



# Create a robust financial roadmap for an expanding MAT

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2012

2016

2020

2023

2024



# Phased Growth Plan

**2022-23**  
**Baseline**

4 Schools

£6.4m GAG

**2023-24**  
**Phase 1**

10 Schools

£13m GAG

**2024-25**  
**Phase 2**

14 Schools

£21m GAG

# Challenges of incoming Ph.1 schools

- Multiple RI OFSTED judgements
- Reducing pupil numbers
- Weak strategic financial planning
- Ineffective financial monitoring
- Underinvestment in estates
- Small reserve balances but unsustainable running costs
- No previous marketing of schools allowed by LA

# Start Three Years Ago!

- Utilise systems to best suit your needs
- Look to align structures and reporting
- Standardise and improve processes
- Minimise potential long-term liabilities (£3m of capital projects)
- Invest in efficiencies – estates, systems & infrastructure
- Make most of internal scrutiny
- Look to maximise income to facilitate this

# Transforming the Financial Outlook

- Core focus on school improvement
- Assessed early eligibility for CIF bids
- Effective use of conversion grants
- Review structures for quick wins
- Review contracts with schools for efficiencies
- Assess opportunities to utilise buildings/ resources more effectively
- School Resource Management Advisors



# Sandbrook Primary School



# Sandbrook Primary School

- Primary School with 66 pupils (incl. nursery)
- 11.1 FTE
  - 5x Teachers, 2.8x TAs, 1.6x premises, 1.7x admin
- Forecast 3yr deficit of £213k
- Poor condition estate
- Small rental income generated from room used by oversubscribed special school next door



# Sandbrook Proposal for 2024/25

- Combine Reception with Year 2 into one class
- Worked with Wirral LA to agree new 24 pupil DSP (£80k funding from LA for set up and recruitment, 36% inc. pupil no's)
- Provide additional room for rent to special school – repurpose community room and ICT suite (funded by LA)
- Share office manager with other school in hub (£20k/annum)
- Utilise DFC to install LED lighting throughout
- Intensive marketing strategy in place



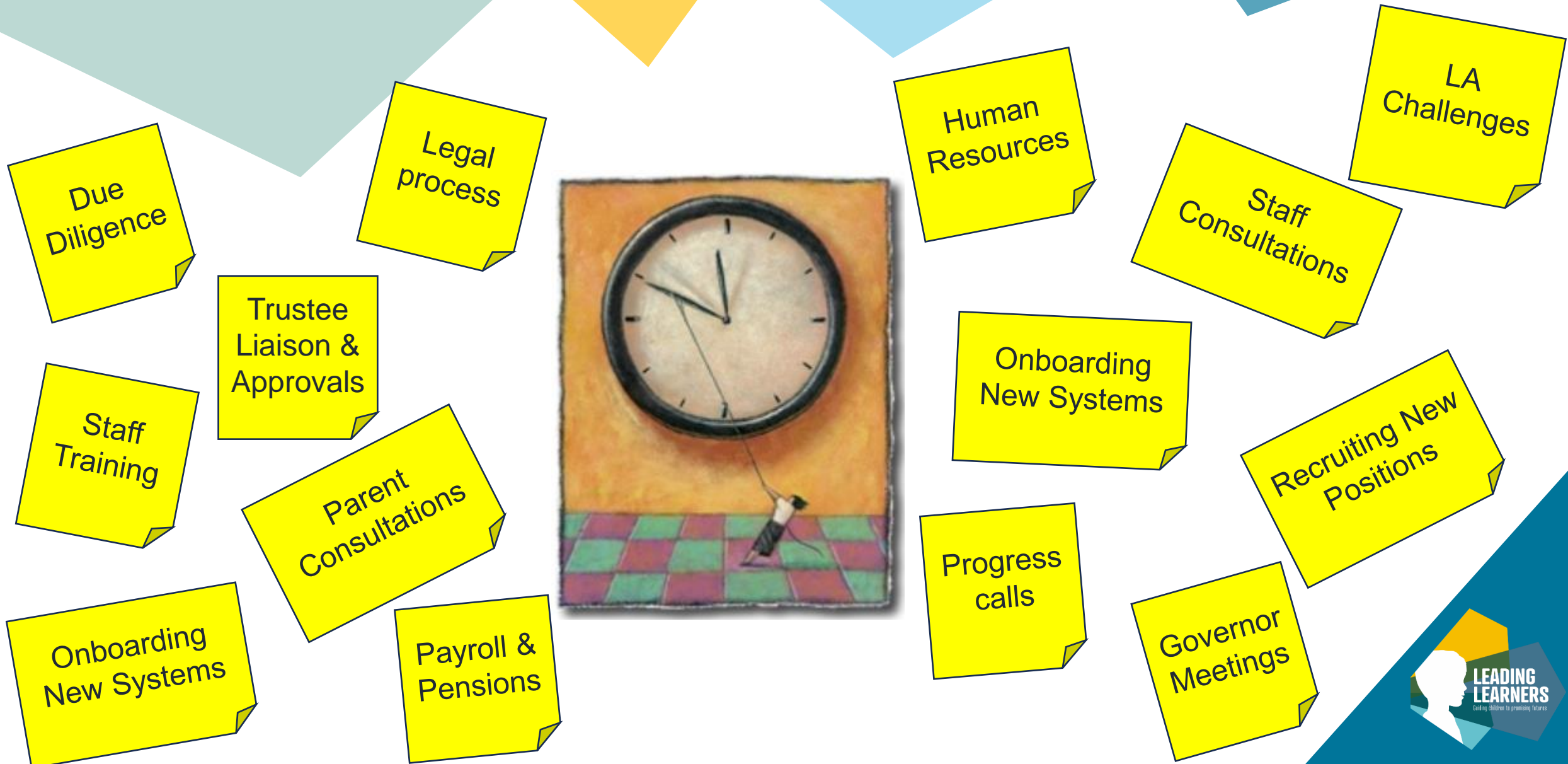
# BEST PRACTiCE



# Central Team Challenges of Growth



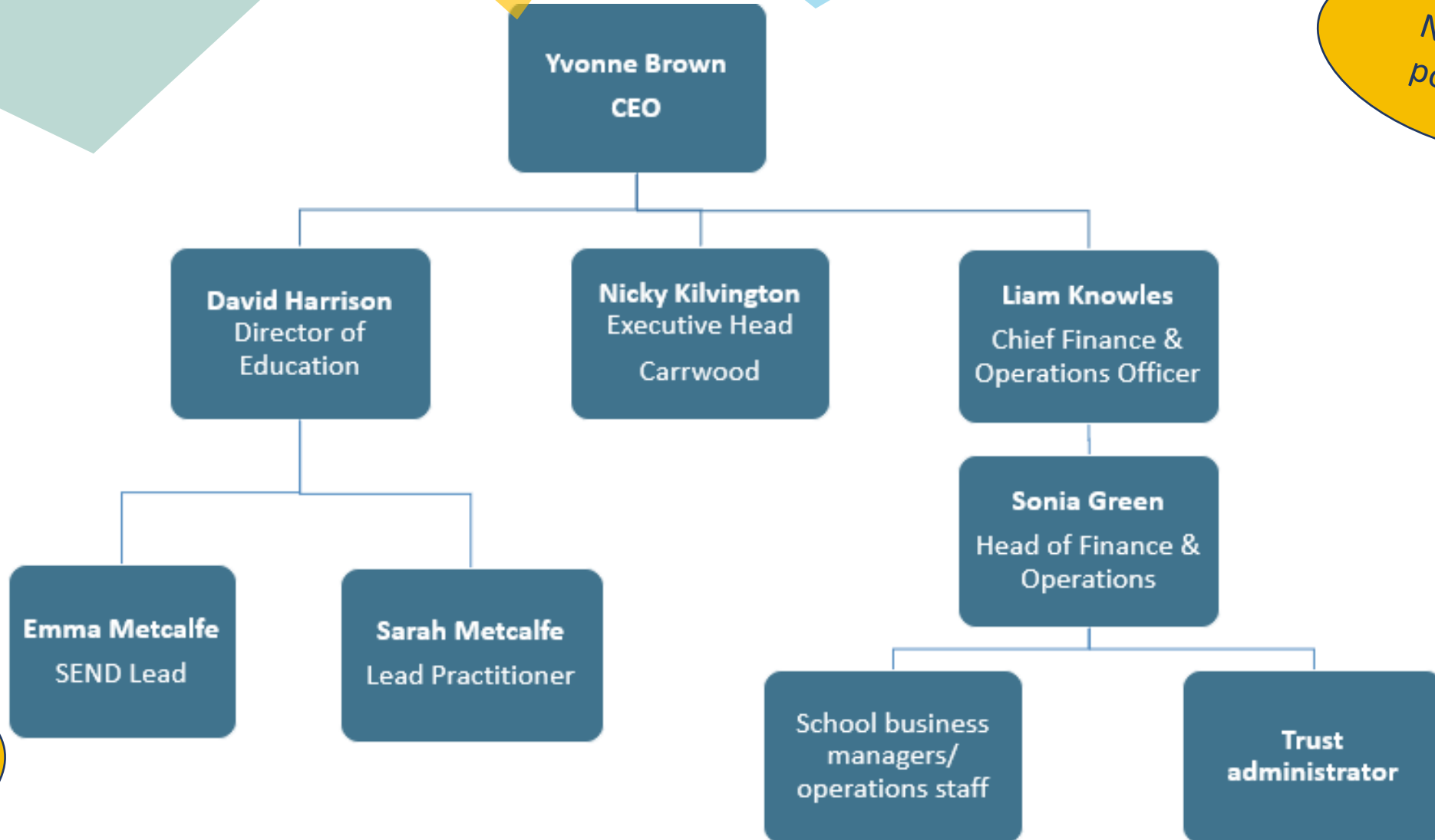
# Central Team Challenges of Growth



# Meeting challenges within Central Team

- Skilled Trustees who share the vision
- Trust Capacity Fund
- Start early
- Trust and develop staff
- Flexibility is important
- Source the right experts for you who add value
  - Internal audit, legal professionals, estates consultancy, HR legal support

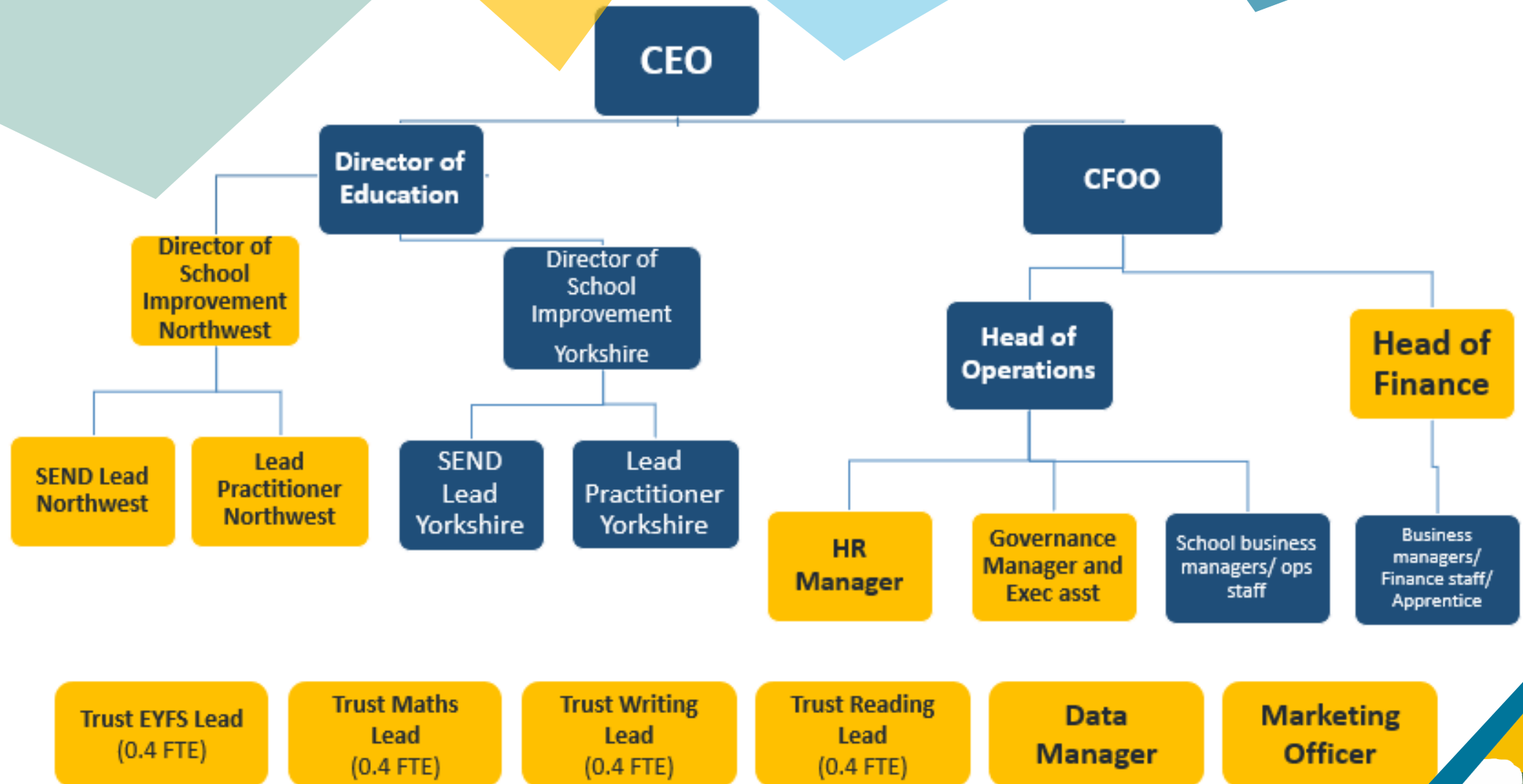
# Pre-Growth Central Team



No GAG pooling

5.8% Top Slice

# WiP Central Team Structure



# Questions & Contact Details



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*“In any given moment we have two options: to step forward into growth or step back into safety.”*

— Abraham Maslow

LinkedIn

