

Charity Registration No. 1107640

Company Registration No. 05303883 (England and Wales)

**CONFEDERATION OF SCHOOL TRUSTS**  
**ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**CONFEDERATION OF SCHOOL TRUSTS**  
**(A Company Limited by Guarantee)**

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**LEGAL AND ADMINISTRATIVE INFORMATION**

**Trustees and Directors**

Sir Hamid Patel CBE	Chair
Susan Douglas CBE	
Lorrayne Hughes OBE	
Jacqueline Russell	
Stephen Snelson	
Luke Sparkes	
Pamela Tuckett	
Edward Vainker OBE	
Pamela Wright OBE	

**Leadership Group**  
**Confederation of School Trusts**

Leora Cruddas CBE	Chief Executive Officer
Stephen Rollett	Deputy Chief Executive Officer
Julie Lerbech	Chief Operating Officer & Company Secretary
Samuel Skerritt	Director of Public Affairs and Policy
Samira Sadeghi	Director of Trust Governance
Elizabeth Jack	Director of Membership

**CST Professional Development Limited**

Charis Evans	Managing Director
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<b>Charity number</b>	1107640
<b>Company number</b>	05303883
<b>Principal address and registered office</b>	167 - 169 Great Portland Street 5th Floor London W1W 5PF
<b>Auditor</b>	Dains Audit Limited 2 Chamberlain Square Birmingham B3 3AX
<b>Bankers</b>	Lloyds Bank Plc 70 – 71 Cheapside London EC2V 6EN
<b>Solicitors</b>	Stone King LLP Boundary House 91 Charterhouse Street London EC1M 6HR

**CONFEDERATION OF SCHOOL TRUSTS**  
**(A Company Limited by Guarantee)**

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# **CONFEDERATION OF SCHOOL TRUSTS**

## **(A Company Limited by Guarantee)**

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### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)**

The Trustees present their report and consolidated financial statements for the year ended 31 August 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charitable group's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

#### **Objectives and activities**

##### **Charitable object**

The charitable object of the Confederation of School Trusts (CST) is to advance education in England and Wales.

##### **Objectives, strategies and activities**

CST is the national organisation and sector body for school trusts in England, advocating for, connecting and supporting executive and governance leaders. We have one wholly owned subsidiary: CST Professional Development (our trading arm). The activities of the whole organisation including the subsidiary are covered in this report.

As a charity, CST membership is offered to all types of Schools and Trusts in England. School Trusts are themselves charitable trusts. CST believes that School Trusts hold trust on behalf of children. We support our members to advance education for the public interest.

Key objectives and activities are identified in the strategic plan, informed by significant challenges and opportunities arising from national developments in education policy and funding.

Our charitable activities in 2024-25 have focused on:

- Developing sector-led capacity to support Schools and Trusts;
- Developing and strengthening governance of School Trusts to enhance their capacity to advance education as a public good;
- Developing our commercial support offer to School Trusts to enable them to operate more effectively; and
- Working with government to inform national policy development to advance education.

We have also focused on reviewing our internal capacity, business processes and digital infrastructure in order to ensure an effective and efficient service to our members.

#### **Public Benefit Statement**

The charity's purpose is help to build an excellent education system in England, through supporting School Trusts to advance education.

In so doing, we aim to benefit the public in general and children and young people in particular. Our vision is a system that holds trust on behalf of children – one in which *all* children (regardless of perceived intelligence, need or economic background) achieve their potential.

The trustees have paid due regard to the Charity Commission's public benefit guidance when exercising powers or duties and in deciding what activities the charity should undertake.

#### **Achievements and performance**

Since our launch as CST in October 2018, we have been actively shaping the education policy agenda and speaking on behalf of our members. Bringing together School Trusts in England from every region and of every size, CST has a strong, strategic presence with access to government and policy makers to drive real change for education on the big issues that matter most.

We have grown considerably and as at 31 August 2025 we have 80 percent of academy schools in membership - educating more than 3.5 million pupils.

We would like to report our achievement with reference to our three strategic anchors - to advocate for, connect and support School Trusts in England.

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)**

### **Advocacy:**

The July 2024 election saw the arrival of a new government. As an apolitical organisation, CST works with all the main political parties to share the views and important issues for School Trusts.

Our work with Labour in opposition enabled us to build on existing relationships with the incoming ministerial team, reflected in Education Secretary Rt Hon Bridget Philipson MP making her first major speech to the education sector at our Annual Conference, and minister Stephen Morgan MP attending our Early Years Summit.

CST is a founding signatory of the Government's Improving Education Together framework, which brings together key players in English education.

The proposed Children's Wellbeing and Schools Bill includes several changes for academies, and our work with government has secured beneficial amendments. We continue to work with legislators in both the House of Commons and the House of Lords on the bill, alongside work on the changes affecting education in the Employment Rights Bill. CST has been recognised as a proposed employers' representative for the new School Support Staff Negotiating Body.

We meet regularly with ministers and senior civil servants, including Ofsted, and have represented the views of members on key issues including accountability, inspection reform, special educational needs, and funding. In both the Budget and Spending Review we subsequently saw higher than expected settlements for education.

We have published sector-leading discussion papers, including Ten principles for a new SEND system, our joint paper with the Church of England and Catholic Education Service Flourishing together, and the forward-looking Next gen governance.

Our Funding Futures work continues to set out the case for new approaches to school funding, including a schools' cost index that properly reflects today's financial pressures. We have contributed to National Audit Office work on funding and SEND.

Our national school trust survey, in conjunction with Edurio, is now well established, alongside our survey of executive pay. This year we have introduced new research into trust finance in partnership with IMP Software.

We regularly work with sector and national media representing the voice of School Trusts.

Our work on governance and leadership has been recognised at the heart of Whitehall, leading to a partnership with the Cabinet Office's Leadership College for Government, advocating for Trusts beyond education.

### **Connecting School Trusts to each other and to Government, Regulators and Policy Makers:**

Our work to bring trust professionals together has accelerated with the launch of our eleventh professional community, focused on people and culture. We have now had more than 19,000 individual sign ups to our communities. These have termly online meetings, and each has its own annual in-person event, helping share best practice and build networks.

The biggest of our events is the Annual Conference. This year's was our largest ever, with 1,600 attendees, 48 workshops, and dozens of exhibitors, and a varied main stage programme. – including Sir Mo Farah CBE. We were particularly pleased to feature performances by pupils from member trusts, and a panel of young people in conjunction with the Children's Commissioner.

We continue to bring trusts together every fortnight through our online member engagement calls, and have introduced dedicated termly meetings for specialist providers, and for small trusts.

These meetings help members connect and share their experiences, as well as providing vital contributions to our policy development. This is now further bolstered by our new policy advisory group. Elected by our members, the group draws from every region of the country, from mainstream and specialist provision, and includes both executive leaders and trustees.

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)**

### **Supporting School Trusts:**

We have sent more than 130 briefing emails to members: updating three-times a week during term, plus additional briefings for major funding and policy announcements.

This year we have introduced a targeted governance briefing email, providing a digest of highlights and unique content tailored to trustees and governance professionals.

Our publications cover a wide range of topics. Building on our conceptual model for school improvement at scale, the School Improvement Hub has highlighted case studies of good practice across the sector.

We have developed new guidance in areas including safeguarding peer reviews, communications, and updated our advice to trusts on topics including setting executive pay, succession planning, and risk handling.

Our first book - New Domains of Educational Leadership - was published, authored by our Chief Executive Officer, Leora Cruddas CBE.

Topical webinars for members and our professional communities have covered topics as diverse as staff restructuring, artificial intelligence, nursery provision, and smartphones.

Members have continued to benefit from discounted access to our training courses, with an updated range of governance courses for members, trustees, and local governance, and masterclasses for trust executives.

Our trust development services team has supported dozens of governance reviews, as well as providing broader support for trusts including strategic development and executive performance review.

We have extended our bespoke mentoring opportunities for chief executives to the chairs of trust boards, including new individual and group options.

### **Strategic report**

The descriptions under the headings "Achievements and performance", "Plans for the future" and "Financial review" meet the Company Law requirements for the Trustees to present a strategic report.

### **Financial review - Group and Charity**

The financial year to 31 August 2025 saw the group achieve a surplus of £71,712 (2024: surplus of £45,681), an increase of £26,031.

The group's income for the year of £3,712,117 is an increase of £428,047 compared to the prior year. The increase in group income reflects a growth in activity in all areas across the charity and trading subsidiary, CST Professional Development Limited. Within the charity, membership income of £918,714 for the year is an increase of £146,052 compared to the previous year. This reflects a higher number of members and increases to the cost of membership. Income within CST Professional Development Limited of £2,766,894 is an increase of £397,175. All conferences, masterclasses, training and consultancy services during the period were delivered by CST Professional Development Limited.

Total expenditure for the year of £3,640,405 is an increase of £402,016 compared to the prior year. Expenditure on charitable activities of £1,369,977 is an increase of £349,225 compared to the prior year. The increase includes £98,486 of amortisation in respect of the CRM system and updated website which were brought fully into use during the year. All charitable expenditure is in support of the delivery of our services to our members. Expenditure within CST Professional Development Limited of £2,270,428 has increased by £211,892 compared to the previous year, reflecting the growth income generated.

The group's assets are mainly represented by cash, the majority of which is held in interest bearing accounts. The year end group cash balance of £2,724,211 is an increase of £632,362 compared to the prior year. The increase primarily relates to the move to align the membership year to commence for all members on 1st September each year and to cease to offer payment via instalment.

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)**

### **Reserves policy**

The Trustees, having given due consideration to the risks faced by the organisation and its financial and other commitments to members and other stakeholders, consider that an appropriate level of reserves needs to be sufficient to allow an orderly wind down of activities. Based on current activity this would equate to a level of reserves of approximately £889,461. Unrestricted funds have been designated to cover this level of contingency reserves plus funds have been created for reserves that are represented by fixed assets and for governance developments in the education sector.

### **Investment policy**

It is the policy of the charity to invest any surplus funds in term deposits with the charity's bankers and other financial institutions that are covered by the Financial Services Compensation Scheme.

### **Risk management**

The Trustees have considered the risks faced by the charity and have put in place a risk policy and comprehensive risk register with controls in place to mitigate those risks. By managing risk effectively, CST Trustees ensure that:

- Significant risks are known and monitored, enabling trustees to make informed decisions and take timely action; and
- CST makes the most of opportunities and develops them with the confidence that any risks will be managed.

Our risk register records the following main risks:

- Transition to a new government
- Lost or stolen personal data or malicious breach/cyber attack
- Demands on the organisation exceed our capacity

The Trustees consider, whilst no system of controls can give absolute assurance against all risks, arrangements in place at CST are strong.

### **Plans for the future**

Having established ourselves as the sector body for school trusts, the board has now agreed our next 3 to 5 year strategy.

Our trajectory is to:

- Build our capacity, creating strength and resilience as an organisation;
- Establish our authority as the site of knowledge and practice about School Trusts;
- And help our members to build strong and resilient trusts;
- So that all (or almost all) trusts are active members who contribute towards system improvement.

### **Structure, governance and management**

#### **Governing Document, Company Status and Constitution**

The Confederation of School Trusts is constituted as a company limited by guarantee and a registered charity. It is governed by its Memorandum and Articles of Association (as revised in 2018) and was incorporated on 3 December 2004.

The Trustees, who are also the Directors for the purpose of company law, and who served since the commencement of the year were:

Sir Hamid Patel CBE	Chair
Roy Blackwell	Vice Chair (until 31 March 2025)
Susan Douglas CBE	
Lorrayne Hughes OBE	
Jacqueline Russell	
Stephen Snelson	
Luke Sparkes	
Pamela Tuckett	
Edward Vainker OBE	
Pamela Wright OBE	

## **CONFEDERATION OF SCHOOL TRUSTS**

### **(A Company Limited by Guarantee)**

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#### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)**

The ultimate decision-making body of CST is its Trust Board which is made up of up to 15 Appointed Trustees who are elected or appointed by the Trust Board in accordance with Article 5.8 and any number of Nominated Trustees who may be appointed by the Trust Board from time to time in accordance with Article 5.3.

The Trust Board meets five times per year. The Trust Board have various powers in the administration of the charity in their capacity as Trustees. One of these powers is to appoint a Chair and Vice Chair.

None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

#### **Related parties**

Where Trustees are conflicted due to positions held within organisations or local and/or regional groups, this conflict is recorded in the charitable company's register of pecuniary interests, and conflicted Trustees withdraw from discussions and decisions.

Confederation of School Trusts has a trading subsidiary, CST Professional Development Limited, for the purposes of organising and running the trading activities previously within the main charitable company. The results from the trading activities have been incorporated in this set of consolidated financial statements. Confederation of School Trusts was also the sole member of National Teacher Accreditation Ltd, a company limited by guarantee. This company has been wound up due to a change in government policy and was dissolved on 1 July 2025.

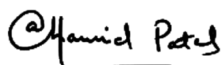
#### **Disclosure of audit information**

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the Auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the Auditor is aware of such information.

#### **Auditor**

The audit is due to be retendered this year and an appointment as auditor for the year ended 31 August 2026 will be made in due course.

The Trustees' Report was approved by the Board of Trustees.



**Sir Hamid Patel CBE**

**Chair of Trustees**

Date: 10 February 2026



## **CONFEDERATION OF SCHOOL TRUSTS**

### **(A Company Limited by Guarantee)**

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#### **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The trustees, who are also the directors of Confederation of School Trusts for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**INDEPENDENT AUDITOR'S REPORT**  
**TO THE TRUSTEES OF CONFEDERATION OF SCHOOL TRUSTS**

**Opinion**

We have audited the financial statements of Confederation of School Trusts (the 'charity') and its subsidiaries (the 'group') for the year ended 31 August 2025 which comprise the consolidated statement of financial activities, the group and charity balance sheets, the consolidated statements of cash flows, the principal accounting policies and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the charitable company's affairs as at 31 August 2025 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statement is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the parent charitable company or group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors report prepared for the purposes of company law, for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

**INDEPENDENT AUDITOR'S REPORT**  
**TO THE TRUSTEES OF CONFEDERATION OF SCHOOL TRUSTS**

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

**Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the senior statutory auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the financial reporting legislation, Companies Act 2006, taxation legislation, anti-bribery, employment, and environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

**INDEPENDENT AUDITOR'S REPORT**  
**TO THE TRUSTEES OF CONFEDERATION OF SCHOOL TRUSTS**

**Auditor's responsibilities for the audit of the financial statements (continued)**

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set were indicative of potential bias;
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;
- reviewing correspondence with HMRC, relevant regulators and the company's legal advisors.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our Auditor's report.

**Use of our report**

This report is made solely to the group's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the group's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the group and the group's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

*Dains Audit Limited*

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**Karen Neilson FCA**  
**Senior Statutory Auditor**

For and on behalf of Dains Audit Limited  
Statutory Auditor  
Chartered Accountants  
Birmingham

**Date:** 10 February 2026

**CONFEDERATION OF SCHOOL TRUSTS**  
**(A Company Limited by Guarantee)**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(Incorporating a consolidated income and expenditure account)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

	Notes	Unrestricted Funds £	Restricted Funds £	2025 Total Funds £	2024 Total Funds £
<b>Incoming from:</b>					
Donations and legacies	3	-	-	-	250
<i>Income from charitable activities:</i>					
Charitable activities	4	918,714	-	918,714	772,662
<i>Income from other trading activities:</i>					
Other trading activities	5	2,766,894	-	2,766,894	2,469,747
Investments	6	14,109	400	14,509	14,780
Other Income	7	12,000	-	12,000	26,631
<b>Total income</b>		<b>3,711,717</b>	<b>400</b>	<b>3,712,117</b>	<b>3,284,070</b>
<b>Expenditure on:</b>					
<i>Expenditure on raising funds:</i>					
Trading activities	8	2,270,428	-	2,270,428	2,217,637
<i>Expenditure on charitable activities:</i>					
Charitable activities	9	1,285,776	84,201	1,369,977	1,020,752
<b>Total expenditure</b>		<b>3,556,204</b>	<b>84,201</b>	<b>3,640,405</b>	<b>3,238,389</b>
<b>Net incoming/(outgoing) resources before transfers</b>		<b>155,513</b>	<b>(83,801)</b>	<b>71,712</b>	<b>45,681</b>
Gross transfers between funds		-	-	-	-
<b>Net income/(expenditure) for the year/ Net movement in funds</b>		<b>155,513</b>	<b>(83,801)</b>	<b>71,712</b>	<b>45,681</b>
Funds balances at 01 September 2024		1,307,695	125,343	1,433,038	1,387,357
<b>Funds balances at 31 August 2025</b>		<b>1,463,208</b>	<b>41,542</b>	<b>1,504,750</b>	<b>1,433,038</b>

The statement of financial activities includes all gains and losses recognised in the year.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**CONFEDERATION OF SCHOOL TRUSTS**  
**(A Company Limited by Guarantee)**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(Incorporating a consolidated income and expenditure account)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

Prior financial year	Notes	Unrestricted Funds £	Restricted Funds £	2024 Total Funds £
<b>Incoming from:</b>				
Donations and legacies	3	250	-	250
<i>Income from charitable activities:</i>				
Charitable activities	4	772,662	-	772,662
<i>Income from other trading activities:</i>				
Other trading activities	5	2,469,747	-	2,469,747
Investments	6	14,780	-	14,780
Other Income	7	26,631	-	26,631
<b>Total income</b>		<b>3,284,070</b>	<b>-</b>	<b>3,284,070</b>
<b>Expenditure on:</b>				
<i>Costs of raising funds:</i>				
Fundraising activities	8	2,217,637	-	2,217,637
<i>Expenditure on charitable activities:</i>				
Charitable activities	9	993,260	27,492	1,020,752
<b>Total expenditure</b>		<b>3,210,897</b>	<b>27,492</b>	<b>3,238,389</b>
<b>Net incoming/(outgoing) resources before transfers</b>		<b>73,173</b>	<b>(27,492)</b>	<b>45,681</b>
Gross transfers between funds		(152,835)	152,835	-
<b>Net income/(expenditure) for the year/ Net movement in funds</b>		<b>(79,662)</b>	<b>125,343</b>	<b>45,681</b>
Funds balances at 01 September 2023		1,387,357	-	1,387,357
<b>Funds balances at 31 August 2024</b>		<b>1,307,695</b>	<b>125,343</b>	<b>1,433,038</b>

The statement of financial activities includes all gains and losses recognised in the year.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**CONFEDERATION OF SCHOOL TRUSTS**  
**(A Company Limited by Guarantee)**

**CONSOLIDATED AND CHARITABLE COMPANY BALANCE SHEETS 31 AUGUST 2025**

	Notes	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
<b>Fixed assets</b>					
Intangible assets	13	218,923	218,923	276,289	276,289
Tangible assets	14	15,666	15,666	12,437	12,437
Fixed Asset Investments	15	-	1	-	1
		<u>234,589</u>	<u>234,590</u>	<u>288,726</u>	<u>288,727</u>
<b>Current assets</b>					
Debtors	17	1,361,740	694,069	515,923	313,809
Current asset investments	18	170,000	170,000	170,000	170,000
Cash at bank and in hand	29	2,724,211	1,891,328	2,091,849	1,195,187
		<u>4,255,951</u>	<u>2,755,397</u>	<u>2,777,772</u>	<u>1,678,996</u>
<b>Creditors: amounts falling due within one year</b>	19	(2,985,790)	(1,485,237)	(1,633,460)	(534,685)
<b>Net current assets</b>		<u>1,270,161</u>	<u>1,270,160</u>	<u>1,144,312</u>	<u>1,144,311</u>
<b>Net assets</b>		<u>1,504,750</u>	<u>1,504,750</u>	<u>1,433,038</u>	<u>1,433,038</u>
<b>Income funds</b>					
Restricted funds	22	41,542	41,542	125,343	125,343
<u>Unrestricted funds</u>	23				
General funds		297,775	297,775	202,886	202,886
Designated funds		1,165,433	1,165,433	1,104,809	1,104,809
		<u>1,504,750</u>	<u>1,504,750</u>	<u>1,433,038</u>	<u>1,433,038</u>

The financial statements on pages 10 to 27 were approved by the Trustees and authorised for issue on 10 February 2026 and are signed on their behalf by:



**Sir Hamid Patel CBE**  
**Chair of Trustees**

**Company Registration Number: 05303883**



**Jacqueline Russell**  
**Chair of Finance and Trustee**

**CONFEDERATION OF SCHOOL TRUSTS**  
**(A Company Limited by Guarantee)**

**CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 AUGUST 2025**

	Notes	2025 £	2024 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	28	669,699	379,209
<b>Investing activities</b>			
Purchase of intangible assets	13	(41,120)	(84,406)
Purchase of tangible fixed assets	14	(10,727)	(6,164)
Interest received	6	14,509	14,780
<b>Net cash generated from/(used in) investing activities</b>		<b>(37,338)</b>	<b>(75,790)</b>
<b>Net increase in cash and cash equivalents</b>		<b>632,361</b>	<b>303,419</b>
Cash and cash equivalents at beginning of year		2,091,850	1,788,430
<b>Cash and cash equivalents at end of year</b>	29	<b>2,724,211</b>	<b>2,091,849</b>



**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**1 Accounting policies**

**Charitable group information**

Confederation of School Trusts is a private company limited by guarantee, incorporated in England and Wales and registered with the Charity Commission in England and Wales.

CST Professional Development Limited is a private company limited by shares, incorporated in England and Wales.

The registered office for both organisations is 167-169 Great Portland Street, 5th Floor, London, W1W 5PF.

The principal activity of the group and charity is set out in the Trustees' Report.

**1.1 Accounting convention**

The financial statements have been prepared in accordance with the charitable company's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charitable company is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charitable group. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

**1.2 Group financial statements**

The financial statements consolidate the results of the charity and its wholly owned subsidiaries CST Professional Development Limited and National Teacher Accreditation Ltd on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by Companies Act 2006, s.408.

**1.3 Going concern**

At the time of approving the financial statements, the trustees have a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. The trustees continue to adopt the going concern basis of accounting in preparing the financial statements, and no adjustments to the results or the carrying values declared in these financial statements are required, and none have been made. No material uncertainties exist.

**1.4 Fund accounting**

Unrestricted Funds are available to spend on activities that further any of the purposes of the charity.

Designated Funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted Funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

**1.5 Income**

Income is recognised when the charitable group is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charitable group has been notified of the donation, unless performance conditions require deferral of the amount.

Membership income is recognised incrementally over the period of the member's subscription year.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**1.6 Expenditure**

Expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

**1.7 Intangible fixed assets other than goodwill**

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

CRM Software	over 3 years
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The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the period.

**1.8 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

All assets costing more than £1,000 are capitalised.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Computers	over 3 - 4 years
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The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the period.

**1.10 Investments**

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price, except for the shares in the trading subsidiary which are carried at cost. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the period.

The charity does not acquire put options, derivatives or other complex financial instruments.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial period. Unrealised gains and losses are calculated as the difference between the fair value at the period-end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

A subsidiary is an entity controlled by the charitable company. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

Investments in subsidiaries are stated at cost less provision for impairment.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**1.11 Impairment of fixed assets**

At each reporting end date, the charitable company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment annually, and whenever there is an indication that the asset may be impaired.

**1.12 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

**1.13 Financial instruments**

The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

**Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

**Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

**Derecognition of financial liabilities**

Financial liabilities are derecognised when the charitable company's contractual obligations expire or are discharged or cancelled.

**1.14 Taxation**

**Charitable company**

The activities of the charitable company are exempt from Corporation Tax to the extent that they are applied to the organisation's charitable objectives.

**Trading subsidiary**

The tax expense represents the sum of the tax currently payable and deferred tax.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

***Current tax***

The tax currently payable is based on taxable profit for the period. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other periods and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

It is the policy of the company to make a corporate donation equivalent to the taxable profits for the period ended to its parent company and registered charity under the applicable regulations. This payment is to be made within 9 months of the end of the accounting period and as such, under corporation tax regulations, the company is eligible to carry back the effect of this payment to the current period. No provision for corporation tax is made within the financial statements.

**1.15 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**1.16 Retirement benefits**

Payments to defined contribution pension schemes are charged as an expense as they fall due.

**1.17 Leases**

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessees. All other leases are classified as operating leases.

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant leases.

**1.18 Legal status**

***Charitable company***

The charitable company is a company limited by guarantee. In accordance with the Articles of Association, the members of the charitable company are the Trustees, who must sign a declaration of willingness to act as a Member. Membership is terminated when the individual ceases to be a Trustee.

In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

***Trading subsidiaries***

CST Professional Development Limited is a company limited by shares. The members of the company are its shareholders. Directors are appointed on behalf of the members to oversee the day-to-day operations of the subsidiary and ensure good governance in its activities. In 2024, the National Teacher Accreditation was a company limited by guarantee, Confederation of School Trusts was its only member. National Teacher Accreditation ceased trading 31 August 2024.

**2 Critical accounting estimates and judgements**

In the application of the charitable company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**CONFEDERATION OF SCHOOL TRUSTS**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

<b>3 Donations and legacies</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Donations and gifts	-	250
<b>4 Charitable activities</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Membership income	918,714	772,662
<b>5 Other trading activities</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Income from trading activities	2,766,894	2,469,747
<b>6 Investments</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Interest receivable	14,509	14,780
<b>7 Other Income</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Other Income	12,000	26,631
<b>8 Trading activities</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<u>Fundraising activities</u>		
Expenditure from trading operations	2,270,428	2,217,637

**CONFEDERATION OF SCHOOL TRUSTS**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

<b>9 Charitable activities</b>	<b>2025</b>	<b>2024</b>
<b>Member Services</b>	<b>£</b>	<b>£</b>
Staff costs	886,223	707,024
Other staff costs	5,955	11,119
Recruitment costs	5,662	22,216
Depreciation and amortisation	105,984	5,140
Bursaries	-	6,520
Travel and meeting costs	55,829	53,846
Insurance	6,560	4,674
Office costs	20,491	21,076
Computer costs	14,896	28,987
Promotional and marketing costs	24,412	30,844
Professional fees	237,610	123,217
Governance costs	5,423	5,000
Bank charges	932	1,089
	<b>1,369,977</b>	<b>1,020,752</b>

**Description of charitable activities**

Member Services

Membership income and related services connected to assisting and administering memberships.

<b>10 Net movement in funds</b>	<b>2025</b>	<b>2024</b>
Net movement in funds is stated after charging/(crediting):	<b>£</b>	<b>£</b>
Operating lease charges	3,695	3,675
Audit of the charitable group's annual accounts	10,846	10,000

**11 Trustees**

None of the Trustees (or any persons connected with them) received any remuneration from the charity during the year.

	<b>2025</b>	<b>2025</b>	<b>2024</b>	<b>2024</b>
Trustee reimbursed expenses:	<b>No</b>	<b>£</b>	<b>No</b>	<b>£</b>
Travelling and Subsistence Costs	6	2,787	5	866

**12 Employees**

**Number of employees**

The average monthly number of employees (including directors) during the year was:

	<b>2025</b>	<b>2024</b>
	<b>Number</b>	<b>Number</b>
Directors	10	11
Leadership Team	7	7
Membership Team	8	8
Training and Conference Services Team	14	8
	<b>39</b>	<b>34</b>

**CONFEDERATION OF SCHOOL TRUSTS**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**12 Employees (continued)**

<b>Employment Costs (Group)</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>1,468,816</b>	1,309,503
Social security costs	<b>166,968</b>	141,256
Other pension costs	<b>152,675</b>	141,899
Redundancy costs	<b>-</b>	21,506
	<b>1,788,459</b>	1,614,164
<b>Employment Costs (Charity)</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>717,301</b>	573,645
Social security costs	<b>83,257</b>	65,727
Other pension costs	<b>79,993</b>	67,652
	<b>880,551</b>	707,024

The number of group employees whose remuneration for the year was £60,000 or more were:

	<b>2025</b>	<b>2024</b>
£60,001 - £70,000	<b>1</b>	3
£70,001 - £80,000	<b>-</b>	-
£80,001 - £90,000	<b>1</b>	1
£90,001 - £100,000	<b>2</b>	1
£100,001 - £110,000	<b>1</b>	1
£140,001 - £150,000	<b>-</b>	1
£150,001 - £160,000	<b>1</b>	-

Contributions for the year totalling £60,533 (2024: £37,939) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

<b>13 Intangible assets</b>	<b>CRM Software</b>	<b>Total</b>
<b>Group &amp; Charity</b>	<b>£</b>	<b>£</b>
<b>Cost</b>		
At 01 September 2024	276,289	<b>276,289</b>
Additions	41,120	<b>41,120</b>
At 31 August 2025	<b>317,409</b>	<b>317,409</b>
<b>Amortisation</b>		
At 01 September 2024	-	-
Amortisation charge for the year	98,486	<b>98,486</b>
Disposals	-	-
At 31 August 2025	<b>98,486</b>	<b>98,486</b>
<b>Net book value</b>		
At 31 August 2025	<b>218,923</b>	<b>218,923</b>
At 31 August 2024	<b>276,289</b>	<b>276,289</b>

Software asset relates to a CRM system that has been in development for the past two years. Now that the system is working amortisation has been provided in these accounts.

**CONFEDERATION OF SCHOOL TRUSTS**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

<b>14 Tangible assets</b>	Computers	<b>Total</b>
<b>Group</b>	£	£
<b>Cost</b>		
At 01 September 2024	21,263	<b>21,263</b>
Additions	10,727	<b>10,727</b>
At 31 August 2025	<u>31,990</u>	<u><b>31,990</b></u>
<b>Depreciation</b>		
At 01 September 2024	8,826	<b>8,826</b>
Depreciation charge for the year	7,498	<b>7,498</b>
At 31 August 2025	<u>16,324</u>	<u><b>16,324</b></u>
<b>Net book value</b>		
At 31 August 2025	<u>15,666</u>	<u><b>15,666</b></u>
At 31 August 2024	<u>12,437</u>	<u>12,437</u>
<b>15 Fixed Asset Investments</b>	Subsidiary undertakings	<b>Total</b>
<b>Charity</b>	£	£
<b>Cost</b>		
At 01 September 2024 and 31 August 2025	1	<b>1</b>
<b>Depreciation</b>		
At 01 September 2024 and 31 August 2025	-	<b>-</b>
<b>Net book value</b>		
At 31 August 2024 and 31 August 2025	<u>1</u>	<u><b>1</b></u>

The charitable company holds 1 share of £1 each in its wholly owned trading subsidiary company, CST Professional Development Limited, which is incorporated in the United Kingdom. These are the only shares allotted, called up and fully paid. The activities and results of this company is summarised in note 27.

<b>16 Financial instruments</b>	<b>Group</b>		<b>Charity</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	£	£	£	£
<b>Carrying amount of financial assets</b>				
Instruments measured at fair value through SOFA	<u>170,000</u>	<u>170,000</u>	<u>170,000</u>	<u>170,000</u>
<b>17 Debtors</b>	<b>Group</b>		<b>Charity</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	£	£	£	£
Trade debtors	754,016	205,231	401,594	63,985
Amounts owed by group undertakings	-	-	259,818	222,603
Other debtors	-	20,308	-	1,134
Prepayments and accrued income	607,724	290,384	32,657	26,087
	<u>1,361,740</u>	<u>515,923</u>	<u>694,069</u>	<u>313,809</u>



**CONFEDERATION OF SCHOOL TRUSTS**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**18 Current asset investments**

	<b>Group</b>		<b>Charity</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fixed term bank deposits	<b>170,000</b>	170,000	<b>170,000</b>	170,000

**19 Creditors: amounts falling due within one year**

	<b>Group</b>		<b>Charity</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	<b>337,671</b>	157,664	<b>12,465</b>	32,388
Other taxation and social security	<b>308,131</b>	54,126	<b>308,131</b>	54,126
Deferred income (see Note 20)	<b>2,261,418</b>	1,363,208	<b>1,141,158</b>	437,614
Other creditors	<b>24,502</b>	13,433	<b>4,978</b>	5,255
Accruals	<b>54,068</b>	45,029	<b>18,505</b>	5,302
	<b>2,985,790</b>	1,633,460	<b>1,485,237</b>	534,685

**20 Deferred income**

	<b>Group</b>		<b>Charity</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Arising from charitable activities	<b>1,141,158</b>	437,614	<b>1,141,158</b>	437,614
Arising from trading activities	<b>1,120,260</b>	925,594	-	-
	<b>2,261,418</b>	1,363,208	<b>1,141,158</b>	437,614

Deferred income is included in the financial statements as follows:

	<b>Group</b>		<b>Charity</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Deferred income at 01 September	<b>1,363,208</b>	1,127,722	<b>437,614</b>	376,582
Resources deferred during the year	<b>2,261,418</b>	1,363,208	<b>1,141,158</b>	437,614
Amounts released from previous year	<b>(1,363,208)</b>	(1,127,722)	<b>(437,614)</b>	(376,582)
Deferred income at 31 August	<b>2,261,418</b>	1,363,208	<b>1,141,158</b>	437,614

Deferred income arises where income has been received in respect of membership income, platinum partner income, conference events and training courses that are due to take place after the year end.

**21 Retirement benefit schemes**

**Defined contribution schemes**

The group operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

The charge to statement of financial activities in respect of the defined contribution schemes was £152,675 (2024: £141,899).

The pension creditor at the year end was £373 (2024: £355).

**CONFEDERATION OF SCHOOL TRUSTS**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**22 Restricted Funds**

	At 01 September 2024	Incoming resources £	Resources expended £	Transfers £	At 31 August 2025 £
<b>Group &amp; Charity</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
NTA Fund	125,343	400	(84,201)	-	41,542
	At 01 September 2023	Incoming resources £	Resources expended £	Transfers £	At 31 August 2024 £
<b>Group</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
NTA Fund	-	-	(27,492)	152,835	125,343
	At 01 September 2023	Incoming resources £	Resources expended £	Transfers £	At 31 August 2024 £
<b>Charity</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
NTA Fund	-	152,835	(27,492)	-	125,343

**Description of Restricted Funds:**

NTA Fund was created from the funds remaining in our subsidiary company, National Teacher Accreditation on its closure on 31 August 2024. The funds are restricted to purposes agreed with the board of directors of National Teacher Accreditation before its cessation.

**23 Unrestricted Funds**

	At 01 September 2024	Incoming resources £	Resources expended £	Transfers £	At 31 August 2025 £
<b>Group</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>General Funds</b>	202,886	3,711,717	(3,450,220)	(166,608)	297,775
<b>Designated Funds</b>					
Contingency Fund	774,700	-	-	114,761	889,461
Fixed Asset Fund	288,726	-	(105,984)	51,847	234,589
Governance Development Fund	41,383	-	-	-	41,383
	1,307,695	3,711,717	(3,556,204)	-	1,463,208
	At 01 September 2023	Incoming resources £	Resources expended £	Transfers £	At 31 August 2024 £
<b>Group</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>General Funds</b>	437,386	3,284,070	(3,204,377)	(314,193)	202,886
<b>Designated Funds</b>					
Contingency Fund	702,800	-	-	71,900	774,700
Fixed Asset Fund	199,268	-	-	89,458	288,726
Governance Development Fund	47,903	-	(6,520)	-	41,383
	1,387,357	3,284,070	(3,210,897)	(152,835)	1,307,695

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**23 Unrestricted Funds (continued)**

	At 01 September 2024	Incoming resources	Resources expended	Transfers	At 31 August 2025
Charity	£	£	£	£	£
<b>General Funds</b>	202,886	1,441,289	(1,179,792)	(166,608)	<b>297,775</b>
<b>Designated Funds</b>					
Contingency Fund	774,700	-	-	114,761	<b>889,461</b>
Fixed Asset Fund	288,726	-	(105,984)	51,847	<b>234,589</b>
Governance Development Fund	41,383	-	-	-	<b>41,383</b>
	<u>1,307,695</u>	<u>1,441,289</u>	<u>(1,285,776)</u>	<u>-</u>	<u><b>1,463,208</b></u>

	At 01 September 2023	Incoming resources	Resources expended	Transfers	At 31 August 2024
Charity	£	£	£	£	£
<b>General Funds</b>	210,278	1,140,706	(986,740)	(161,358)	<b>202,886</b>
<b>Designated Funds</b>					
Contingency Fund	702,800	-	-	71,900	<b>774,700</b>
Fixed Asset Fund	199,268	-	-	89,458	<b>288,726</b>
Governance Development Fund	47,903	-	(6,520)	-	<b>41,383</b>
	<u>1,160,249</u>	<u>1,140,706</u>	<u>(993,260)</u>	<u>-</u>	<u><b>1,307,695</b></u>

**Description of Designated Funds:**

The Contingency Fund has been created to provide funds to enable smooth continuation of the charity's services in line with the charity's reserves policy. This amount equals six months operating costs

The Fixed Asset Fund was created in response to the acquisition of a material asset in terms of the charity's CRM system. It was decided to create a fund equal to the net book value of the charity's tangible and intangible fixed assets.

The governance development fund has been set up to fund initiatives to advance governance in the education sector.

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**24 Analysis of net assets between funds**

**Group**

Fund balances at 31 August 2025 are represented by:

Intangible assets

Tangible assets

Current assets/(liabilities)

Unrestricted Funds	Restricted Funds	2025
£	£	£
218,923	-	218,923
15,666	-	15,666
1,228,619	41,542	1,270,161
<b>1,463,208</b>	<b>41,542</b>	<b>1,504,750</b>

**Group**

Fund balances at 31 August 2024 are represented by:

Intangible assets

Tangible assets

Current assets/(liabilities)

Unrestricted Funds	Restricted Funds	2024
£	£	£
276,289	-	276,289
12,437	-	12,437
1,018,969	125,343	1,144,312
<b>1,307,695</b>	<b>125,343</b>	<b>1,433,038</b>

**Charity**

Fund balances at 31 August 2025 are represented by:

Intangible assets

Tangible assets

Fixed Asset Investments

Current assets/(liabilities)

Unrestricted Funds	Restricted Funds	2025
£	£	£
218,923	-	218,923
15,666	-	15,666
1	-	1
1,228,617	41,542	1,270,159
<b>1,463,207</b>	<b>41,542</b>	<b>1,504,749</b>

**Charity**

Fund balances at 31 August 2024 are represented by:

Intangible assets

Tangible assets

Fixed Asset Investments

Current assets/(liabilities)

Unrestricted Funds	Restricted Funds	2024
£	£	£
276,289	-	276,289
12,437	-	12,437
1	-	1
1,018,968	125,343	1,144,311
<b>1,307,695</b>	<b>125,343</b>	<b>1,433,038</b>

**25 Operating lease commitments**

**Lessee**

At the reporting end date the charitable group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

**Group**

Expiry date:

Within one year

Other	2024
2025	£
£	£
<b>1,204</b>	<b>5,356</b>

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**26 Related party transactions**

**Remuneration of key management personnel**

	2025	2024
	£	£
The remuneration of key management personnel is as follows:		
Aggregate compensation	796,044	750,256

Key management personnel includes the senior management team and trustees. Trustees are not remunerated for their role in the charitable company.

Owing to the nature of the charity's operations and the composition of the board of trustees being drawn from interested and affiliate parties, transactions may take place with organisations in which the charity has an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the charity's financial regulations and normal procurement procedures.

The following related party transactions were approved during the year.

During the year CST Professional Development Limited incurred the following expenditure with Confederation of School Trusts:

	2025	2024
	£	£
Distribution to charity under gift aid	496,466	311,183

At the year end, the amount owed by CST Professional Development Limited to Confederation of School Trusts was £259,818 (2024: £131,987).

**27 Subsidiary**

The wholly owned subsidiary, CST Professional Development Limited, is incorporated in England and Wales (company number 10354936) and pays all of its taxable surpluses to the parent charitable company as a distribution under gift aid.

The summary financial performance of the subsidiary company alone is:

	2025	2024
	£	£
Turnover	2,764,539	2,369,719
Cost of sales	1,753,129	1,564,563
<b>Gross profit</b>	<b>1,011,410</b>	<b>805,156</b>
Administrative expenses	517,299	493,973
<b>Operating profit</b>	<b>494,111</b>	<b>311,183</b>
Interest receivable and similar income	2,355	-
<b>Profit on ordinary activities before taxation</b>	<b>496,466</b>	<b>311,183</b>
Tax on profit	-	-
<b>Profit on ordinary activities after taxation</b>	<b>496,466</b>	<b>311,183</b>
Distribution to parent charity under gift aid	496,466	311,183
<b>The assets and liabilities of the subsidiary were:</b>	<b>2025</b>	<b>2024</b>
	£	£
Current assets	1,760,372	1,220,661
Current liabilities	(1,760,371)	(1,220,660)
<b>Total net assets</b>	<b>1</b>	<b>1</b>

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<b>28 Cash generated from/(absorbed by) operations</b>	<b>2025</b>	<b>2024</b>
<b>Group</b>	<b>£</b>	<b>£</b>
Surplus for the year	71,712	45,681
Adjustments for:		
Investment income recognised in statement of financial activities	(14,509)	(14,780)
Depreciation and impairment of tangible fixed assets	105,984	3,970
Write off of intangible fixed asset	-	1,508
Movements in working capital:		
(Increase)/decrease in debtors	(845,817)	172,009
Increase/(decrease) in creditors	1,352,329	170,819
<b>Cash generated from/(absorbed by) operations</b>	<b>669,699</b>	<b>379,207</b>
<b>29 Analysis of cash and cash equivalents</b>	<b>2025</b>	<b>2024</b>
<b>Group</b>	<b>£</b>	<b>£</b>
Cash in hand and at bank	2,724,211	2,091,849