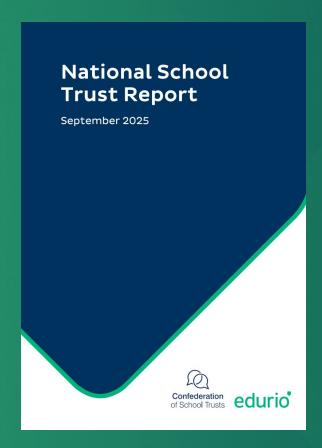
School trust priorities

CST & Edurio research findings 2025









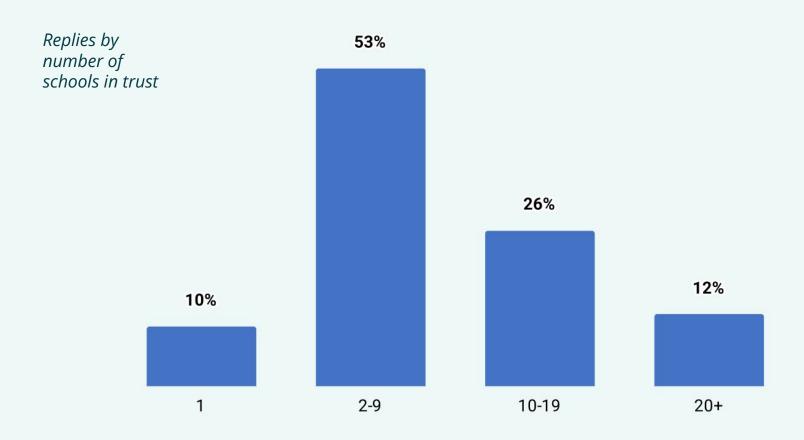


home.edurio.com/insights



Research methodology

390 trust CEOs shared their priorities



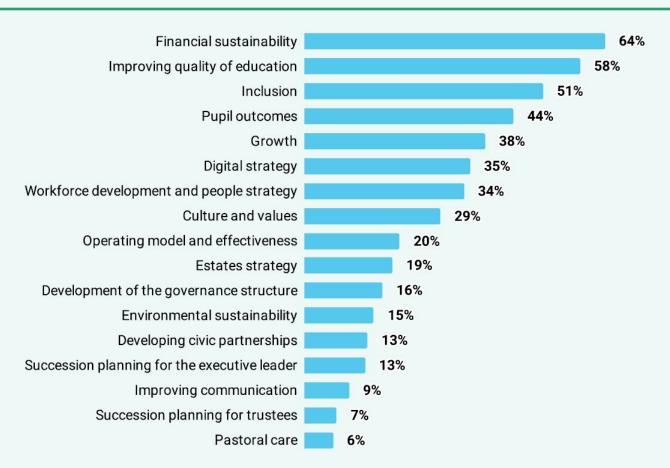
Themes based on the CST Strong Trust framework



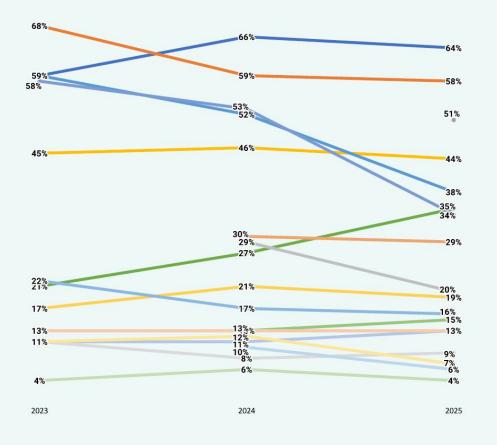


Overall findings

Top priorities



Top priorities over time

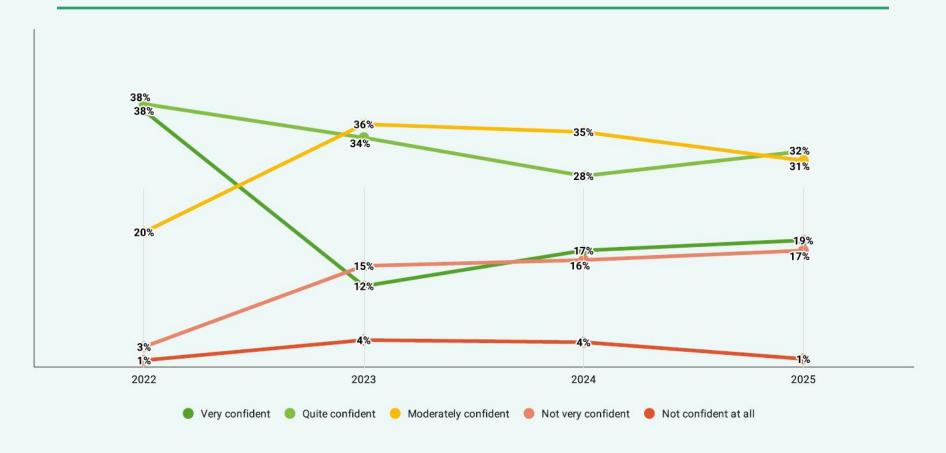


- Financial sustainability
- Improving quality of education
- Inclusion
- Pupil outcomes
- Growth
- Digital strategy
- Workforce development and people strategy
- Culture and values
- Operating model and effectiveness
- Estates strategy
- Development of the governance structure
- Environmental sustainability
- Developing civic partnerships
- Succession planning for the executive leader
- Improving communication
- Succession planning for trustees
- Pastoral care
- Other (please specify)

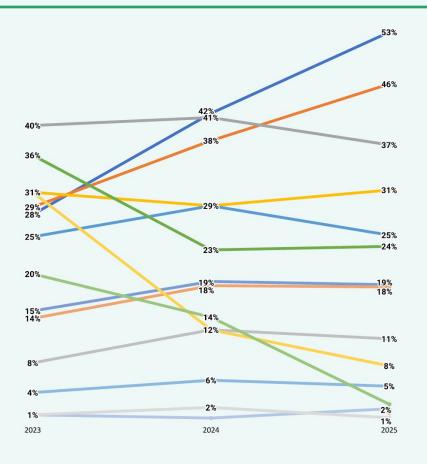


The changing face of finance pressures

Confidence with financial sustainability



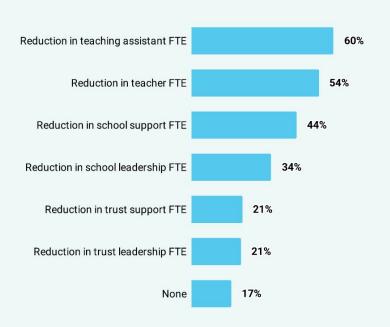
Top risks to financial sustainability



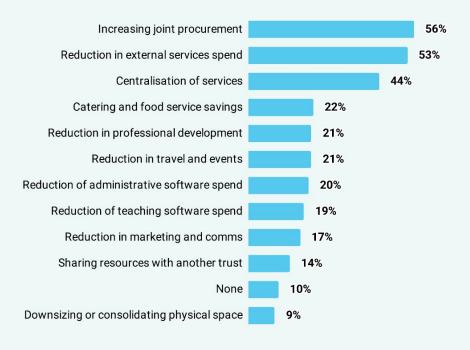
- Falling pupil numbers
- Special educational needs costs
- Teaching staff costs
- Difficulty planning ahead
- Support staff costs
- General inflation
- Estates maintenance
- Size of trust
- Lack of reserves
- Energy costs
- Other (please specify)
- Staff recruitment
- No immediate risks
- School rebrokerage
- Administrative costs

Actions to mitigate financial risks

Staff

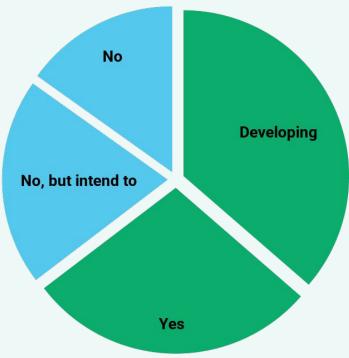


Non-Staff



Pressure on potential priorities

Does your trust have a climate action plan?



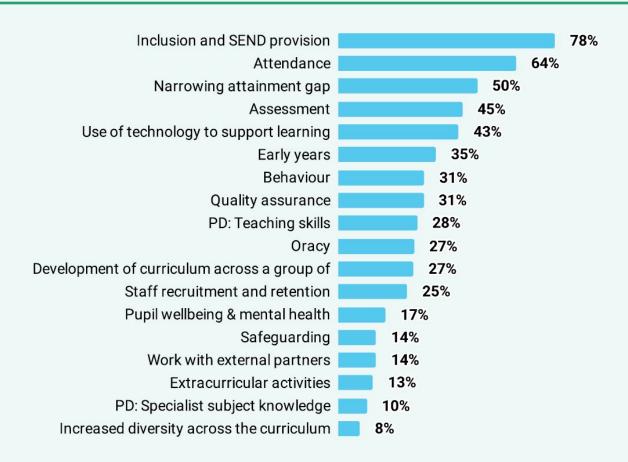


The changing face of finance pressures

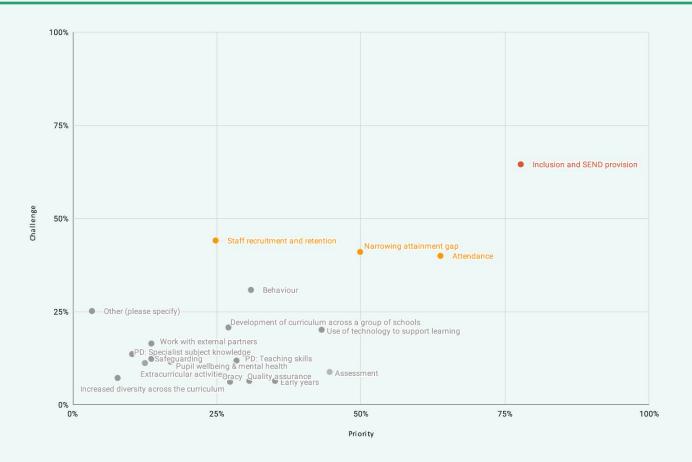


Inclusion and SEND

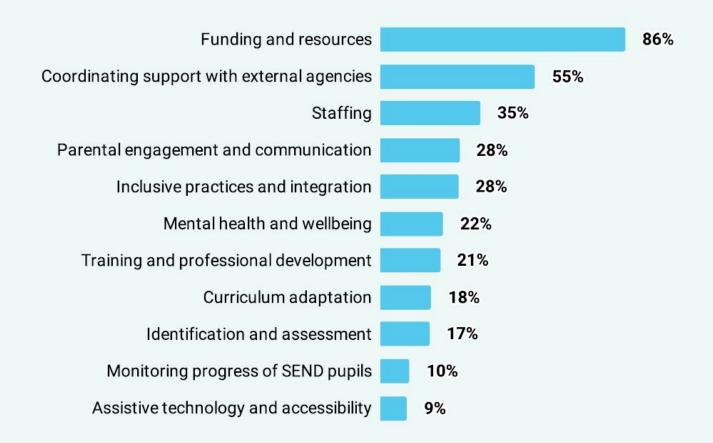
Top education priorities



Most demanding education priorities



Main challenges in managing SEND provision





Inclusion and SEND

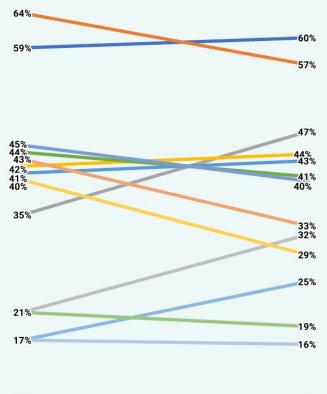


Workforce challenges changing shape

Top workforce priorities



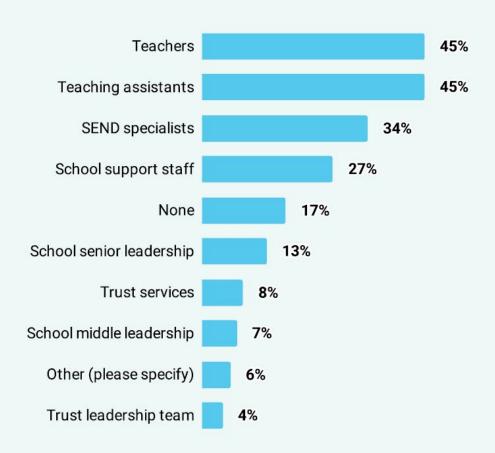
Changes in workforce priorities



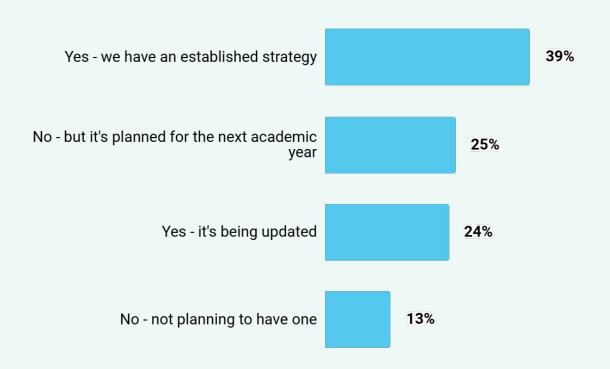
- Professional development
- Improving staff wellbeing
- HR processes
- Creating more opportunities for flexible working
- Aligning HR processes across our schools
- Culture
- Leadership succession planning
- Retention
- Equality, diversity and inclusion
- Recruitment
- Quality of data
- Review of reward and incentives including pay
- Introducing apprenticeships

2024 2025

Which roles have you struggled to fill vacancies in?



Do trusts have a formal people strategy?



Staff incentives beyond national arrangements

None Employee assistance

Cycle salary sacrifice

Special leave

Other salary sacrifice

Childcare salary sacrifice

Benefits scheme

Health benefits

Parental leave

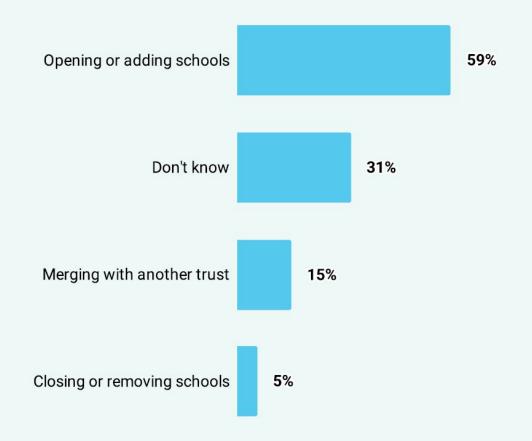


Workforce challenges changing shape

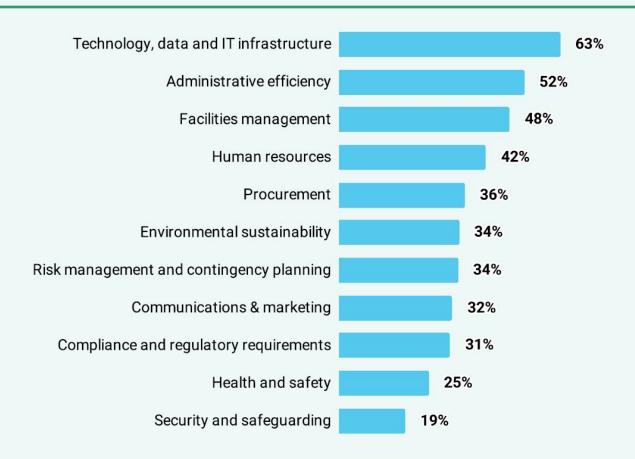


Evolving trust operating models

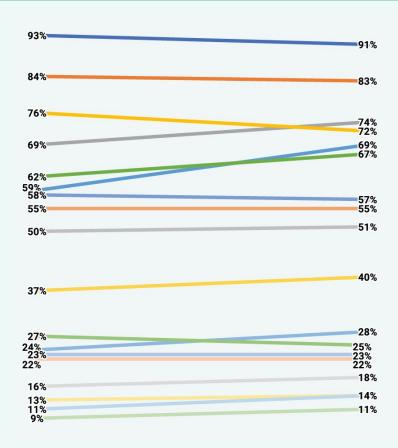
Changes expected in the trust over the next year



Top operational priorities

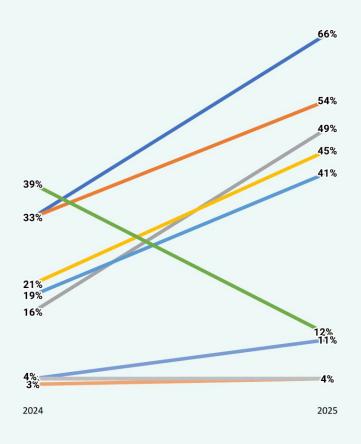


What areas are managed centrally



- Finance
- Estates
- School Improvement
- Procurement
- People management
- Information technology
- Safeguarding
- Recruitment
- Communications and marketing
- Staff feedback
- Policies for pupils
- Admissions
- Special educational needs
- Curriculum
- Inclusion / alternative provision
- Parent Feedback
- Pupil feedback
- Community feedback

Activities in response to AI development

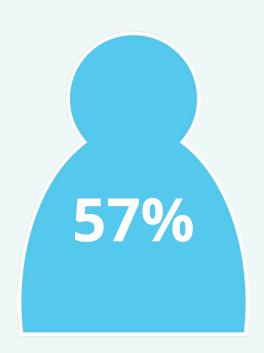


- Pilots and experiments
- Staff training
- Policy on administrative use
- Policy on use in teaching
- Policy on pupil use
- None
- Pupil assessment policy review
- Budget for schools to use
- Other (please specify)

Changing sector approaches to governance



Dedicated governance role



Chief Executive is a trustee

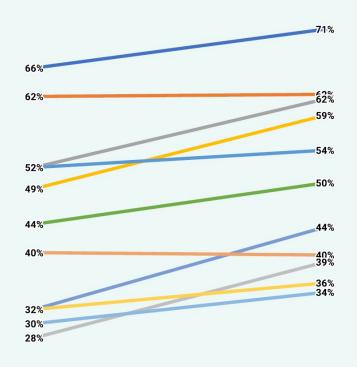


Evolving trust operating models



Growing system leadership

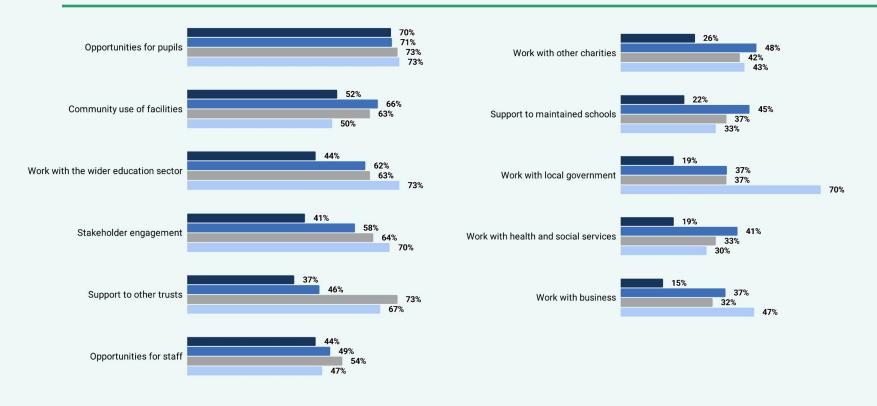
Priorities in pubic benefit and civic duty



- Opportunities for pupils
- Community use of facilities
- Work with the wider education sector
- Stakeholder engagement
- Support to other trusts
- Opportunities for staff
- Work with other charities
- Support to maintained schools
- Work with local government
- Work with health and social services
- Work with business
- None

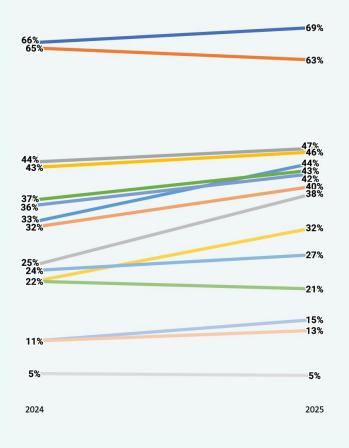
2024 2025

Priorities based on trust size



■ 1 school ■ 2 to 9 schools ■ 10 to 19 schools ■ 20+ schools

What organisations do you work with for civic impact?



- Charities
- Community groups
- Businesses
- Church groups
- Local government
- Universities
- Arts organisations
- Police
- Members of Parliament
- NHS organisations
- Nurseries
- Further education
- Chamber of Commerce
- Town Deal or regeneration groups
- We do not currently formally work with outside organisations



Growing system leadership





Discussion