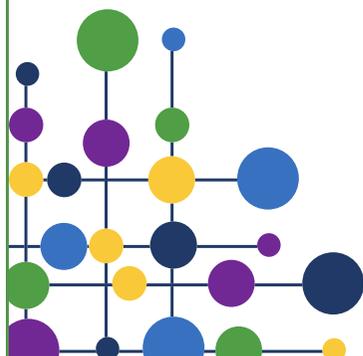
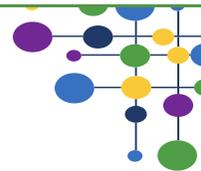


# **Application Pack for Chief Financial Officer**





## Welcome from the CEO

Academic Year 2022 /2023

Dear Applicant,



Thank you for taking an interest in the post of Chief Financial Officer. I hope the materials enclosed in this pack give you a good sense of what makes the trust a special place to work and provides the information you need about the post.

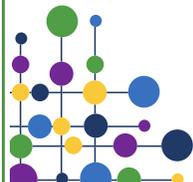
Our belief in "Valuing People, Supporting Personal Best" means we are committed to investing in our staff, to help them be happy at work, to provide the support they need to achieve the highest standards they are capable of and to offer the training or guidance they need to undertake their jobs effectively. For example, everybody is encouraged to use a personal development plan, to set their own objectives and to take responsibility for their own improvement priorities. We define effective leadership as "helping others to achieve their best" and that is what your line manager will try to do for you.

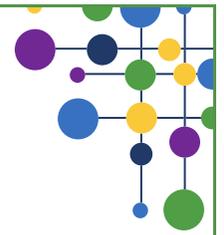
It is important to read the information provided carefully. We want you to be happy in the role you are applying for and committed to performing the job to the best of your ability.

I very much hope you are encouraged to apply for the position and look forward to meeting you soon.

Yours faithfully,

**John McNally**  
CEO





SHARE Multi-Academy Trust is a charitable trust currently consisting of four secondary and four primary academies in West Yorkshire. Our academies are: Shelley College, Huddersfield; Royds Hall Academy, Huddersfield; Thornhill Community Academy, Dewsbury; Whitcliffe Mount Academy, Cleckheaton, Heaton Avenue Primary Academy, Cleckheaton; Millbridge Primary Academy, Liversedge; Woodside Green Primary Academy, Cowlersley; and Luck Lane Primary Academy, Huddersfield. Our academies are thriving – achieving record results and improving their grades at every OFSTED inspection.

We believe in helping staff and students to achieve their personal best and are keen to recruit the very best talent to our trust. Shelley College is the Teaching School Hub for Kirklees and Calderdale and as such, we can offer our staff a wealth of first class, personal development opportunities as well as providing an excellent induction programme. Training and ongoing support continues at every stage of our colleagues' careers, to ensure they enjoy working for the trust.

More than seven hundred people work hard across the trust to ensure we provide the very best education and service to all our schools, from invigilators joining us for a few hours a year, through flexible part-time work to many full-time teaching and support roles.

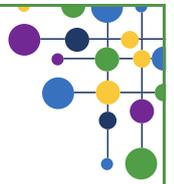
### **The Central Services Team**

The Central Services Team is a key part of the trust's infrastructure primarily ensuring Headteachers and Senior Leaders can focus upon teaching and learning, freeing them from the burden of finance, ICT, administration and operations.

The Chief Financial Officer (CFO) works closely with the CEO, the Chief Operating Officer, the Human Resources Manager and the Executive PA to formulate and deliver strategies across the trust. The postholder also reports to the board, to ensure directors lead finances and other resources strategically, in accordance with legislation and official guidance. It is important the CFO can communicate effectively with other members of the central team and academy headteachers, to ensure we work with a common purpose, to achieve the trust's strategic objectives.

The successful candidate will play a strong role in our improvement strategy and vision for the future. As well as meeting all statutory financial obligations, the CFO will provide leadership to the finance team for the efficient execution of both financial and management accounts, procurement of resources and services as well as fulfilling audit requirements to deadline.





## Chief Financial Officer Role Profile

### SUMMARY

Role title	<i>Chief Financial Officer (CFO)</i>	Reporting to	<i>Chief Executive Officer (Accounting Officer)</i>
Section	Central Trust Team		
Contract type	Full-time, permanent	<b>Band / salary</b>	TBC

### JOB DESCRIPTION

#### Overall purpose and description of the role

The Chief Financial Officer (CFO) reports directly to the Chief Executive Officer (CEO).

The postholder will attend Trust Board meetings, to support the directors in fulfilling their legal responsibilities.

The CFO:

- Must be appropriately qualified and experienced, possessing accountancy qualifications from a recognised professional body, such as the ICAEW, ACCA, CIMA or CIPFA.
- Works closely with the CEO (also known as the Accounting Officer), to manage the trust's finances properly and effectively.
- Works in partnership with headteachers and other academy leaders, to strategically lead and manage the trust's financial resources.
- Leads a team of finance managers and officers to oversee all financial matters across the trust.
- Ensures the trust achieves value for money in accordance with its Funding Agreement, Education and Skills Funding Agency guidelines and the principles of spending public money wisely.
- Prepares spending plans and budgets, to assure the board of the trust's long-term viability and help it achieve its strategic goals.
- Oversees tight, well-managed control systems for procurement.
- Prepares accounts, supporting external auditors and ensuring internal audit processes are robust.
- Ensures the trust submits financial returns and other information required by official bodies.

#### Safeguarding requirements

This post requires the post holder to work in settings with children and young adults. Any employment offer is therefore subject to the results of an Enhanced Disclosure from the Disclosure and Barring Service (DBS). People who may have contact with younger children

(i.e. primary school age) are also required to complete a declaration about family or other members of their household.

## People

The postholder will lead the trust's finance team, comprising of finance managers, officers and assistants. The number will vary according to the size of the trust but will be at least eight colleagues.

## STANDARDS TO BE ACHIEVED

The standards follow guidance provided in the Education and Skills Funding Agency's "Academy Trust Handbook" (2022) and organisations such as CIPFA.

## Ethics and Professional Conduct

The Chief Financial Officer is expected to demonstrate consistently high standards of principled and professional conduct. The post holder must uphold and demonstrate the [Seven Principles of Public Life](#) at all times. Known as the Nolan principles, these form the basis of the ethical standards expected of public office holders:

- selflessness
- integrity
- objectivity
- accountability
- openness
- honesty
- leadership

The post-holder must uphold public trust in trust leadership and maintain high standards of ethics and behaviour. Both within and outside trust, the Chief Financial Officer must:

- build relationships rooted in mutual respect, and at all times observe proper boundaries appropriate to their professional position
- show tolerance of and respect for the rights of others, recognising differences and respecting cultural diversity within contemporary Britain
- uphold fundamental British values including democracy, the rule of law, individual liberty and mutual respect, and tolerance of those with different faiths and beliefs
- ensure that personal beliefs are not expressed in ways which exploit their position, pupils' vulnerability or might lead pupils to break the law

As a senior leader in the trust community and profession, the post-holder must:

- serve in the best interests of the trust's pupils
- conduct themselves in a manner compatible with their influential position in society by behaving ethically, fulfilling their professional responsibilities and modelling the behaviour of a good citizen
- uphold their obligation to give account and accept responsibility

- know, understand, and act within the statutory frameworks which set out their professional duties and responsibilities
- take responsibility for their own continued professional development, engaging critically with educational research
- make a positive contribution to the wider education system

### **Financial oversight and governance**

- Ensure trustees and leaders are able to fulfil their responsibility to maintain a robust oversight of the trust's finances by providing reports, identifying key performance indicators and explaining findings.
- Support the board in its responsibility to ensure the trust remains a going concern.
- Provide all the information the board needs to approve a balanced budget, for the year ahead and in the longer-term.
- Enable trustees and leaders to use resources efficiently, to maximise outcomes for pupils by identifying how trust finances can be used to achieve strategic objectives linked to raising standards.
- Prepare reports for, and attend board meetings, including Audit & Risk Committee meetings, to help trustees fulfil their responsibilities.
- Support the Audit & Risk committee, so it can fulfil its obligations relating to internal scrutiny. Recommend areas for the committee to consider when selecting areas to audit.
- Support the board with its responsibility to benchmark the trust's financial performance against similar organisations.
- Ensure the trust's Scheme of Delegation is fit for purpose, to maintain tight spending controls.
- Ensure colleagues follow the Scheme of Delegation, reporting any concerns to the CEO or board, as appropriate.
- Support the board with its other functions, such as ensuring executive pay is awarded fairly, transparently and provides value for money.
- Ensure the board is aware of any potential conflicts of interest, such as trustee's commercial interests and it takes appropriate action to ensure it complies with guidance and legislation.
- Supports the board in its duty to produce an annual report and external audit by preparing the draft report, supporting the process for appointing external auditors and enabling auditors to produce the annual accounts report.
- Ensure the board fulfils its statutory returns obligations, to the ESFA and other bodies, such as Companies House.
- Support the board and the CEO by contributing to the trust's overall strategic plan – in terms of formulating objectives, delivering goals and monitoring performance.

### **Financial controls and management**

Oversee the trust's internal control, risk management and assurance processes. In accordance with ESFA regulations, this should follow a tiered approach comprising:

- clearly communicated procedures, structures and training of staff
- appropriate day to day supervision and checks by management
- internal scrutiny overseen by an audit and risk committee
- external audit and assurance

Ensure the trust's control framework:

- is complied with and that spending decisions are made by those with the delegated authority
- maintains appropriate segregation of duties
- co-ordinates the planning and budgeting process
- applies discipline in financial management, including managing debtors, creditors, cash flow and monthly bank reconciliations

Ensure that colleagues:

- plan capital projects and maintain strict financial controls
- manage and oversee assets, and maintain a fixed assets register

Ensure that:

- regularity, propriety and value for money are maintained in all the organisation's financial activities
- a risk register is maintained and reviewed by the board drawing on advice provided to it by the audit and risk committee
- the risk of fraud and theft is reduced as much as possible
- independent checking of controls, systems, transactions and risks is delivered

Ensure spending controls are in place, so the trust secures values for money. These should include as a minimum:

- a competitive tendering policy is in place and applied, and the procurement rules and thresholds in the Public Contracts Regulations 2015 and Find a Tender service are observed
- professional advice is obtained where appropriate
- ESFA and other government department guidance on purchasing is considered
- purchases do not include forbidden items, such as alcohol

Carry out internal audits, to ensure staff follow approved procedures at all times.

## **Financial Planning**

- In partnership with the CEO, headteachers and trust leaders, prepare budget plans for the board to consider and approve.
- Prepare longer-term budget plans, which identify risks and actions the board can implement to ensure the trust remains a going concern.
- Support trust leaders, to help the trust and academies maintain healthy reserves or take robust action to address any potential deficits.
- Prepare policies for setting and managing budgets, including the maintenance of appropriate reserves, for board approval.
- Ensure budget forecasts for the current year and beyond are compiled accurately, based on realistic assumptions including any provision being made to sustain capital assets, and reflect lessons learned from previous years.
- Review and interrogate underlying assumptions, such as pupil number estimates, as these underpin revenue projections, and review these termly.
- Adopt an integrated approach to curriculum and financial planning so that trust leaders can plan the best curriculum for their pupils and deliver the trust's educational priorities with the funding they have available.

## **Budget monitoring**

- Prepare management accounts every month for trust leaders and trustees, setting out its financial performance and position. Ensure management must take appropriate action to ensure ongoing viability, raising concerns to the CEO or board if required.
- Share management accounts with the chair of trustees every month and with the other trustees six times a year.
- Make the board aware that appropriate action is being taken to maintain financial viability including addressing variances between the budget and actual income and expenditure.
- The format of monthly management accounts must include an income and expenditure account, variation to budget report, cash flows and balance sheet.
- Help trustees and leaders select key financial performance indicators and measure its performance against them regularly, including analysis in its annual trustees' report as explained in the ESFA's Accounts Direction.
- Raise any concerns about overall financial performance to the board, to allow for swift action if required.
- Ensure the trust manages its cash position robustly and avoids becoming overdrawn on any of its bank accounts so that it does not breach restrictions on borrowing.

### ***Investments and income generation***

- Advise the board about its investment options within the trust's charitable aims.
- Ensure investment risk is properly managed and the board acts within its powers to invest as described in its articles.
- Prepare an investment policy for board approval, to enable trustees to manage and track the trust's financial exposure, and ensure value for money.
- Ensure the board
  - exercises care and skill in investment decisions, taking advice as appropriate from a professional adviser
  - tightly controls its exposure to investment products, so security of funds takes precedence over revenue maximisation
  - makes investment decisions in the trust's best interests
  - reviews the trust's investments and investment policy regularly
- Prepare a charging and remissions policy for directors to consider and approve. The policy should ensure the costs of any chargeable activity are covered fully.

### ***Risk management & internal scrutiny***

- Work closely with the Chief Operating Officer to prepare a risk register for board consideration and approval.
- Lead any remedial action required to address financial risks.
- Ensure there are adequate contingency and business continuity plans in place for the trust's financial systems, in case of systems or other failure.
- Ensure the trust has adequate protection against risk, including insurance (RPA) and safeguards against fraud.
- Contribute to the Whistleblowing Policy by ensuring it covers financial matters adequately and checking it has been communicated well.
- Support members of the Audit and Risk committee by commissioning appropriately qualified, external experts to scrutinise the trust's use of resources and the quality of its management systems. Advise the committee about a cycle of internal scrutiny activities.

### ***Provision of, and requests for, information***

- Act as the main point of contact for the ESFA and other official funding agencies.
- Provide accurate information required by the ESFA, the Department for Education, the Charities Commission or other official body in a timely and professional manner.
- Act as the trust's Company Secretary, submitting reports to Companies House as required.
- Where ESFA approval is required for trust decisions, take responsibility for ensuring the trust complies with its statutory duties.

### ***Preparation and audit of accounts***

- Ensure the trust maintains adequate accounting records and prepares an annual report and accounts in line with the Charity Commission's Statement of Recommended Practice (SORP) and ESFA's Accounts Direction.
- Ensure trustees comply with ESFA regulations for appointing and removing external auditors.
- Provide external auditors with all the information they need to prepare the annual accounts.
- Lead on writing the trust's annual report.

### **Professional development**

- Support the professional development of the finance team.
- Help finance staff to evaluate their own performance against clear criteria and identify their own professional development needs.

### **Continuous improvement**

- Make use of effective and proportional processes of evaluation to identify and analyse complex or persistent problems and barriers which limit school effectiveness, and identify priority areas for improvement.
- Develop appropriate evidence-informed strategies for improvement as part of well-targeted plans which are realistic, timely, appropriately sequenced and suited to the trust's context.
- Ensure careful and effective implementation of improvement strategies, which lead to sustained trust improvement over time.

### **Working in partnership**

- Help the trust's academies to work successfully together in a climate of mutual challenge and support.
- Contribute to the development of successful partnerships with other schools and trusts, working in a climate of challenge and support.
- Support the work of the trust's Teaching School Hub with its financial management, returns and planning.
- Where appropriate, establish and maintain working relationships with fellow professionals and colleagues across other public services to improve educational outcomes for all pupils.
- Undertake other reasonable duties, as may be directed by the CEO.

**Dimensions** (Financial/Statistical/Mandates/Constraints/No. of direct reports)

- Direct line management responsibility for finance managers, officers and assistants (between 8 and 12 currently)
- Annual budget around £45 million (currently)
- Range of Teachers / Support Staff 700 – 1000
- Number of sites – up to ten

**Work/Business contacts**

**Internal:** Trust leaders, all teachers and support staff.

**External:** Auditors, Education & Skills Funding Agency, Department for Education, Local Authorities, External Agencies, Suppliers, Contractors, Charities Commission, NAO

**Expertise in Role Required (At selection - Level 1)**

**Essential or  
Desirable**

- | <b>Expertise in Role Required (At selection - Level 1)</b>   | <b>Essential or<br/>Desirable</b> |
|--|-----------------------------------|
| • Qualified accountant or extensive equivalent experience  | Essential                         |
| • Educated to degree level <b>or</b> substantial, equivalent level of work experience  | Essential                         |
| • Experience of working in an academy or school setting  | Desirable                         |
| • Experience of strategic leadership, including setting whole-organisation goals and managing teams to achieve objectives              | Essential                         |
| • Significant experience of leading and managing multi-disciplinary teams  | Essential                         |
| • Experience of being held accountable for performance to directors and other strategic leaders to deliver organisational improvements | Essential                         |
| • Strategic financial management experience across multiple sites  | Desirable                         |
| • Experience of undertaking business analysis, managing and supporting business improvement  | Essential                         |
| • Experience and understanding of risk management, particular in relation to finance   | Essential                         |
| • Experience of specifying, procuring and managing contracts/services  | Essential                         |
| • Experience of managing contractors and third-party organisations to provide services to agreed levels.                               | Desirable                         |
| • Experience of human resources matters  | Desirable                         |
| • Evidence of recent and relevant professional development.  | Essential                         |

***Other (Physical, mobility, local conditions)***

- |  |           |
|--|-----------|
| • Has the ability to travel around the trust area (and, occasionally, other UK locations).     | Essential |
| • Is willing to work flexibly within scope of overall hours, e.g. occasional evening meetings. | Essential |
| • Has a full current UK Driving Licence.   | Essential |
| • Has access to a motor vehicle and is prepared to use it for business purposes.               | Essential |

***Expertise in Role - After initial development - Level 2***

- Experience of working in schools and promoting positive relationships with the wider school community
- Development of effective working relationships with staff and stakeholders
- Experience of managing a range of change projects across an organisation
- Provide value for money solutions across all trust areas
- Good knowledge of school based financial and management information systems
- Evidence of making decisions based on needs for change with strong communication skills.

***Expertise in Role (Advanced - Level 3)***

- Track record of successful strategy implementation in a large organisation
- Successful development of leadership and career development across financial areas
- Strong knowledge of working practices and processes across the trust for all financial areas.

**Please make sure that you demonstrate your ability to meet the requirements of the job by giving clear, concise examples of how you meet each criterion on your application form. We recognise and welcome our responsibility to remove any barriers in our Recruitment and Selection process for disabled people. We have tried to do this, but if you have a disability and identify any barriers in the job description or employee specification, please tell us of these in your application. We are committed to making reasonable adjustments to the job wherever possible and it would help us to know your needs in order to do this. Candidates will be assessed against the job description and expertise profile from evidence provided in their application form, references and a selection process (including interview). Where criteria are to be identified through the Selection Process, this may involve written exercises, group discussions, presentations, interview etc.**



## Signatures

Approved by: CEO

\_\_\_\_\_

Approved by: Post Holder/or Representative

\_\_\_\_\_

Due to the safer recruitment requirements for staff working in education, we cannot accept CVs. Please apply by downloading the application pack from the jobs page of the SHARE MAT website.

[Share Multi Academy Trust - Vacancies \(sharemat.org\)](https://sharemat.org)

**Closing date: Monday 5<sup>th</sup> December 2022 at 9am**

