

The voice of School Trusts:
Another year of impact 2022



Confederation
of School Trusts



CST - the Voice of School Trusts

CST is shaping the education policy agenda and leading the thinking about School Trusts and a Trust-led landscape. Bringing together Trusts in England from every region and of every size, CST has a strong, strategic presence with access to government, parliamentarians, regulators and policy makers to drive real change for education on the big issues that matter most. We work across political parties to shape and influence policy.

Schools White Paper

- Served on the advisory group to the Secretary of State in developing the White Paper; now the Schools Strategy and Delivery Advisory Group (the governance group for DfE overseeing strategy and delivery of the White Paper).
- Prior to the publication of the White Paper, we published an influential discussion paper in January 2022, [What is a Strong Trust?](#)
- We commissioned on a literature review authored by Professor Muijs: [Trust Quality - an Overview of Research](#)

SEND Review

- Invited to sit on the DfE [SEND advisory group](#) overseeing the development of the SEND and AP Green Paper.
- Published a paper which is being widely cited in policy circles: [A good life: towards greater dignity for people with learning disability](#) (Newmark and Rees).

Regulation and Commissioning

- We provided regular expert advice to the Bell Review of the ESFA – see our [policy position](#) which influenced the review.
- We published a [discussion paper](#) on commissioning and regulation which influenced the terms of reference for the regulatory and commissioning review.
- Now on the DfE [regulation and commissioning review advisory group](#), which is also considering the possibility of Trust-based inspection. We are working closely with Ofsted in this regard.

Trust Leadership Development

- We published the influential paper on [Systems of Meaning](#) in January 2020 in which we made the case for a new leadership narrative and new forms of leadership development.
- Developed, consulted on and published CEO Standards ([Core Responsibilities of the Trust CEO](#)).
- Now on the [DfE Multi-academy Trust leadership development offer expert advisory group](#). The group advises the DfE on the content and delivery of a new Multi-academy Trust leadership development offer.

Trust-led Improvement

- We have started the process of codifying Trust-led improvement through the publication of a series of influential papers and by convening the first professional community for Trust directors of improvement:
 - [Knowledge Building: School Improvement at Scale](#) (February 2021)
 - [Communities of Improvement: School Trusts as Fields of Practice](#) (November 2021)
 - [Professional development in School Trusts: Capacity, Conditions and Culture](#) (February 2022)
 - [Integrating Practices as Trusts Grow](#) (April 2022)

As your sector body, CST has a key role in connecting the sector to government, regulators, and policy makers; connecting you to each other and connecting you to what you need to know.

Connecting you to government, regulators and policy makers

- [28 Agile Seminars](#) and [Discovery Webinars](#) in the 2021-22 academic year addressing current issues of the day.
- Roundtables with the Secretary of State and Ministers.
- Seminars with Shadow Education Ministers.

Connecting you to each other

- Wednesday morning open forum enabling CST members to speak directly to CST and each other in a confidential forum as part of an 'agile' response to live policy issues.
- Professional networks including our influential:
 - [Directors of Improvement Professional Community](#) (620 registrations)
 - [Chief Operating Officers/ Chief Financial Professional Community](#) (741 registrations)
 - [Data Leaders Professional Community](#) (353 registrations)
 - [Trust Safeguarding Professional Community](#) (209 registrations)

Connecting you to what you need to know

- 142 [morning briefings](#) (3 times per week during term time) making sure you had the information you needed and getting answers for you where you didn't.
- The first comprehensive [national survey](#) of Trust CEOs.
- [Trust](#), a digital journal published every half term for executive and governance leaders featuring high-profile contributors – and more recently [our new blog site](#).

Holding trust on behalf of children

CST is codifying the emerging knowledge about the Trust sector and helping to build sector capacity through our comprehensive support and professional programmes, developed by Trust sector experts and exclusively for the Trust sector.

Trusted Professional Development

- 865 delegates at our Annual Conference – a public statement of our standing and influence as your sector body.
- 70 delegates on our Chairs' Leadership Forum - the successor programme for 2022-23 is our [Chairs Development Programme](#).
- More than 1,100 delegates on our popular and innovative [Masterclasses in Trust Leadership](#), including Scheme of Delegation, Joining and Merging and Risk Assurance in School Trusts.
- 128 delegates on our popular [Essential Trustee Programme](#).

Specialist Consultancy Service for Trusts

- A confidential and quality-assured [expert consultancy service](#) run by specialists in academy and Multi-academy Trust governance.
- 81 bespoke and quality assured External Reviews of Governance designed exclusively for trust boards delivered by trust experts.

Expert Guidance and Tools

- A range of [guidance documents](#) commanding the respect of members.
- A comprehensive [knowledge hub](#) including our highly influential and authoritative [guidance](#): [Governing a School Trust](#), [Assurance Framework for Trust Boards](#), [Public Benefit and Civic Duty](#); and suite of guidance on [Joining a Trust](#).
- The development of a sector-leading [Executive Salary Benchmarking Research](#) which will generate an annual national benchmark report to support remuneration decisions.

SUPPORT

Our year in numbers

One Confederation of School Trusts

More than **1,000** School Trusts

Over **6,600** academy schools

Over **3.1 million** pupils

About us

Our governance and accountability

The Confederation of School Trusts (like the NHS Confederation which is the **sector body** and voice of NHS trusts) is the sector body that brings together and speaks on behalf of School Trusts. We are a charitable company, registered with the Charity Commission. Our charitable purpose, as set out in our Articles of Association, is "the advancement of education for public benefit."

We are governed by a Board of Trustees and are subject to the regulations of the Charity Commission and accountable to our members.

We are strictly apolitical. We work with the government of the day, political parties and parliamentarians across the political spectrum to advance education for public benefit and represent you, our members.

How we are funded

Like other sector bodies, income is generated via several different activities – through membership fees, but also from commercial income through CST Professional Development and our platinum partners' scheme.

Trading income keeps membership fees as low as possible and is re-invested in the delivery of the CST's charitable objectives.

What our members say about us

28
Agile Seminars
and Discovery
Webinars

“Thank you so much for your daily briefing and associated documents - they are such an invaluable source of robust information and very much appreciated.”

Fiona Hardie
Finance Director,
Wise Academies

“Many thanks for all you have done this year, as the CEO of a small Trust your meetings and briefings have been invaluable in keeping us as up to speed as possible on the national picture. Your network meetings have helped our Trust to lift our heads above the Covid world to focus on school improvement and ensure that we are doing all we can to make a difference to the children and communities we serve.”

Samantha Jones
CEO, Rainbow
Multi-academy Trust

“We’re so grateful to CST - under the leadership of Leora Cruddas and Steve Rollett - for bringing such organisation to - and advocacy of - the School Trust sector and wider state education system.”

Warren Carratt
CEO, Nexus
Multi-academy Trust

142
morning
briefings

“CST are exceptional because of the valuable work they do in bringing Trusts together, providing guidance and offering an optimistic vision for education in England.”

Peter Mayland
CEO, Albany Learning
Trust

“This morning’s CST Zoom with Leora Cruddas was so valuable - taking the time to share/support each other across the sector is so important. Knowing we aren’t alone helps massively.”

Anita Ghidotti-Gibson
CEO, Pendle
Learning Trust

“The updates from CST are hugely helpful; I know our team have found the Directors of Improvement Network hugely useful. Thanks so much Leora Cruddas and Steve Rollett for engaging and energising the sector throughout demanding, unpredictable times.”

Dr Steven Berryman
President-Elect of the Chartered
College of Teaching

“The service CST provides is so helpful and I would thoroughly recommend to any school who want up to date clear information.”

Teresa Banks
School Manager, Chadwell
Heath Academy

865
delegates at
our Annual
Conference

“CST are at the forefront of sector development thinking.”

Steve Taylor
CEO, Cabot Learning
Federation

Our members are our mandate and the reason we have established our credibility as the sector body so quickly.

JOIN US TODAY

Call: **0115 917 0142** | Email: **admin@cstuk.org.uk**

Visit our website: **cstuk.org.uk**