



**Confederation  
of School Trusts**

# **School trusts – an insurgent mission**

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The Voice of School Trusts





**Confederation  
of School Trusts**

- The Confederation of School Trusts (CST) is the national organisation and sector body for School Trusts in England advocating for, connecting and supporting executive and governance leaders.

# A new narrative for school trusts



## School Trusts

- Academy and Multi-Academy Trusts – **School Trusts** - are **education charities that run schools** to give children a better future
- Over half of pupils in state schools attend academies
- We help our local communities thrive by giving children the best opportunities to learn inside and outside the classroom
- A School Trust is a **group of schools working in collaboration as one entity to improve and maintain high educational standards across the group.**

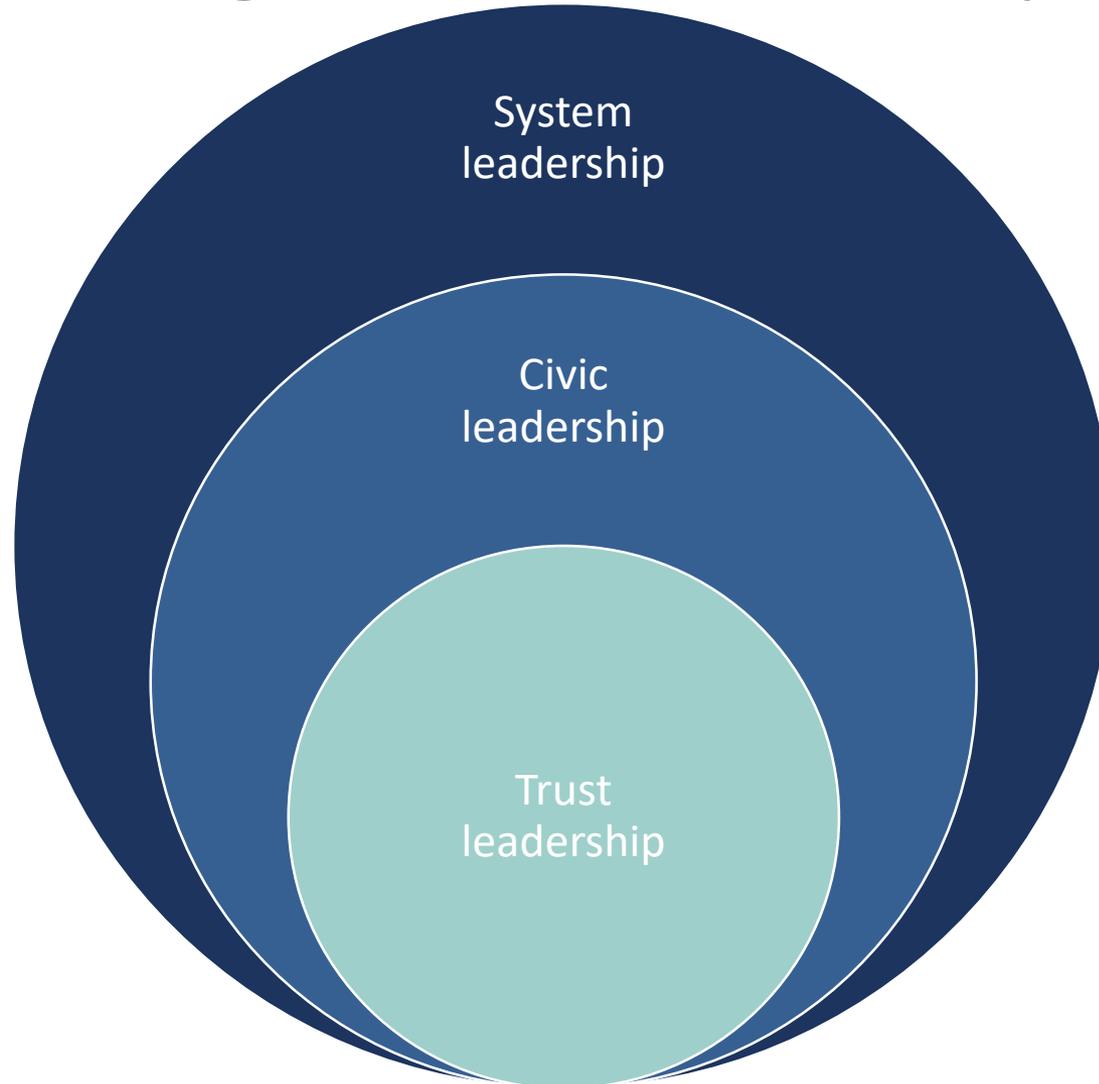


A School Trust has a single legal and moral purpose:

**To advance education for public benefit.**



# Systems of Meaning: three nested leadership narratives



# NAVIGATING THE EDUCATIONAL MORAL MAZE

The Final Report of the Ethical Leadership Commission

January 2019



ASCL



Confederation of School Trustees



HMC



NAHT

Ethical

# 1. Trust leadership



The wrong question:

- “Should my school become an academy?”

The right question:

- “How can my school best collaborate with others in a strong and resilient structure to ensure that each child is a powerful learner and that adults have the opportunities to learn and develop as teachers and leaders?”

# The importance of trust



- As a relational principle
- As a core value
- As character
- As competence
- As a promise

“There is no trust more sacred than the one  
the world holds with children.”

Kofi Annan, *The State of the World's Children*, 2000





# Telling your story - a narrative for your Trust

- What do you believe?
- What do you care about? Or what do you stand for?
- What do you promise?

## 2. Civic leadership

# School trusts as new civic structures

Lord Kerslake, Chair of the Civic University Commission said: “The deep economic and social changes that are happening in Britain today have, alongside Brexit, made the civic role of universities even more vital to the places they are located in.”

*School Trusts are a new form of civic structure – we need to galvanise Trusts as good civic partners working with other civic actors to advance education as a public good in their locality.*

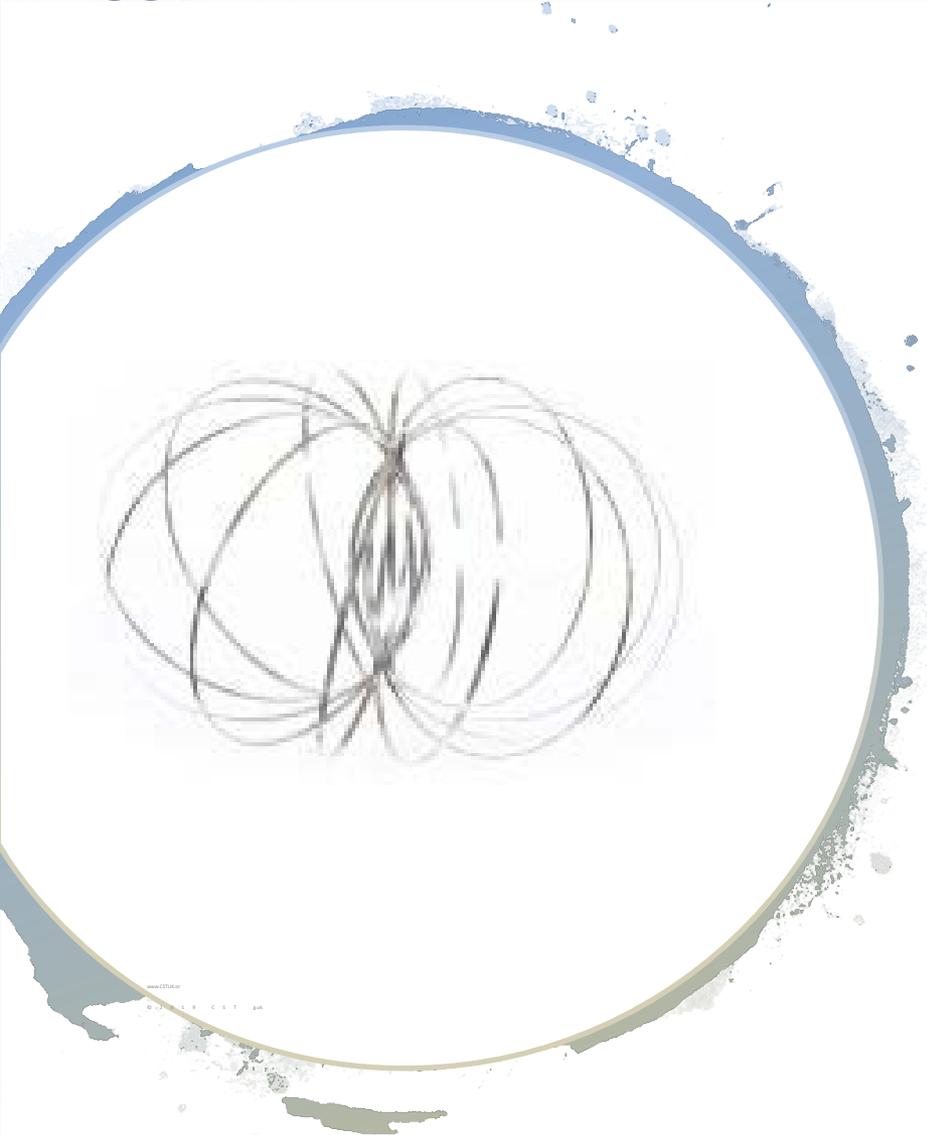




## Telling your story - a civic narrative for your Trust

- What will you do to work with other civic actors to advance education as a public good in your locality or localities?
- How does your Trust reflect your commitment to civic leadership?
- How does your growth plan reflect your commitment to advance education as a public benefit in your current locality or in a new locality?
- How do you show your trust is accountable first and foremost to the communities you serve?

# 3. System leadership



## System-building

How can we become “the best system at getting better?”



**Confederation**  
of School Trusts

Join the national organisation and  
sector body for School Trusts in England

**Thank you**

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[www.cstuk.org.uk](http://www.cstuk.org.uk)  
[@CSTvoice](https://twitter.com/CSTvoice)



## Further reading

[Navigating the moral maze – the final report of the Ethical Leadership Commission](#), ASCL, 2019

Leora Cruddas, [Future shape of the education system in England](#), CST, 2019

Leora Cruddas, [Systems of Meaning, three nested leadership narratives for school trusts](#), CST, 2020

Tom Rees, [2020: a new perspective for school leadership?](#) Ambition Institute, 2020

Steve Rollett, [2019: a space odyssey](#), Author's blog, 2019