert's RC
Primary School**
Bolton



**St Gabriel's RC
High School**
Bury



**St Gregory's RC
Primary School**
Bolton



**St Joseph & St Bede
RC Primary School**
Bury



**St Joseph's RC
Primary School**
Bury



**St Joseph's RC
Primary School**
Rochdale



**St Mary's RC
Primary School**
Bury



**St Michael's RC
Primary School**
Bury



**St Monica's RC
High School**
Bury



**St Patrick's RC
Primary School**
Rochdale



**St Peter & St Paul RC
Primary School**
Bolton



**St Teresa's RC
Primary School**
Bolton



**St Teresa's RC
Primary School**
Salford

Our Strategic Priorities

Our objectives fully align with our mission to **Make Christ Known; Making Lives Better.**

Trust strategic objectives have been consistent since **2022**, and these goals will remain in place until **2027**.



Development of a distinctive Catholic Culture and Mission on which all Trust actions are predicated.



Planning and delivery of coherent strategy to ensure all Trust schools are continuously self-improving.



The building of coherent organisational structures and processes that reflect our distinctive Catholic nature and are credible with external stakeholders and agencies.



Proportionate growth in line with Diocesan and National directions of travel.

Delivering On Our Goals



Development of a Distinctive Catholic Culture and Mission

All recent Catholic Schools Inspectorate Inspections have resulted in Good or better outcomes, while Catholic Life and Mission has been graded as Outstanding in several schools. We've also developed processes across the Trust to provide and promote equity for all. Events and school meetings will continue to be hosted to build the Trust's culture so it is welcoming to everyone at all levels. We'll also increase the frequency of collective worship and events with a focus on Catholic spirituality.



Planning and Delivery of Coherent Strategy to Ensure All Trust Schools are Continuously Self-improving

All Ofsted visits in the last academic year have resulted in Good judgments. Considering that 1,800 children sat in schools judged Inadequate in 2021 - now, we're proud to say these children and more sit in Good schools each day.

Strong school leadership continues to have a positive impact, and we are proactively challenging leadership that needs improvement. We're embedding the role of a Regional Performance Officer (Primary) to support improvement.





"The Trust HR team supports our school leaders by providing strategic and operational HR advice and guidance to inform workforce decision making so that each child in our schools is taught and supported by appropriately trained staff with the capacity, aptitude and dedication to enable each child to achieve the best outcome they can."

Sarah Duckworth, Head of HR



The Building of Coherent Organisational Structures and Processes That Reflect our Distinctive Catholic Nature and are Credible with External Stakeholders and Agencies

The Finance team has revised its budget model in line with organisational priorities to ensure the Trust is financially balanced throughout the year.

Payroll was taken in-house, with the first successful payroll run completed in July 2024. We review its implementation to continually reduce error rates.

HR has completed its first build phase and has implemented some policy alignment. Various processes, including recruitment management and professional association relationships, are now centrally managed.

Health & Safety processes have been aligned and are consistent, resulting in a strong reputation for compliance across the Trust.

Over the last three years, we have focused on ensuring our estate is safe, warm and dry. Over £4 million has been invested in roofing and heating schemes all across our Trust.



Proportionate Growth in Line with Diocesan and National Directions of Travel

Strong regulatory outcomes have assured the Diocese and Department for Education of our credibility as a Trust. Meanwhile, all conversions have been delivered within expected timescales, and schools within growth windows have been supported through the conversion process.

Finally, Trust leaders have increased their understanding of the risks brought by onboarding schools and carefully consider these during integration. Our work continues to evolve, and we strive to ensure a culture of continuous improvement.

Case Study



St Michael's
Roman Catholic Primary School

St Michael's converted to the Trust in April 2023. Prior to joining, the school endured a difficult period and was judged as Inadequate overall in summer 2022.

Within 15 months of conversion to the Trust, the school undertook a rapid transformation. Under new leadership, its team achieved a Good with Outstanding features judgement from the CSI. There has been a relentless focus on improving the Catholic educational experience for the children of the school, and support has come from its parish partners and each wider Trust area.

The school also benefited from significant financial investment by the Trust, particularly regarding technology. Every staff member received a new device, the infrastructure was overhauled, the school adopted a fully cloud-based system and laptops were introduced at a 1:2 ratio for each child. This has transformed workload for staff, and allowed the school, its staff and its children to face a future full of opportunity and promise.

The latest school outcomes now indicate the school is surpassing the national average in many metrics.



"Since joining the Trust, St Michael's has undergone a remarkable transformation, moving from being in special measures with Ofsted to achieving a Good judgement with Outstanding features in our recent CSI inspection. This accomplishment reflects the immense impact of the Trust's unwavering support and investment.

The Trust has provided exceptional guidance and expertise, empowering our staff to drive forward improvements in teaching and learning. Regular visits, tailored professional development, and hands-on support have been instrumental in fostering a culture of excellence and high expectations across the school. Staff have embraced this support.

Moreover, the Trust's investment in technology has been phenomenal. State-of-the-art equipment and the introduction of innovative digital tools have not only enhanced the learning experience for pupils but also streamlined many operational processes for staff, allowing them to focus more on delivering high-quality education.

These advancements would not have been possible without the Trust's vision and commitment to our success. St Michael's is now a thriving school, and this progress stands as a testament to the powerful partnership between our school and the Trust. Together, we have created an environment where children thrive, staff excel, and the future looks brighter than ever."

Trish Grogan, Headteacher
St Michael's RC Primary School

CSI Report 2024



"Leaders, including local governors and the Trust, have returned the school to its' core purpose. Their determination to focus on improving every aspect of the Catholic life of the school is bringing rich rewards. Children, staff and parents enthuse, enjoy and thrive in this Catholic cultural renaissance."



"Harmonious relationships permeate throughout all aspects of the life of the school. Staff and children, inspired by their shared faith, care for each other and feel cared for."



"Through the mission statement, the school bears faithful witness to its Catholic life with Christ at the heart of the school."



"The school's engagement with the wider community is innovative and wide-ranging. These successful collaborative relationships enrich the Catholic life of the school and local community. School is a warm, welcoming, inclusive community where all are cared for and valued."

Improving Our Schools: The Improvement Levy

We place children at the forefront of everything we do, and we're continually reshaping the way we work through our improvement initiatives to improve their lives, wellbeing and educational experience.

As a Trust, we want our school leaders and staff to work collaboratively to support improvement not just for individual schools but across our family of schools. The Improvement Levy will be used to further develop this to ensure we enrich the lives of all children and young people.

This Levy will deploy additional funding and support to further enhance provision for all pupils and concentrate on delivering a clear and demonstrable impact at the school level.

The Improvement Levy is used to cover:

Professional Learning:

Professional learning programmes to specifically meet the needs of the Trust and individual or groups of schools, including Professional Learning Networks, Education Endowment Foundation and embedding Formative Assessment.

Coaching & Mentoring

Including peer to peer mentoring and coaching at all levels, virtual coaching, leadership mentoring (including shadowing opportunities) and train the trainer workshops.

Bespoke Improvement Packages for Schools

Schools can bid for specific improvement packages that align with school improvement priorities.

Curriculum, Teaching & Assessment

Research and evidence-informed practice, consistent, valid and reliable methods for assessing pupils' progress as well as technology integration training.

Safeguarding & Inclusion

External reviews, an annual enrichment pupil conference, and bespoke support, advice and training on various aspects of PSHE/RSHE.



Improving Our Schools: Our Technology Strategy

The Trust is committed to utilising technology to improve lives by ensuring it enhances how we deliver our curriculum and how students learn. We provide resources that are in line with modern expectations, helping children and young people understand how to navigate today's fast-paced digital landscape. Our Technology Levy ensures we set a minimum standard of technology for all staff, children, and young people that is in line with DFE technical standards.

- All schools now use a single management information system, which facilitates Trust-wide reporting.
- The Technical IT Team now provides a managed service for all schools.
- We ensure our schools align with technical guidance from the Department for Education.
- A teacher device refresh has been planned and budgeted for through the Technology Levy.
- Our Data Team is beginning to create further alignment with reporting.



"Since joining the Trust, we have been incredibly well supported by the central team. An example of this would be the support we have received to move smoothly across to Arbor. Not only has our IT contact provided training for our team in school, but knowing that they are at the end of an email to provide prompt advice and solutions has made our move across as smooth and successful as it can be.

We are also delighted with the new website, and the timing of having it up and ready could not have been better. As we knew we were in the window of Catholic School Inspection, the team initially concentrated on the 'Catholic Life' section of our website. All we, as a school, had to do was send over the documents and photographs, and the team did the rest; we felt really supported during a very busy period pre-joining the Trust. Ensuring the website was ready to showcase from Day One was perfect, as we received the CSI call on Day Two! It gave the inspection team a very clear and current picture of everything that goes on in school, which was a healthy starting point for inspection."

Jenni Willis, Headteacher
St Teresa's RC Primary School, Little Lever



"We are thrilled to be part of the Trust initiative and gain access to the SharePoint site. We believe it will significantly enhance our ability to streamline work practices for staff. The Trust's support throughout this transition has been exceptional. Their expertise has provided us with a well-tested, strategic approach, expertly managed by a team that consistently goes above and beyond. From weekly updates and informative booklets to training sessions, phone calls, and FAQs, the resources available have ensured we are well-prepared and confident as we embark on our innovation journey."

Sandra Burgess, Headteacher
St. Teresa's RC Primary School, Irlam

Improving Our Schools



Mount Saint Joseph RC High School

As part of the Bishop's vision for all Salford schools to become part of Diocesan Academy Trusts, Mount Saint Joseph RC High School in Farnworth came into scope for conversion in Autumn 2023. Local Governors and school leaders were keen to engage with both officers of the Trust and wider Diocesan strategy to plan the conversion process. This included regular communication and meetings with key staff and a real desire to work together in the interest of the young people of the school and the combined Catholic community of Salford. The school converted in December 2024 and is now embracing its place within STOC, recognising the benefits of being part of a broader Catholic organisation, whilst also adding its capacity and expertise to make lives better for all, not just its own local community.



"Mount St Joseph is delighted to be a part of the St Teresa of Calcutta Trust. Our journey towards joining the Trust began in 2023, during which we engaged closely with the central team to facilitate a seamless transition for the entire MSJ community. We placed a strong emphasis on transparency and collaboration throughout this process, building solid relationships with the central team and ensuring that all stakeholders were kept informed and involved. Regular meetings provided us with a platform to discuss our aspirations, share our vision, and align our practices with the Trust's core values of hope, courage, and innovation.

As we advance within the Trust, we remain dedicated to our mission of strengthening the MSJ community and ensuring that our students thrive. We are enthusiastic about the new opportunities this partnership will bring for our students, staff, and the wider community, as we strive to enhance our educational approach and enrich the learning experiences we provide.

Together with the Trust, we look forward to a bright future and to continuing to support the growth and development of all our students, helping them to become confident, caring, and well-rounded individuals, strengthening Catholic education and making Christ known."

Alex Devany, Headteacher
Mount Saint Joseph RC High School



Improving Outcomes: Performance & Attendance

Performance

Our Performance Team is always focused on outcomes, ensuring all pupils leave our schools with the skills and qualifications that will allow them to contribute to their parish and wider society. As an example, we have focused on target setting, offering training to schools on effectively utilising FFT target-setting information to help them set goals.

Following training, our Regional Performance Officers visited schools to help ensure these targets were both aspirational and achievable. These targets derive from several key considerations, including:

Sustainable
Improvement
Trends

FFT
5/20/50
Estimates

National
and Local
Averages

This target-setting initiative is in keeping with the Trust's mission to support schools in delivering sustainable excellence. It ensures that our mission of Making Christ Known and Making Lives Better is reflected in challenging yet realistic outcomes for every child and young person.

Attendance

In line with the national focus on school attendance, the Trust's Attendance Policy has now been adopted by all schools and is available on their websites. This policy outlines school-level expectations for ensuring all pupils attend well and looks to empower all pupils to access the full scope of their education.

To help ensure adherence to the policy and monitor its effectiveness, the Lead Attendance Officer visits each school to provide expert advice, support and challenge. These have comprised meetings with Headteachers and school attendance leaders to review attendance strategies, identify challenges and discuss bespoke approaches to overcome hurdles.

The Trust Lead Attendance Officer has also collaborated closely with families, recognising that positive and proactive engagement is crucial to address attendance issues. By building strong relationships with families, the Trust seeks to foster an environment where every child and young person feels supported to attend school regularly and thrive in their learning journey.

Governors will receive regular updates on attendance trends, successes, and ongoing challenges as we work together to establish consistent and effective approaches across our schools.



"As the Trust Attendance Lead, I support and challenge school leaders to improve attendance at all levels. We aim to create a culture where everyone understands their role in monitoring and improving attendance, and all pupils feel safe and want to attend school. By fostering positive relationships between schools and the central team, we promote a shared sense of belonging. This has increased awareness of the implications of poor attendance on a child's wellbeing and safety. My work has positively impacted school attendance and raised awareness of the link between attendance and safeguarding."

Jo Davies, Trust Lead Attendance Officer

Case Study



St Gregory's RC Primary School

One of the Trust's earliest schools, St Gregory's sits in an area with high levels of social deprivation. In 2016, Ofsted judged the school to be Inadequate. However, in 2024, it achieved a rating of Good with many Outstanding features. There has been a measurable and phenomenal improvement in pupil outcomes, and the school now consistently achieves some of the highest outcomes both within the Trust and the local area.



"Being part of the Trust has been transformational for St Gregory's. The collaboration and opportunities to share best practice have strengthened our teaching and leadership at every level. The school improvement support has been both strategic and hands-on, ensuring real impact in the classroom. Most importantly, our children are thriving - achieving better outcomes and accessing wider opportunities than ever before. The Trust's commitment to excellence is making a real difference to our school community."

Kelly Watson, Headteacher
St Gregory's RC Primary School

Ofsted 2024 Highlights:

- "Pupils enjoy being part of this caring school community. Many pupils join the school at different times in the academic year, often from abroad. They are warmly welcomed and quickly become part of the school family. Pupils feel happy and safe in school."
- "The school has high expectations of what pupils can achieve, including pupils with special educational needs and/or disabilities (SEND). Pupils live up to these expectations. They listen attentively in lessons and work cooperatively together. Pupils achieve well."
- "Children in the early years thrive. They settle quickly into the school routines. Children benefit from meaningful interactions with adults. They are exceptionally well prepared for their next steps."
- "Pupils are proud of their school. They said that teachers want them to be the best versions of themselves. Pupils relish the high-quality experiences that the school provides for them. For example, pupils take part in a wide range of visits in the community and residential trips that take them further afield. These help pupils to develop essential life skills, and together these experiences prepare them remarkably well for life outside school."
- "Pupils behave well. They are typically polite and courteous towards each other and to visitors. Staff know pupils well. There is a strong culture of mutual respect."

Case Study Exam & Assessment Results

		School 2024	National 2024
Reading	Pupils achieving the expected standard	81%	74%
	Pupils achieving a higher standard	35%	
	Average Scaled Score	106	105
Writing	Pupils achieving the expected standard	77%	72%
	Pupils achieving a higher standard	16%	
Maths	Pupils achieving the expected standard	84%	73%
	Pupils achieving a higher standard	19%	24%
	Average Scaled Score	106	104
Combined Reading, Writing & Maths	Pupils achieving the expected standard	78%	61%
	Pupils achieving a higher standard	10%	

Catholic Schools Inspectorate Report, 2024

- “The deeply committed headteacher, supported by a highly effective leadership team and knowledgeable governors, genuinely places Christ at the heart of the school.”
- “The welcome afforded to all members of the school community envelops everyone with love and allows all to flourish within the sanctuary of St Gregory’s.”
- “An improved focus on religious literacy and pupils knowing more and remembering more in religious education ensures that pupils make strong progress.”
- “The school environment authentically reflects the Catholic character of the school - it embodies the school’s mission and provides a haven where the pupils’ faith can be deepened.”
- “High aspirations for all pupils from their very first day ensure that by the end of their time at school, all can celebrate their God-given potential and are ready for the next stage of their faith and life journey.”
- “Pupils at St Gregory’s express that they feel loved and valued - this is rooted in a strong sense of belonging to the school’s family. Christ is known to all from a very young age.”
- “Catholic tradition is rooted in school life, and this is encapsulated in St Gregory’s status as a School of Sanctuary. The mission statement of ‘Where greatness grows’ is known and lived, it has a visible impact on the daily life of the school.”

Improving Our Schools: Wellbeing & Safeguarding

Wellbeing

Wellbeing is an important part of improving the lives of staff and young people, and the first step is looking after their health and safety (H&S) both proactively and pragmatically. We're working with our schools to support the development of their H&S management systems. We also play a key part in providing support, guidance and quality training while working with school teams to identify practical, school-focused solutions.



"We work alongside our schools to support the development of their H&S management systems. We also provide advice, guidance, and quality training and work with school teams to identify practical, school-focused solutions."

Our H&S Manager:

- Completes audits to help Headteachers and H&S leads identify good practice and areas for development.
- Assists schools by completing accident investigations, helping identify why the incident occurred and the measures to prevent recurrence.
- Helps deliver safe school trips and visits by training Educational Visits Coordinators and offering the **EVOLVE** platform to simplify processes."

Sharon Drew, Health, Safety & Compliance Manager

Safeguarding

All our schools use CPOMs, and our Safeguarding team can support schools in strengthening child protection measures, improving data-sharing practices, and refining overall safeguarding processes. The program paves the way for greater consistency across all schools in maintaining safeguarding records.

The Safeguarding team's visits to schools include meetings with safeguarding leads and Headteachers to discuss individual contexts and provide tailored guidance. They also engage with staff to ensure they feel supported in their safeguarding responsibilities and confident in their use of CPOMs. Governors are kept informed of our progress as we work to establish consistent and robust safeguarding protocols across the Trust, ensuring that our schools remain safe and nurturing environments for all.

"As Head of Safeguarding, I am working with our Trust schools and other stakeholders around safeguarding compliance. This work ensures that all our schools prioritise the safety and well-being of students by creating a safe and secure environment where they can thrive."

By promoting a robust safeguarding learning environment and framework, we are helping students feel valued, building positive community confidence and supporting positive academic and personal outcomes for all our students across the Trust."

Pauline Baker, Head of Safeguarding



"We can do small things
with great love."

ST TERESA OF CALCUTTA

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