



ST TERESA
of **CALCUTTA**
Catholic Academy Trust

Central Service

November 2025



Make Christ Known, Making Lives Better

Hope; Courage; Innovation

Our Mission and Values

Our Mission

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

Our Values



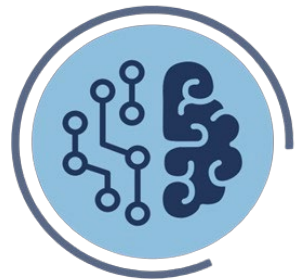
Hope

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.



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.



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 which they will shape and change.

Welcome from the CSEL



It is a pleasure to share with stakeholders, school leaders and local governors our STOC Central Service information. Our Trust continues to grow, and we will be twenty-four schools by winter 2025 with further schools expected to join us in spring 2026. Our offer is wholly in keeping with the mission of our Trust, and the services we provide centrally seek to ensure Headteachers deliver the very best educational provision in their local context.

At the heart of our work is our mission. Luke's Gospel challenges us to proclaim good news and serve those who are the most vulnerable in society. Through our central offer we seek to both support and challenge all schools and communities to be a place where social disadvantage does not exist. No easy task, but much like Jesus when he set his mind towards Jerusalem, we will always be resolute. Together we must make the lives of all our children and young people the best they can be.

Chris Foley
Catholic Senior Executive Leader

Our Structure

Our Headteachers and their School Staff

Headteachers are leaders of school improvement in their schools.

Central Team

Led by our Strategic Leadership Group

Responsible for delivering support services, compliance and policy.

Local Governing Bodies

A Committee of the Trust Board
Responsible for monitoring and supporting schools.

Trust Board

Comprised of Directors - they are the employer of all staff in our Trust.

Bishop

Local Ordinary Trustees

Responsible for protecting the organisation's educational and charitable objectives.



Our Strategic Leadership Group



Chris Foley
**Catholic Senior
Executive Leader (CSEL)**

Accounting Officer and
Chief Executive



Phil Smith
**Chief Performance
Officer (CPO)**

Responsible for function
and strategic management
of Performance, School
Improvement and
Professional Learning.



David Harrison
**Chief Finance and
Operating Officer**

Responsible for function
and strategic
management of Finance,
Procurement, Health and
Safety and Estates
Management.



Jenny Bonson
**Chief Information Officer
(CIO)**

Responsible for function
and strategic management
of IT, Data & Insights,
Governance, HR.
Communication,
Administration and School
Conversion.

The rationale behind our Central Service

Through our central service, we strive to provide schools with access to a wide range of professional services that enable school leaders to focus on their core purpose of school improvement, ensuring they can make lives better within the communities they serve. Pupils will leave our schools as fully formed individuals, children of God, who can take their place in the world to transform it.

Schools across our Trust will have a proportion of their GAG funding reserved to allow for the offer to be maintained and grow. The proportion of GAG is different depending on school sizes. Economies of scale mean that as one organisation there must be equity and affordability.

For 2025/26 the reserved proportion of GAG funding will be as follows:

- For a 210 PAN or below primary school this would be 5% of GAG. Additional funding streams (PP, SEND other school led grants) would remain delegated in its totality to the school as before.
- The Trust as of September 1st, 2025, will likely have fifteen schools that are in this category.
- For a 315 PAN primary school this would be 5.75% of GAG. Additional funding streams (PP, SEND other school led grants) would remain delegated in its totality to the school as before.
- The Trust as of September 1st, 2025, will likely have three schools that are in this category.
- For a 420 PAN primary school this would be 6.5% of GAG. Additional funding streams (PP, SEND other school led grants) would remain delegated in its totality to the school as before.

- The Trust as of September 1st, 2025, will likely have three schools that are in this category.
- For a secondary school this would be 7% of GAG. Additional funding streams (PP, SEND other school led grants) would remain delegated in its totality to the school as before.

The Performance Service

Our local governors, central team staff and Directors are committed to supporting all schools to be self-improving to secure outstanding levels of achievement for all children and young people by ensuring leadership is effective and results in high quality teaching and learning.

Our School Evaluation Handbook identifies how we will work with individual schools and groups of schools within the Trust. It aims to provide clarity around our principles for what we mean by high quality curriculum design and effective assessment, to ensure the best possible academic and life achievements for all children and young people.

As a Trust we expect our school leaders and staff to work collaboratively in a way that supports improvement specific to each individual school as well as across the family of schools. Whilst each school is unique, we understand that the mutual challenge, support and partnership that we offer each other as a Trust working together will enable our schools to flourish and continue to develop into centers of excellence. We expect our Headteachers to be the lead school improvers.

The Performance Team



Our Headteachers are an integral part of the performance team. They lead teams of adults whose focus is improving the life chances of the children and young people in their schools. At local level they are responsible for ensuring that the staff they lead and manage deliver in the best interests of the community they serve.

School Improvement Services

The services we offer include:

- Regional performance officer (RPO's) bespoke support.
- A common approach to the Self Evaluation Form (SEF).
- A common approach to the School Improvement Plan (SIP).
- A common approach to the Headteachers Report for Governors.
- Pupil premium and Sports premium planning and evaluation.
- Monitoring and evaluation to sustain and improve effectiveness via the Annual Standards Review (ASR).
- Collaboration via Headteacher Peer Reviews.
- Guiding principles to include SEND, Safeguarding, Curriculum, Assessment and CPD.
- Access to Professional Learning Networks to actively share and promote best practice.
- Access to shared moderation across STOCCAT.
- Inspection preparation.
- CSI/Ofsted trained leaders and support.
- External reviews to support school improvement priorities.
- Opportunities to provide Stakeholder voice across STOCCAT.

Safeguarding

The services we offer include:

- A STOCCAT Child Protection and Safeguarding policy.
- Professional supervision for DSLs/Deputy DSLs.
- Aligned CPOMs reporting.
- Comprehensive training programme.
- Aligned safer recruitment processes and training.
- Safer recruitment training.
- SCR template and training, with reviews and advice.
- KCSiE updates and training.
- External audits and peer reviews.
- Professional network meeting to share best practice.
- Support with investigations.
- Complex case support.

Attendance

The services we offer include:

- Bespoke attendance support from our Trust attendance officer and Regional Improvement Officer
- Aligned attendance reporting.
- Professional network meeting to share best practice.

Professional and Career Development

The services we offer include:

- ECT professional networks and support.
- Peer reviews.
- IT/Ed-Tech specific training.
- Subject specific pedagogy.
- Research Projects.
- Professional Learning Networks.
- Executive Leaders of Improvement (ELIs).
- Bespoke CPD sessions led by the CAT central Team.

60 before 16

We are in the process of compiling 60 opportunities that we would like all our students to experience before they leave our Trust aged 16. This list is being compiled in collaboration with schools.

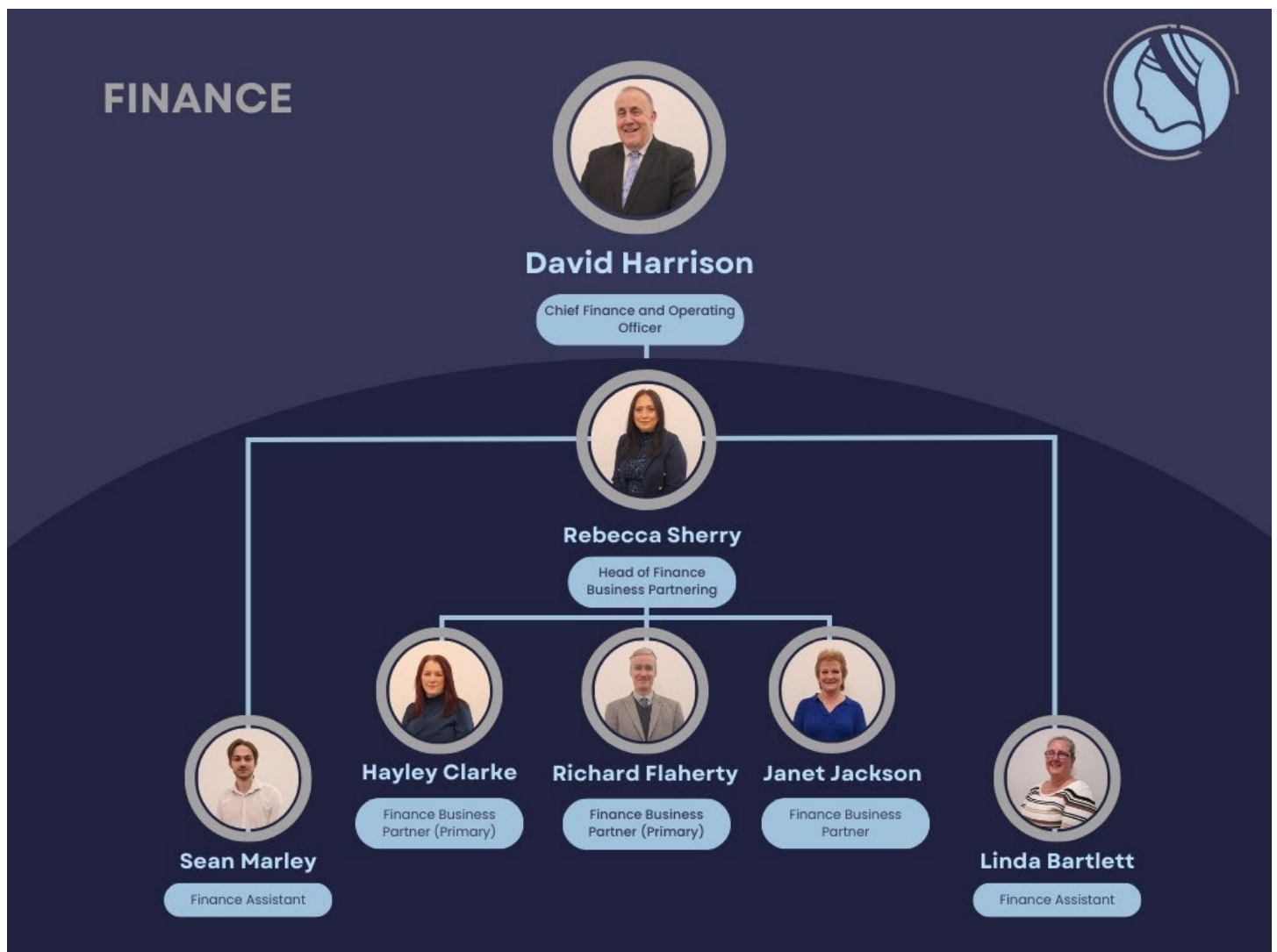
These experiences will help to develop our students:

- Academic experiences
- Practical skills
- Artistic and creative experiences
- Physical and outdoor experiences
- Social and emotional development
- Cultural and historical experience.

The Finance and Operations Service

The Central Finance Team oversee comprehensive financial regularity, propriety and compliance across the Trust and ensure financial plans align with school development priorities. This includes preparing all financial returns in line with DFE guidance and driving financial benchmarking. This function is also responsible for annual audits, preparation of end of year statutory accounts, the consolidation and reporting of monthly management accounts and the production of annual budgets and three-year forecasts. The finance team has dedicated Finance Business Partners to offer support with budgeting and forecasting as well as school month end. They are also able to provide access to trust wide finance and budgeting systems. The Central Operations Team oversees Health and Safety, Payroll, Catering and Estates. They help school leaders to focus on their core job of school improvement by offering a comprehensive list of services.

The Finance Team



Finance Business Partnering

The services we offer include:

- Standardised processes and policies.
- Curriculum focused financial planning aligned with school development plans.
- Centralised financial systems support via dedicated Finance Business Partners.
- Monthly budget monitoring.
- Finance staff training and CPD programme.

Transactional and Procurement Services

The services we offer include:

- PS Financial software and licences.
- Invoicing and Sales Ledger
- IMP Financial planner, budgeting and forecasting software.
- DFE Budget Forecast returns.
- Management of central bank account.
- Oversight of purchase ledger, including invoice processing when required.
- Strong aligned financial controls for revenue and capital.
- Trust wide procurement to ensure the best value, and adherence to procurement regulations.
- Tendering and supplier management.
- Improved quality and cost effectiveness of school/Trust suppliers.
- Contract Management

Audit Processes

Processes that must take place include:

- Internal and external reporting structures.
- Internal and External Audit processes, including statutory Annual Accounts following guidance as laid out in the Academy Trust Handbook

The Payroll Team

PAYROLL



David Harrison

Chief Finance and Operating
Officer



Michelle Hardman

Head of Payroll



Stephanie Courtney

Payroll Advisor

Payroll Services

The services we offer include:

- Centralised payroll with support including self-service software and all statutory compliance.
- Pensions support and guidance.

The Procurement Team

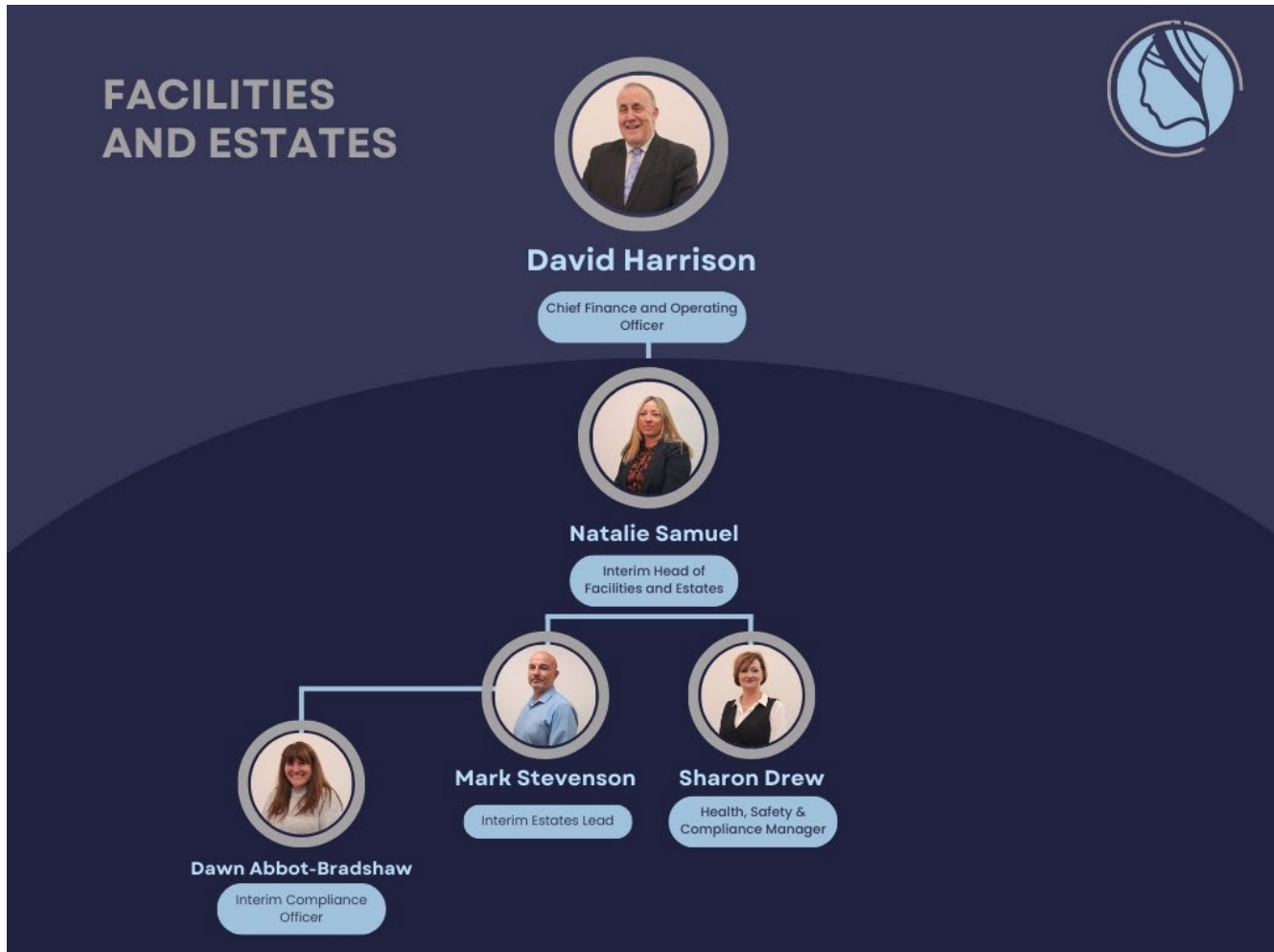


Procurement Services

The services we offer include:

- Delivers value for money - sources goods and services through competitive tendering and approved supplier frameworks, ensuring best price and quality.
- Manages contracts and compliance - oversees supplier agreements, monitors performance, and ensures legal and regulatory requirements are met.
- Supports schools with purchasing needs - provides guidance, templates, and hands-on support to help schools plan and complete purchases efficiently.

The Facilities and Estates Team



Health and Safety Services

The services we offer include:

- Oversight of health and safety compliances.
- Oversight of accident reporting.
- Aligned Health and Safety policies.
- Health and Safety Audits.
- Health and Safety Visits
- Health and Safety Training

Estates Services

The services we offer include:

- SCA funding allocation.
- Support with the procurement of professional partners for oversight of capital projects.
- Centralised estate management - supporting facilities staff in schools to work to the highest standards of statutory compliance.
- Aligned Estates policies.
- Aligned compliance services provided by 3rd parties in schools.

The Catering Team

CATERING



David Harrison

Chief Finance and Operating
Officer



Hayley Noble

Trust Catering Manager

Catering Services

The services we offer include:

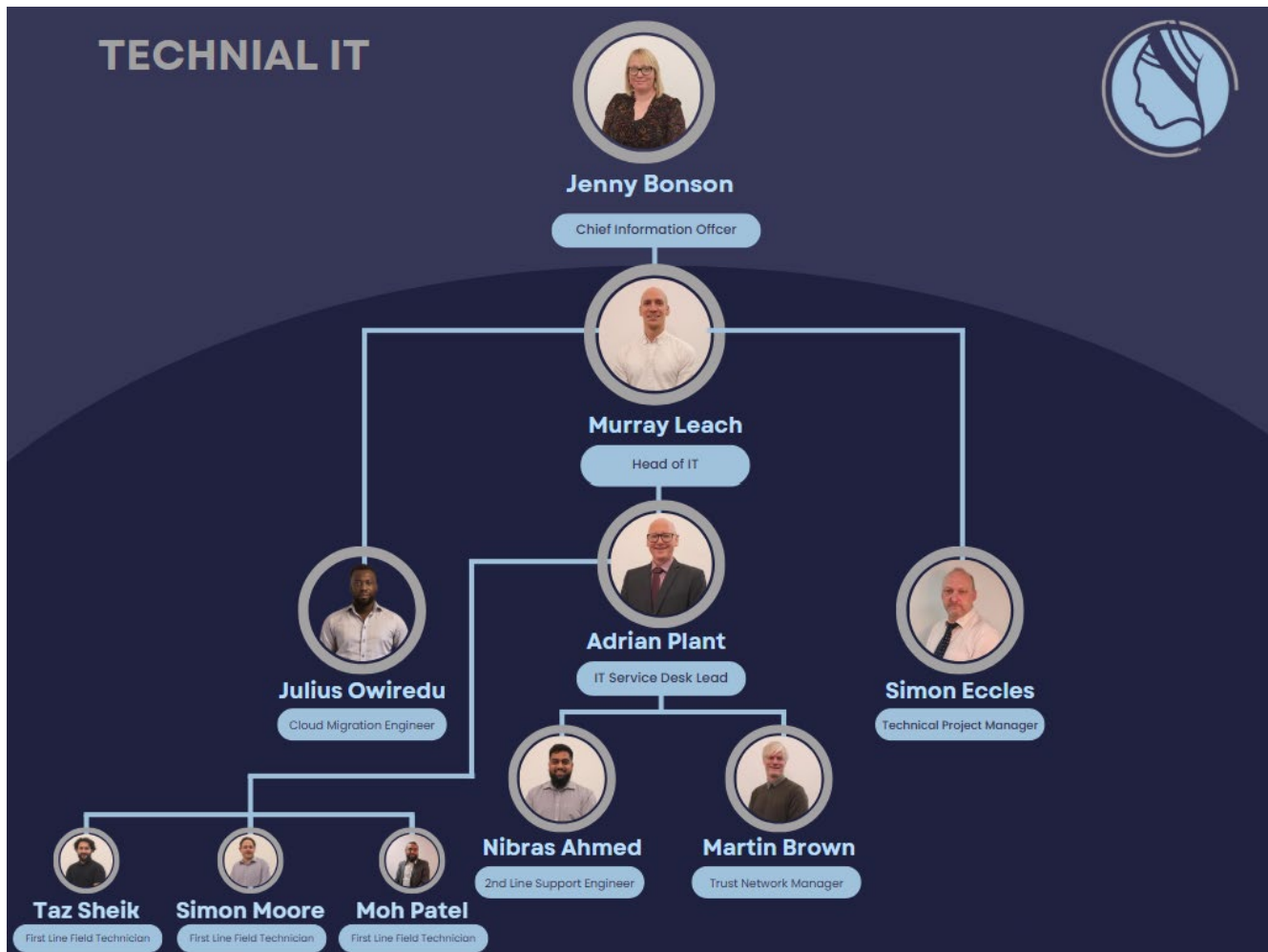
- Catering staff training and compliance against regulatory Food standards.
- Cost control, food standards and menu development
- Supporting schools with events such as Secondary open evenings and census days.

The Information Service

STOCCAT is committed to embracing the use of technology as a way of making lives better – ensuring that its use enhances how we teach as well as how students approach learning. The Central Information Team delivers on this vision by providing schools with technical and educational support services that enable this to become a reality. It also oversees the Trust data strategy and provides administration support to schools.

In addition to this, our Marketing, PR and Communication offer for schools not only raises the profile of the excellent work happening in our schools, but also offers support in times of crisis.

The Technical IT Team



Technical IT Services

The services we offer include:

- IT Managed service support, which provides remote helpdesk, and onsite support for all schools.
- Aligned key IT processes and systems.
- Centralised procurement of hardware and software.
- Creation of local school intranets for effective sharing of information.
- Suite of IT policies.
- Cyber - Security advice, guidance and compliance.

The Innovation Team

INNOVATION



Jenny Bonson

Chief Information Officer



David May

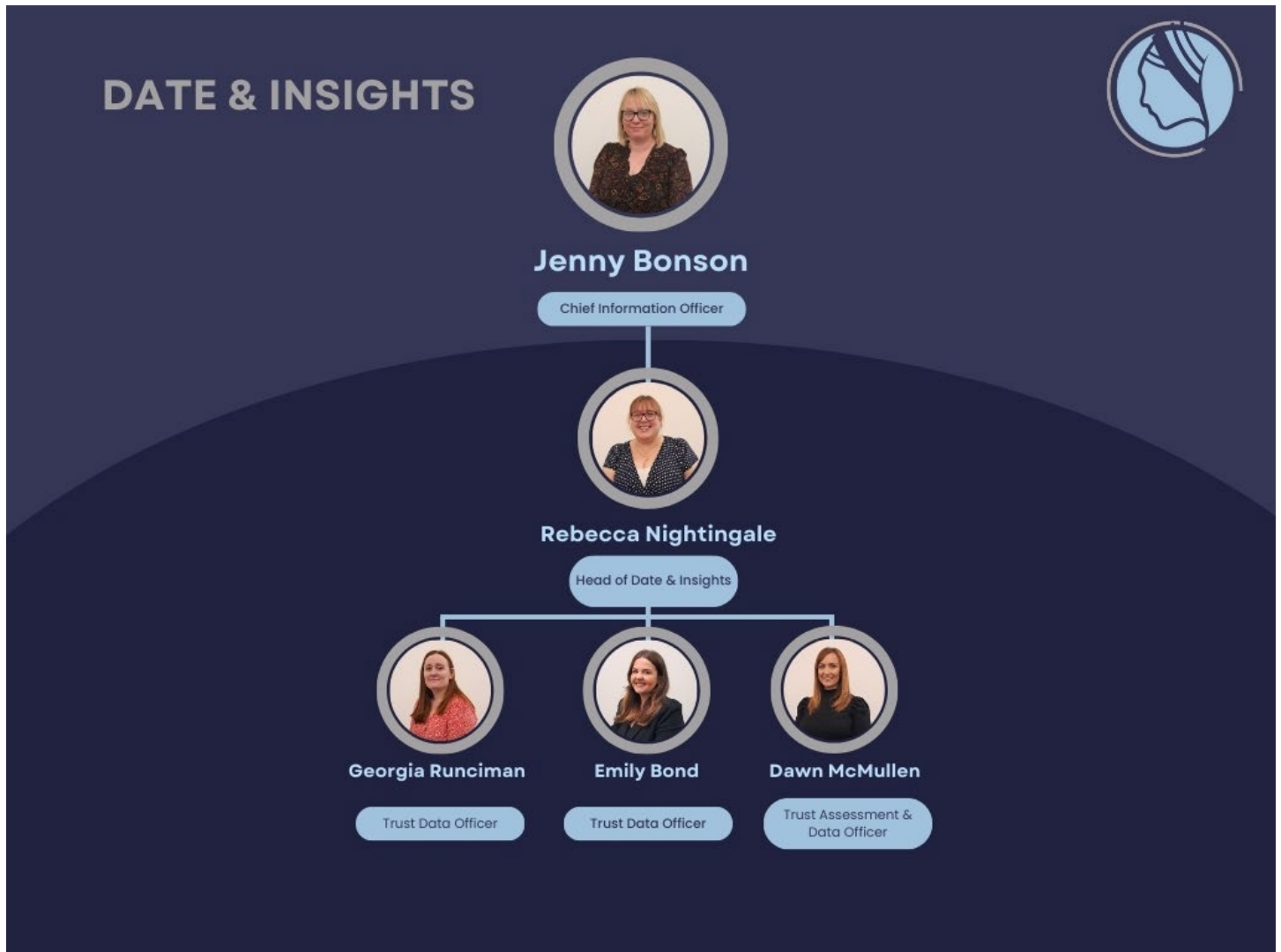
Head of Innovation

Innovation Services

The services we offer include:

- Support for the implementation of learning technologies in a school setting.
- Professional Learning Networks focused on Digital Strategy.
- IT/Ed-Tech specific training.
- Application advice and training.
- A Trust-Wide Digital Enrichment offer.
- Support with marketing and branding
- Centralised support in the event of a Critical Incident.
- Aligned communication protocols.
- Marketing support for admissions.
- Marketing support for vacancies.
- Press relationship management.
- Website and Social Media Training and Support

The Data & Insights Team

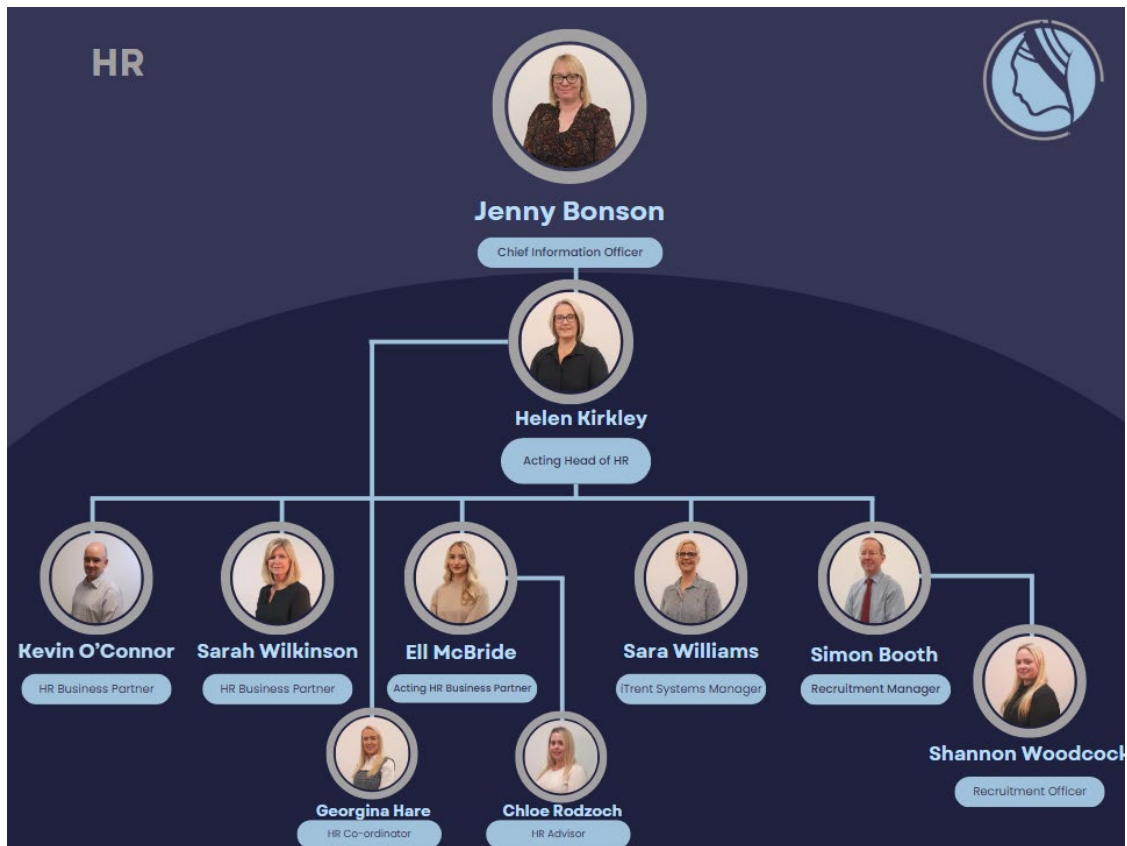


Data & Insight Services

The services we offer include:

- Aligned use of Arbor as a single Management Information System.
- A dedicated Trust Data Manager to support schools' data and training requirements.
- Aligned Data drops.
- Aligned Data reporting.
- Bespoke data support, which provides remote helpdesk, and onsite support for all schools.
- GDPR support via a Trust Data Protection Officer, including investigation of breaches and near misses and SAR requests.
- Trust wide Data Protection and Retention Policies.

The HR Team

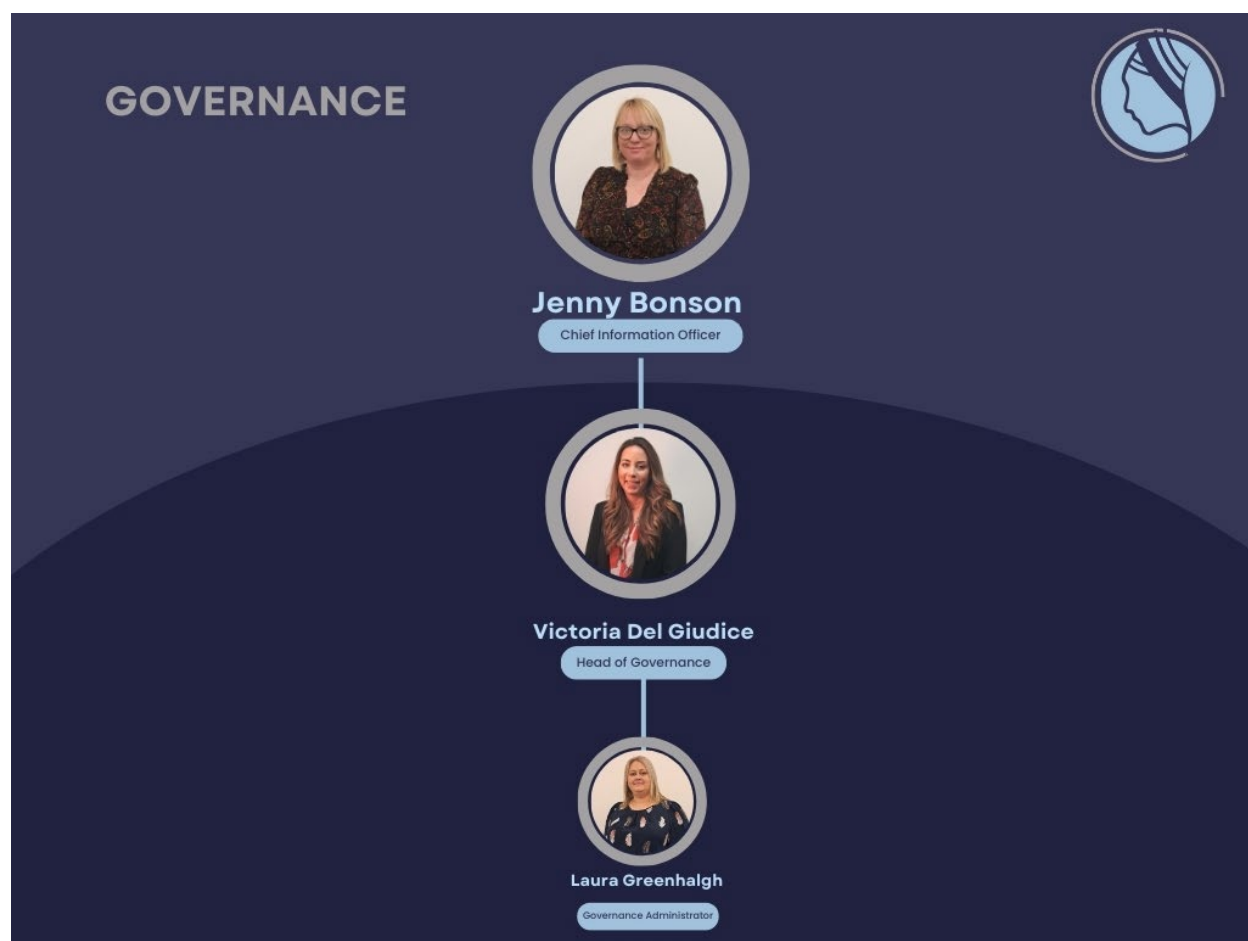


Human Resource Services

The services we offer include:

- A centralised HR service offering a wide range of advice on all aspects of HR.
- HR Business Partnering for schools.
- Advisory and support on policy application and employment law.
- Recruitment and Onboarding service and support; with access to TES
- Trust wide safer recruitment processes and training.
- SCR template with support, auditing and training.
- HR Information System (iTrent) for the management of employee records, recruitment, payroll and the School Workforce Census
- HR policies and procedures aligned to joint union consultation.
- Occupational Health Services including pre-employment screening, management referrals and access to Thrive, the Trust's wellbeing support service

The Governance Team



Governance Services

The services we offer include:

- Consistent, aligned processes to ensure schools are compliant and meet statutory and civic duties.
- Standard agendas and Headteacher reports.
- Centralised clerking services.
- Support with Governor recruitment.
- Governor training and Development pathways.
- Internal and external audits of Governance.
- Access to a bespoke Governance portal.
- Support with the implementation of the Scheme of Delegation and LGB Terms of Reference.
- Centralised Meeting Schedule.
- Regular CIO/Chair of Governor Meetings.
- Diocesan Governor Training.
- Skills Audits.
- Centralised support for implementation of central and local policies

The Admin Team



Administration Support Services

The services we offer include:

- A new school website.
- Website compliance checks.
- Aligned administrative systems and processes.
- Centralised administrative support for new schools converting.



ST TERESA
of **CALCUTTA**
Catholic Academy Trust

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