



Connecting



15 & 16 October, ICC, Birmingham

#CSTConf26

Building Connected Organisations



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CST Annual
Conference 26

#CSTConf26



Trust strategy, coaching and training



Aurora review & benchmarking club



Operating model redesign



Mergers, expansion and growth



Trust research panel



Investors and EdTech



Chris Kirk
Director



Lou Reader
Director of
Consulting



Sophie Hill
Director of
Partnerships



John Murphy
Education
leadership



Mandy Coalter
People
transformation



Helen Child
Senior
Consultant



Andrea Arlidge
Director of
Mergers



Futura
Learning Partnership



Confederation
of School Trusts



preparing the way for others to follow



GIPSY HILL FEDERATION



The
Sir John Brunner
Foundation





Research findings| How we carried out the research



*Operations:
Finance, IT, HR,
Estates*

*Question: "Are you
confident you trust
central team fully
provides?"*

- *Core – Ensuring minimum compliance*
- *Enhanced – Delivering operational advantage through working at scale*
- *Strategic - Delivers strategic benefits to the trust's overall goals.*

*What are your
aspirations and
barriers?*

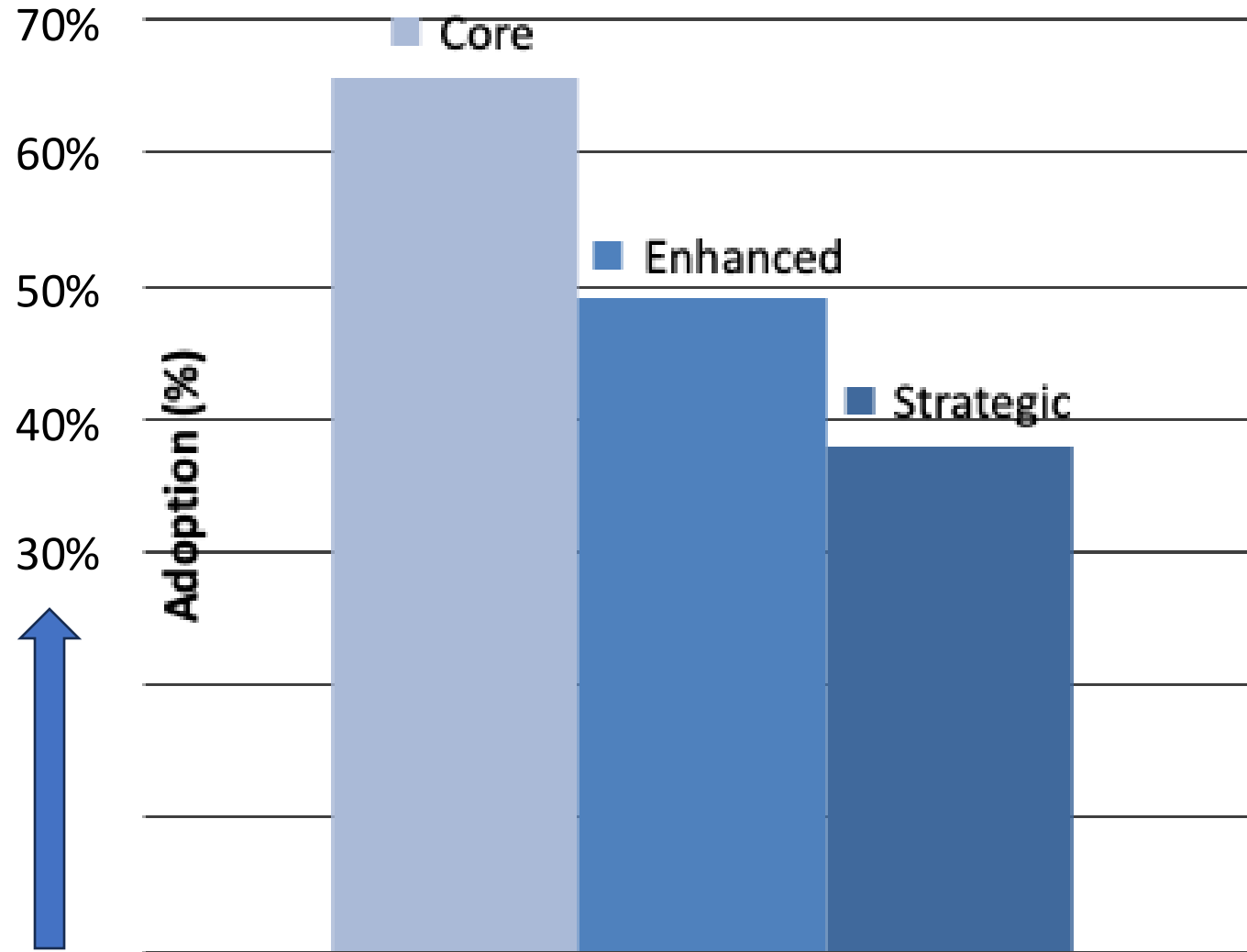
*Trusts with
high coverage:*

*What did you
do and why?*

*What can we
learn?*



Scope of central services in School Trusts: Core is 70% there; Strategic c.40%





Scope of central services in School Trusts: Different starting points and pressures shaped different maturity paths for each service

CORE

ENHANCED

STRATEGIC

Controls and reporting

Budgeting and school support

Assurance-led governance

Finance

New corporate duties and regulatory scrutiny

Budget holder training

Automation

Strategic insight
Embedding ICFP

HR

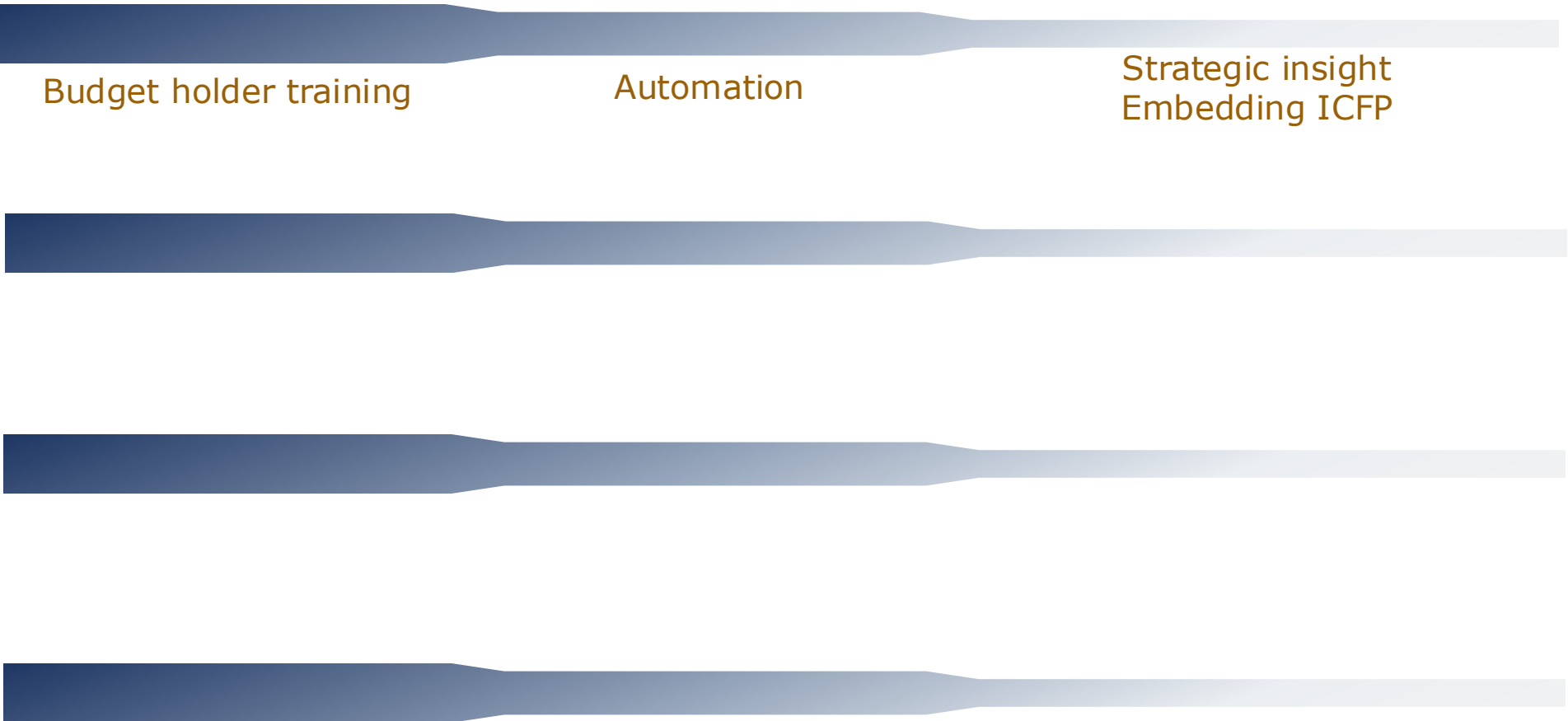
Teacher development traditions and direct employer responsibility

IT

Inherited systems, continuity and cyber risk

Estates

Local site teams, compliance and capital





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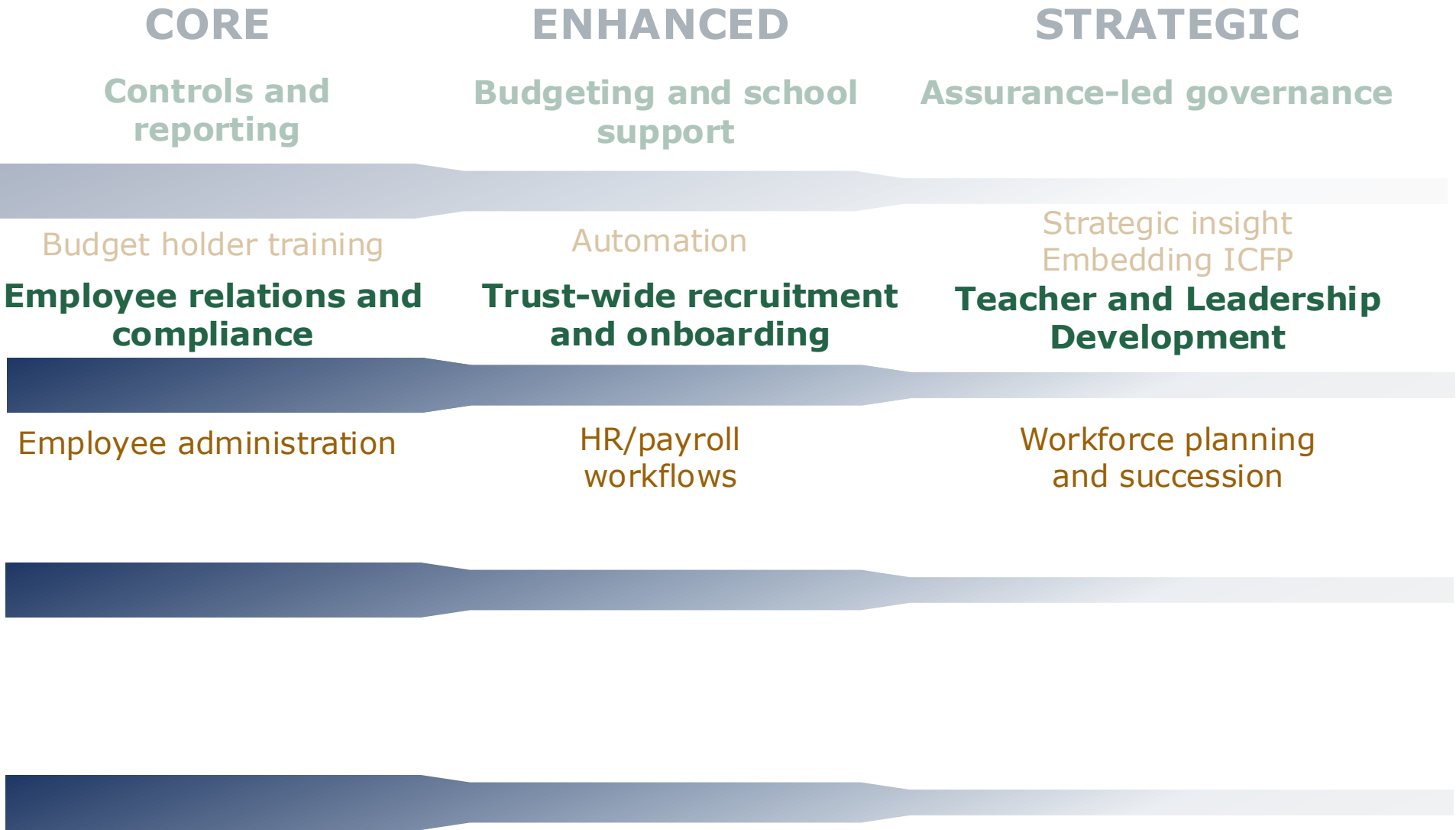
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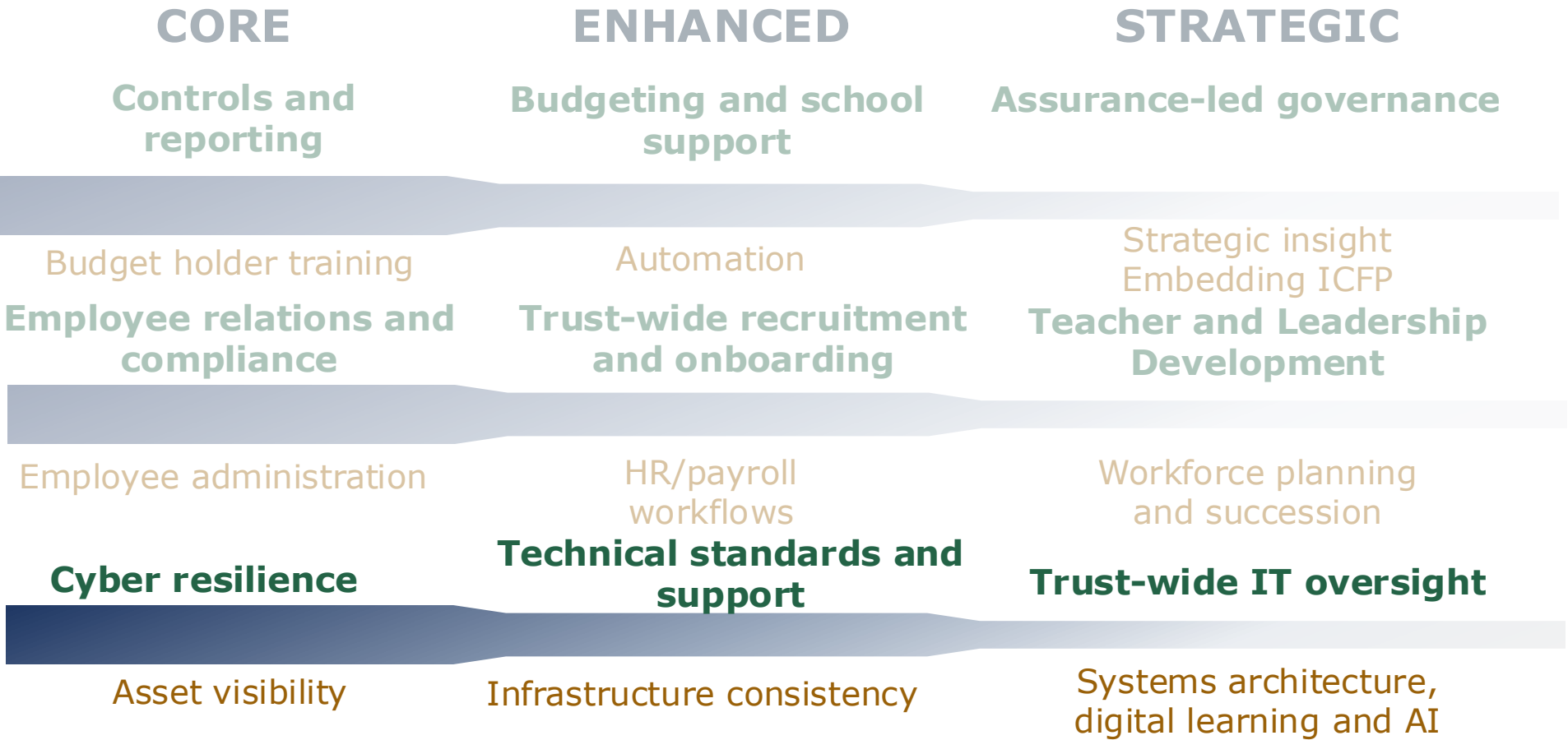
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Teacher development
traditions and direct
employer responsibility

**Employee relations and
compliance**

Employee administration

**Trust-wide recruitment
and onboarding**

HR/payroll
workflows

**Teacher and Leadership
Development**

Workforce planning
and succession

IT

Inherited systems,
continuity and cyber risk

Cyber resilience

Asset visibility

**Technical standards and
support**

Infrastructure consistency

Trust-wide IT oversight

Systems architecture,
digital learning and AI

Estates

Local site teams,
compliance and capital

Compliance oversight

Estates records and
plans

Capital project delivery

Service
coordination

Capital planning

Utilisation and
sustainability planning



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Looking to the future | An emerging model for leading practice

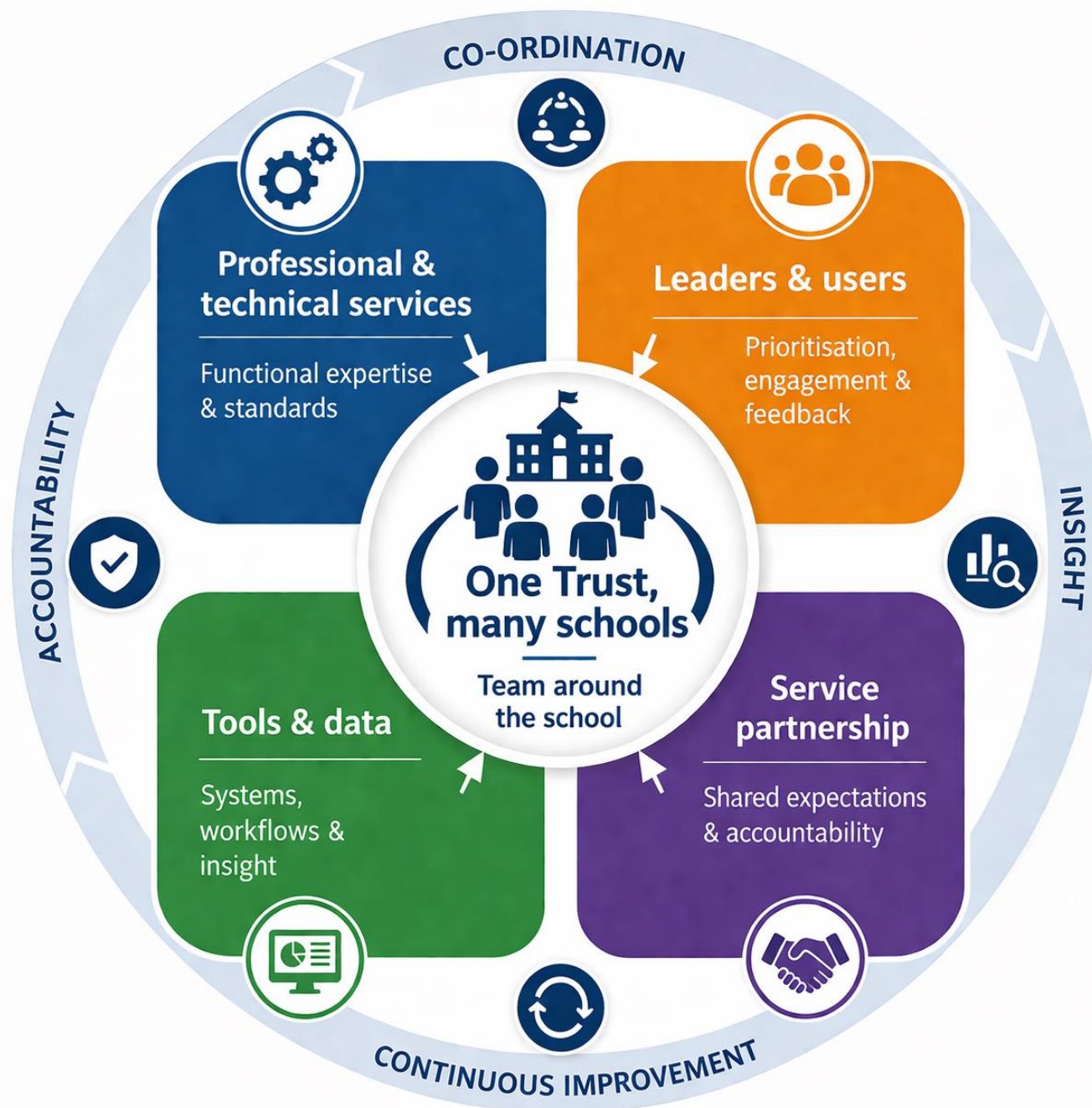
Drives outcomes, not just operations

Operates as one Trust

Brings expertise to the point of need

Turns data into action

Replaces transactions with accountability



Confederation
of School Trusts



Smaller trusts

Challenge: Capacity to specialise

Growth

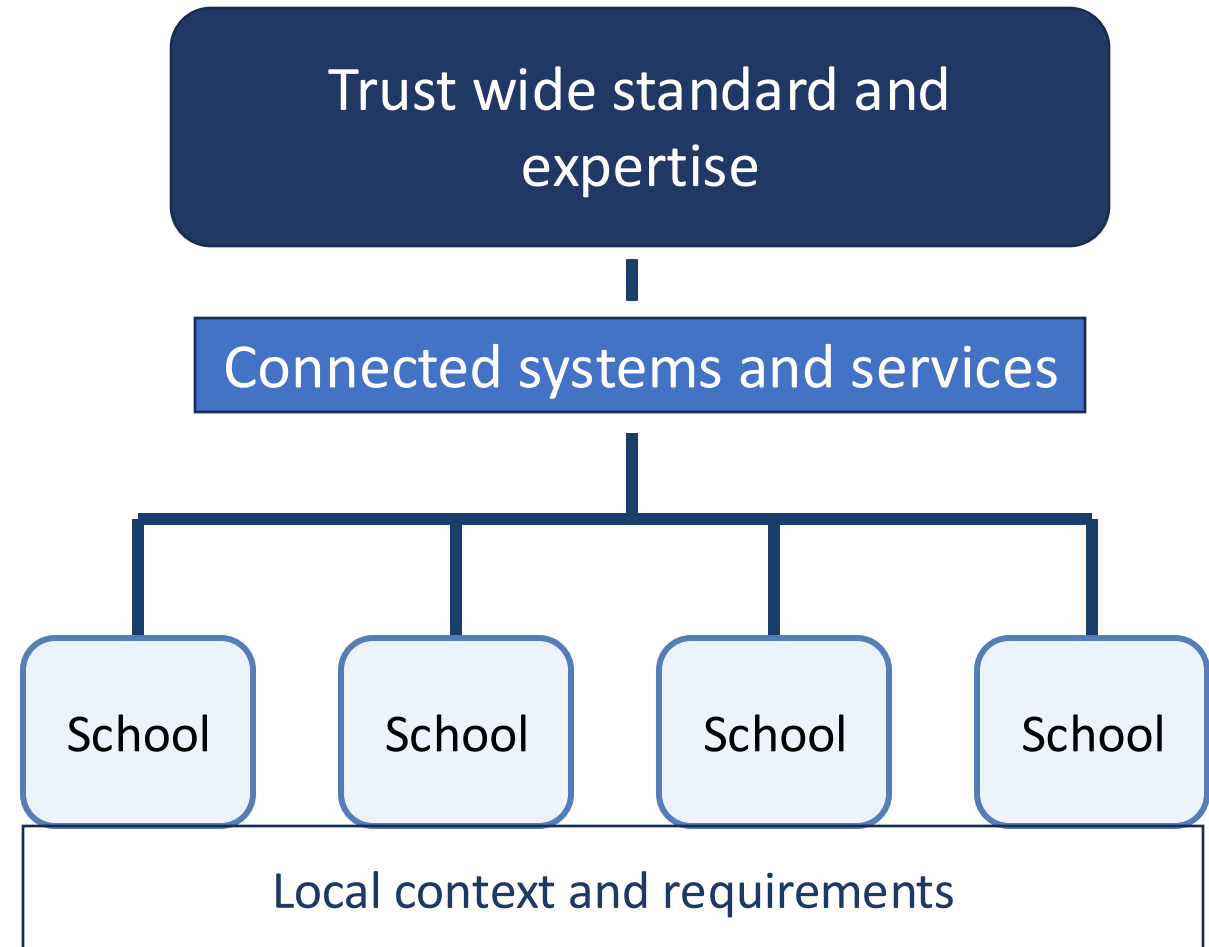
Selective
outsourcing

Shared
capability



Larger trusts

Challenge: Coordination at scale





Looking to the future | Professional leadership for the next phase of MAT maturity



**Whole-Trust thinking
alongside functional
optimisation**



**Data and analytical
leadership**



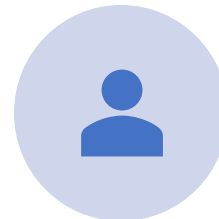
**Leading specialist
capability**



**Service leadership and
operational design**



**Matrix leadership and
the “team around the
school”**



**Strategic capacity and
organisational headroom**



Building Connected Organisations | Discussion

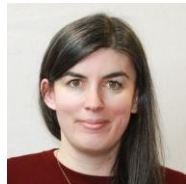
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