



Richard Sheriff

ASCL Immediate Past President |  @asclpastpres



Steve Howell

Chief Financial Officer | Red Kite Learning Trust

The CFO and Trust Leader Partnership



Introductions

Steve Howell

- Economics Degree
- Management Accountant with Unilever
- Wide financial and commercial experience in various industries
- 16 years in education
- SLE/SRMA

Richard Sheriff

- Geography teacher
- 18 Years of Headship
- NLE
- Director of Red Kite TSA
- 1 week at London Business School

THE PERSUADERS!



Different skills, shared values, shared mission

Our Trust

- 1 'all through' Free School
- 3 Secondary 11-18 schools
- 8 Primary Schools
- 1 Junior School
- 1 Children's Centre
- 1 'Associate' Member school
- 8,000 children
- 1,200 Staff
- £48million Budget
- 3 'Outstanding' schools
- 1 RI school
- FSM % range from 5%-76%

Our Roles

CFO

- Financial systems, reporting and controls, audit and compliance
- Strategic financial planning
- Business development
- Company secretary

CEO

- Strategic leadership
- Governance
- Educational standards
- Accounting Officer

Trust Finance Overview

How we do finance?

- Centralised Trust
- 4.5% contribution – temporarily 5.5%
- Growth in finance function
- Strong Financial Controller
- Evolving financial relationship with schools

Systems and activities

- PS Financials
- One principal bank account
- Orovia forecasting
- Total Risk Manager
- School Condition Allocation
- Investment for growth

Delivering for the Board and the CEO

Board level info

- Monthly Management Accounts
- Budget
- Strategic Financial Direction
- Policy implementation and innovation
- Audit compliance

CEO info

- Monthly financial review
- Growth strategy
- Commercial direction
- Capital planning
- Teaching school sustainability
- Bids and opportunities

Audit and compliance – the “Handbook”

CFO role

- Leads accounting function
- Manages external and internal auditors
- Leads Audit Committee agenda
- Leads Risk Management (team effort)

CEO role

- Overall Accountability
- Signs and approves accounts
- Reviews audit points
- Custodian of “regularity”
- Sets the tone for the Trust

The Added Value

- Making decisions together
- Diverse thinking
- Problem solving
- Innovation and entrepreneurial activity
- Risk taking and management
- Vision and values
- Checks and balances

What makes it work?

- Recognising and playing to strengths
- Regular communication – offices are close by
- “Dealing each other in”
- CEO takes an interest in financial matters; CFO in strategy
- Strong financial support from Trustees
- Trust and confidence
- Finding Joy!

Trust ASCL Professional Development

Our offer is for **all** those who are, and those who aspire to be, leaders in Trusts.

For example:

- Executive Leaders;
- Trustees/ Non-executive directors;
- Core staff such as (but not exclusively) those who lead operations, finance, HR;
- Cross Trust Teaching and Learning Leaders.

We offer:

- Consultancy with ASCL PD approved consultants, all with experience of leading in Trusts;
- Specialist advice in Trust finance and HR;
- Regional networks for Trust leaders led by Trust leaders;
- Leadership programmes both virtually and meetings/conferences;
- Recruitment packages enhanced with professional development drawing on our ethical recruitment database.

Please contact rob.robson@ascl.org.uk



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