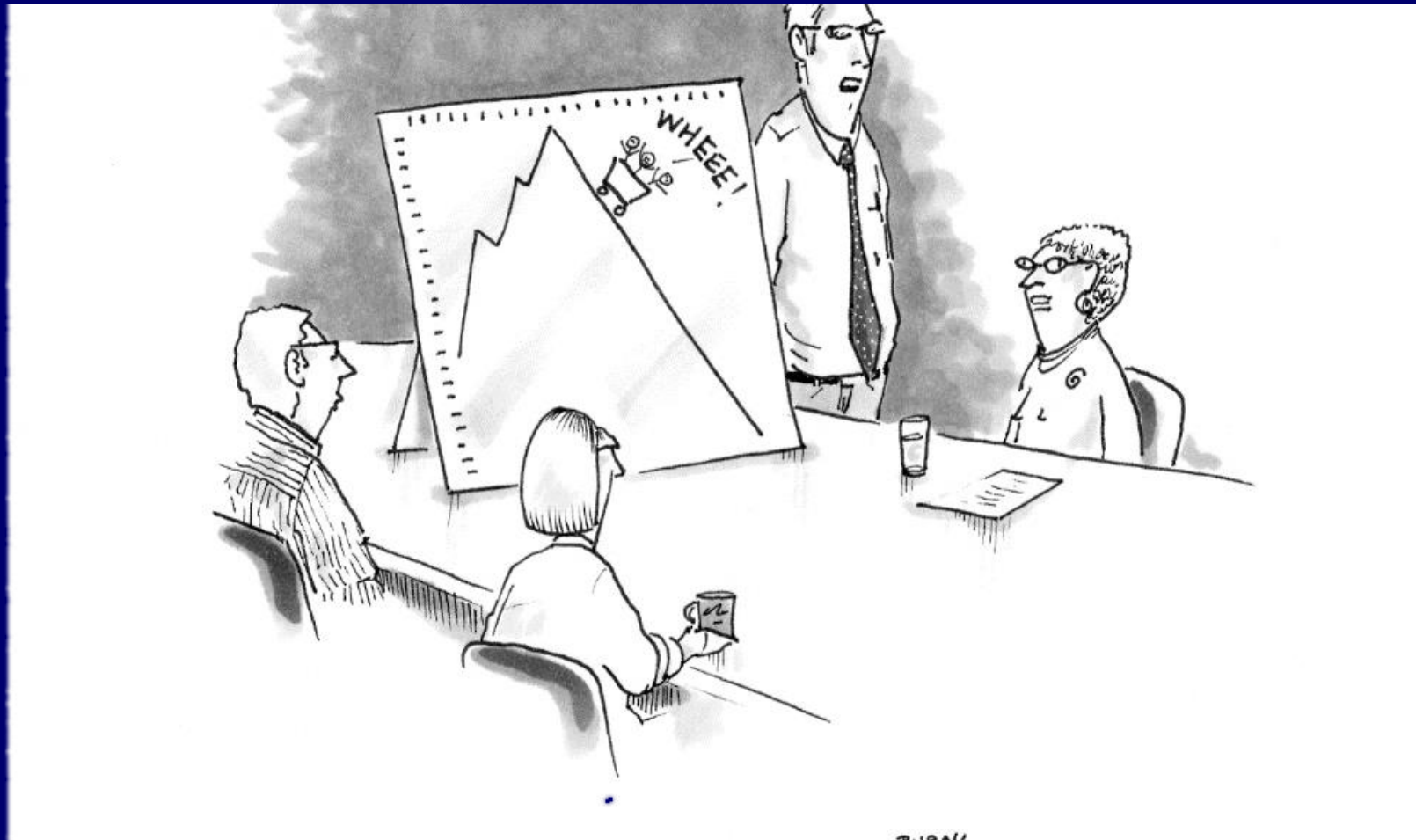


The trust equation:
A roadmap to a thriving financial strategy

Stephen Mitchell

CEO





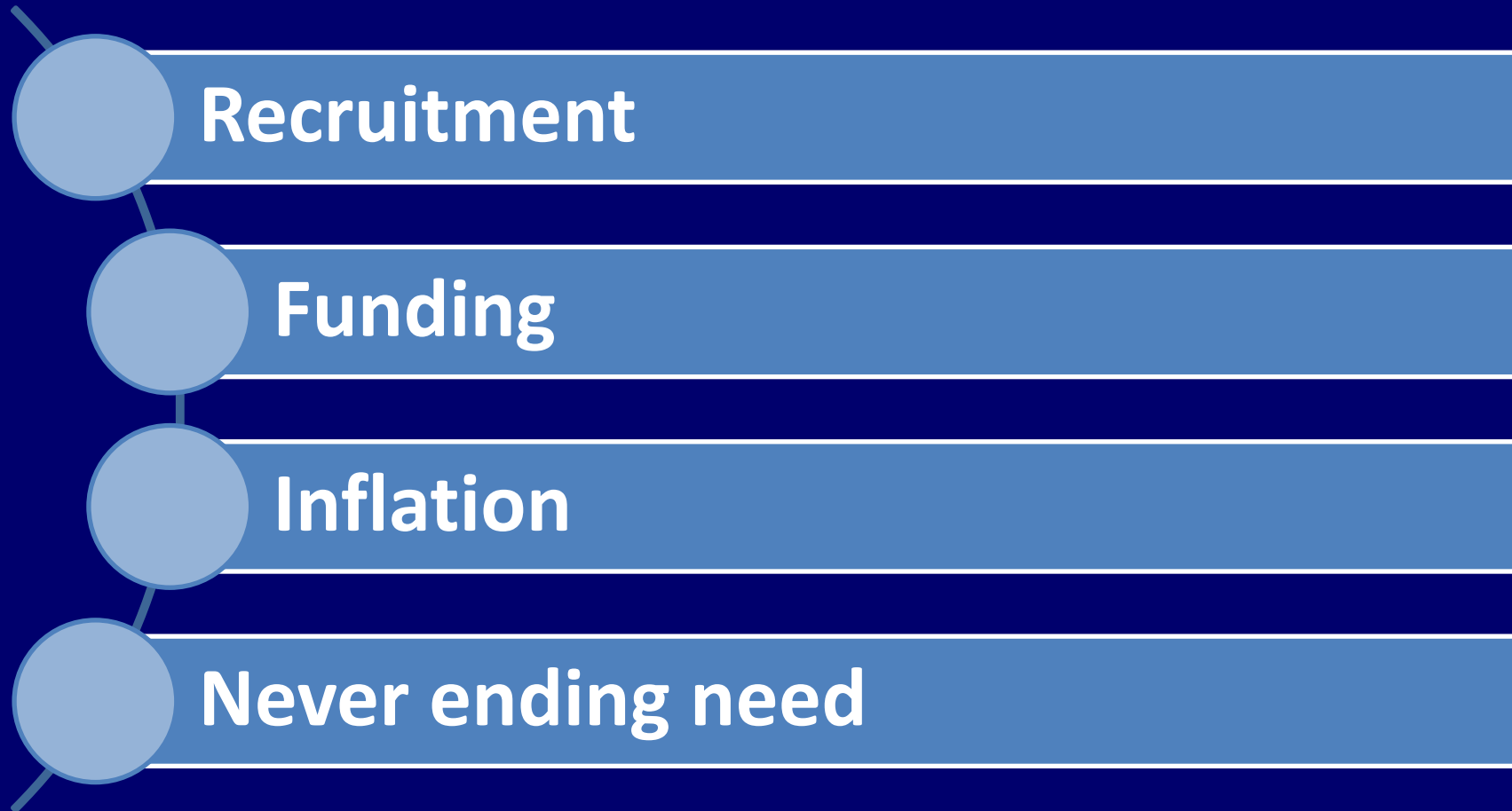
KEYSTONE



KEYSTONE



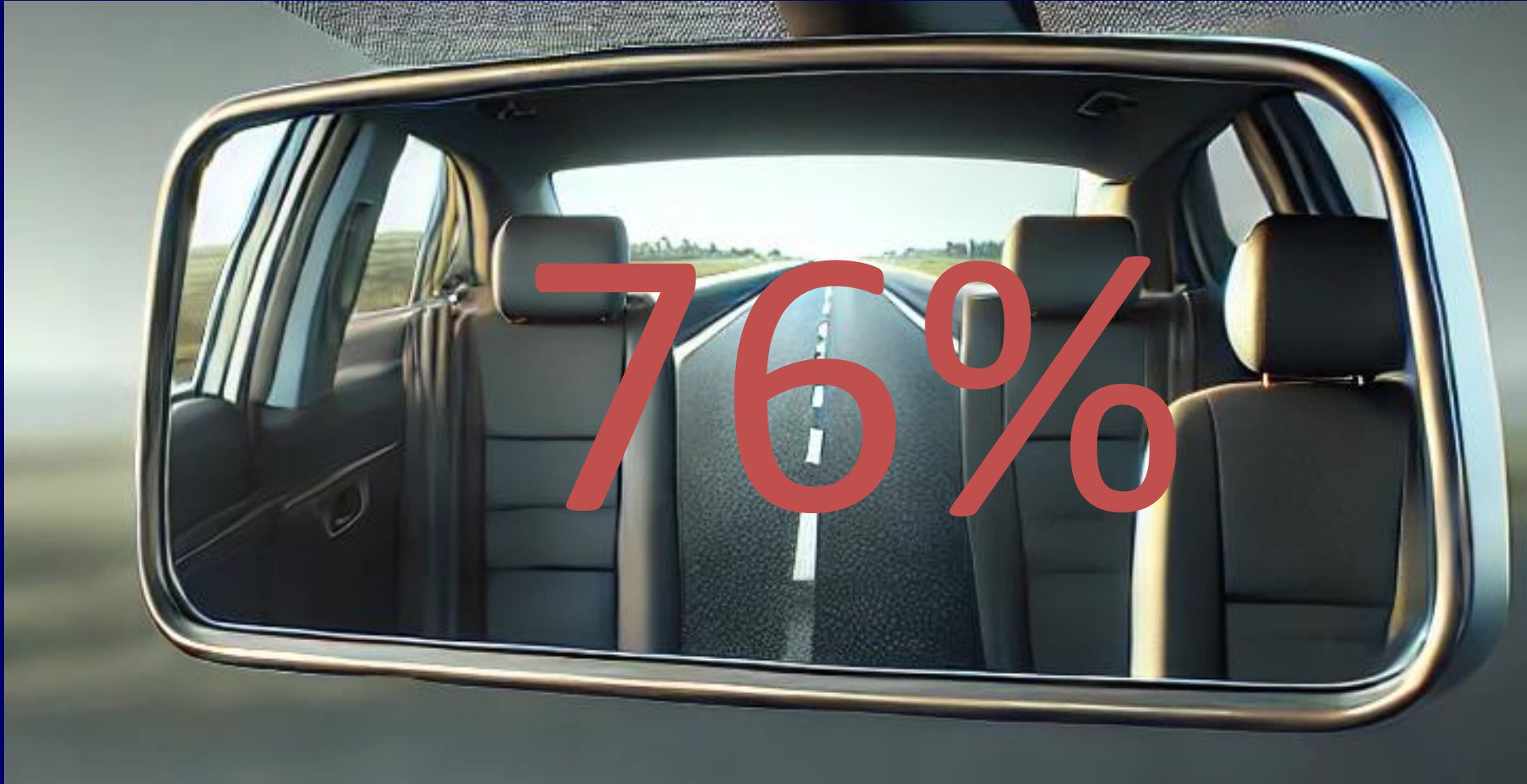
A viable financial strategy





KEYSTONE

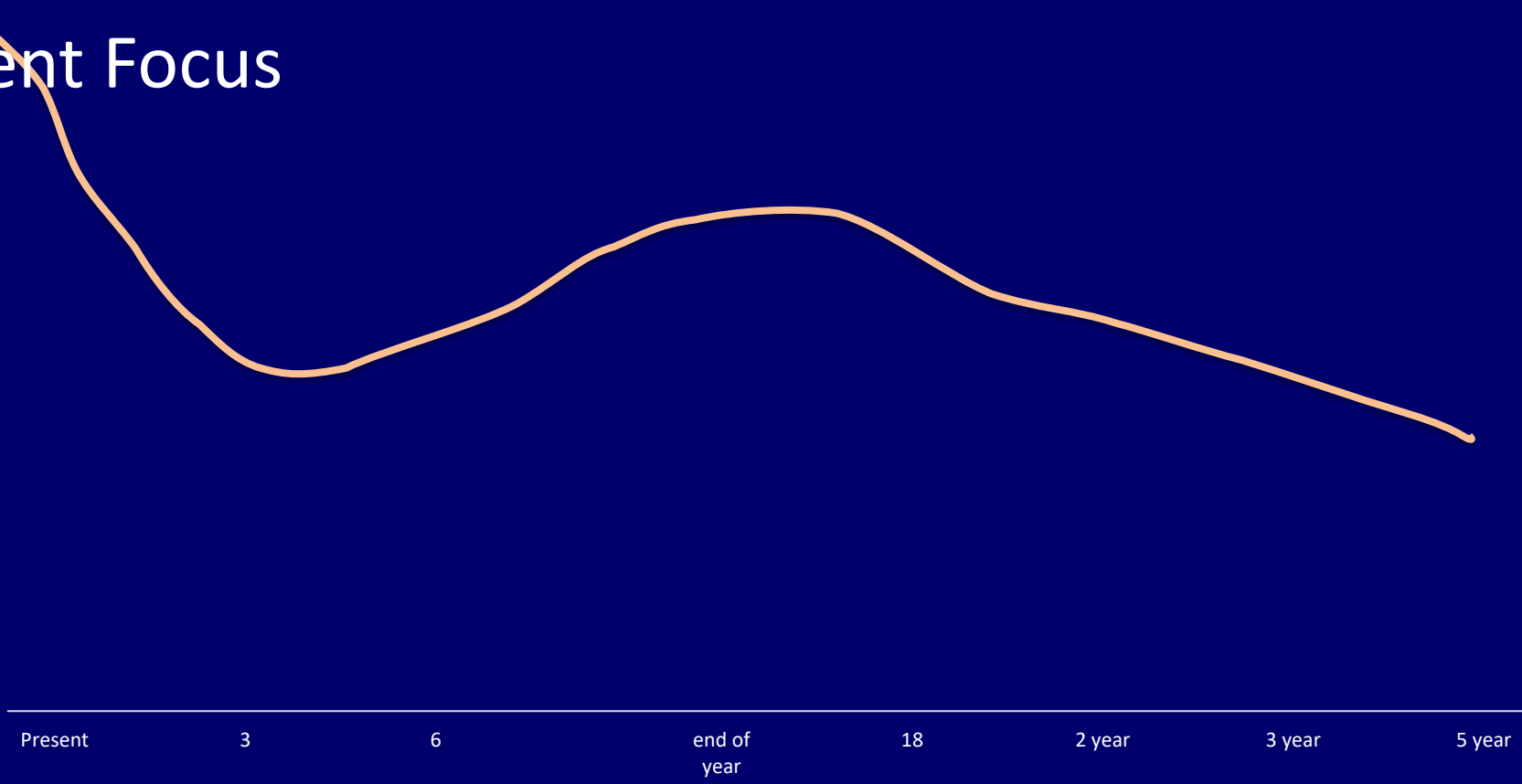


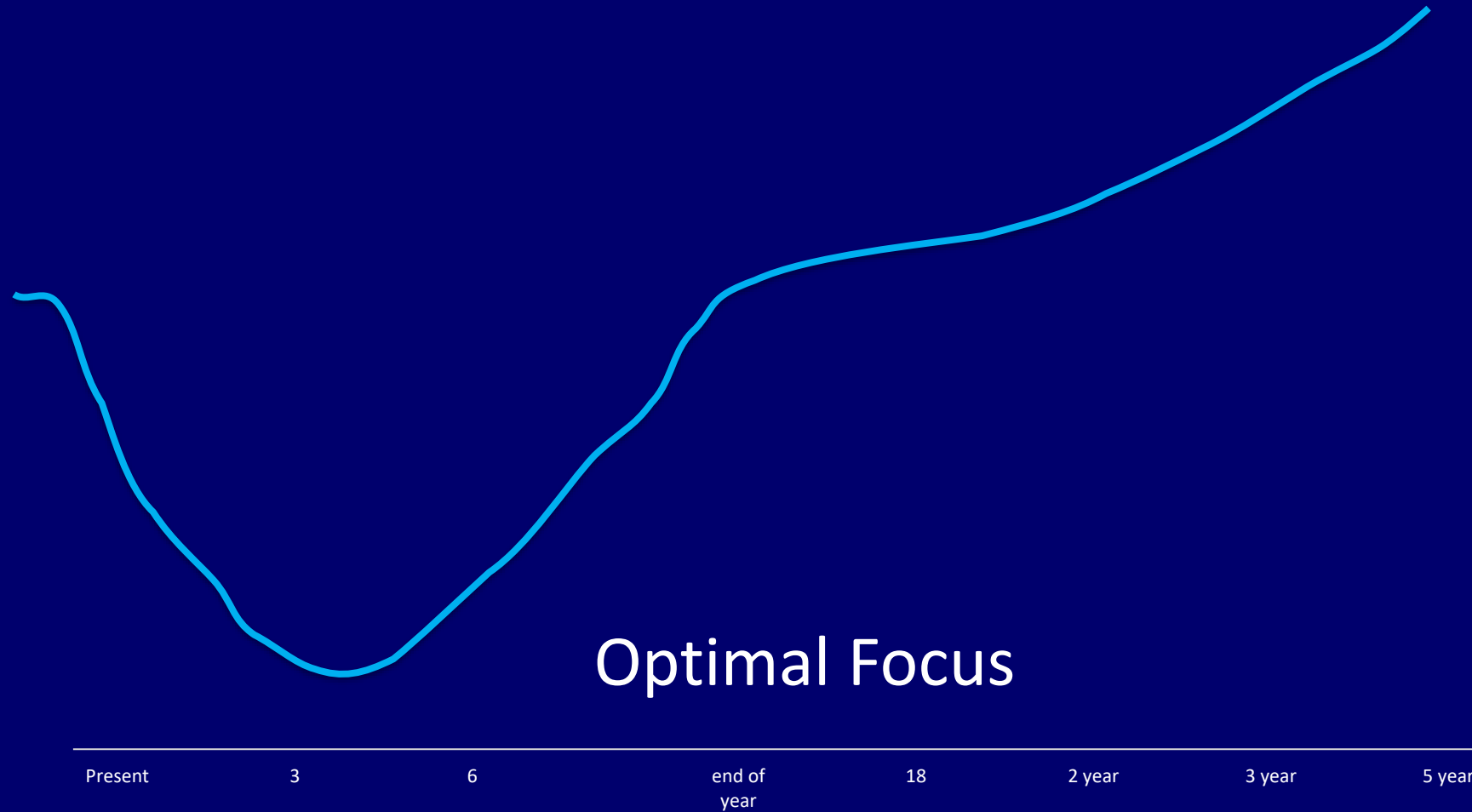


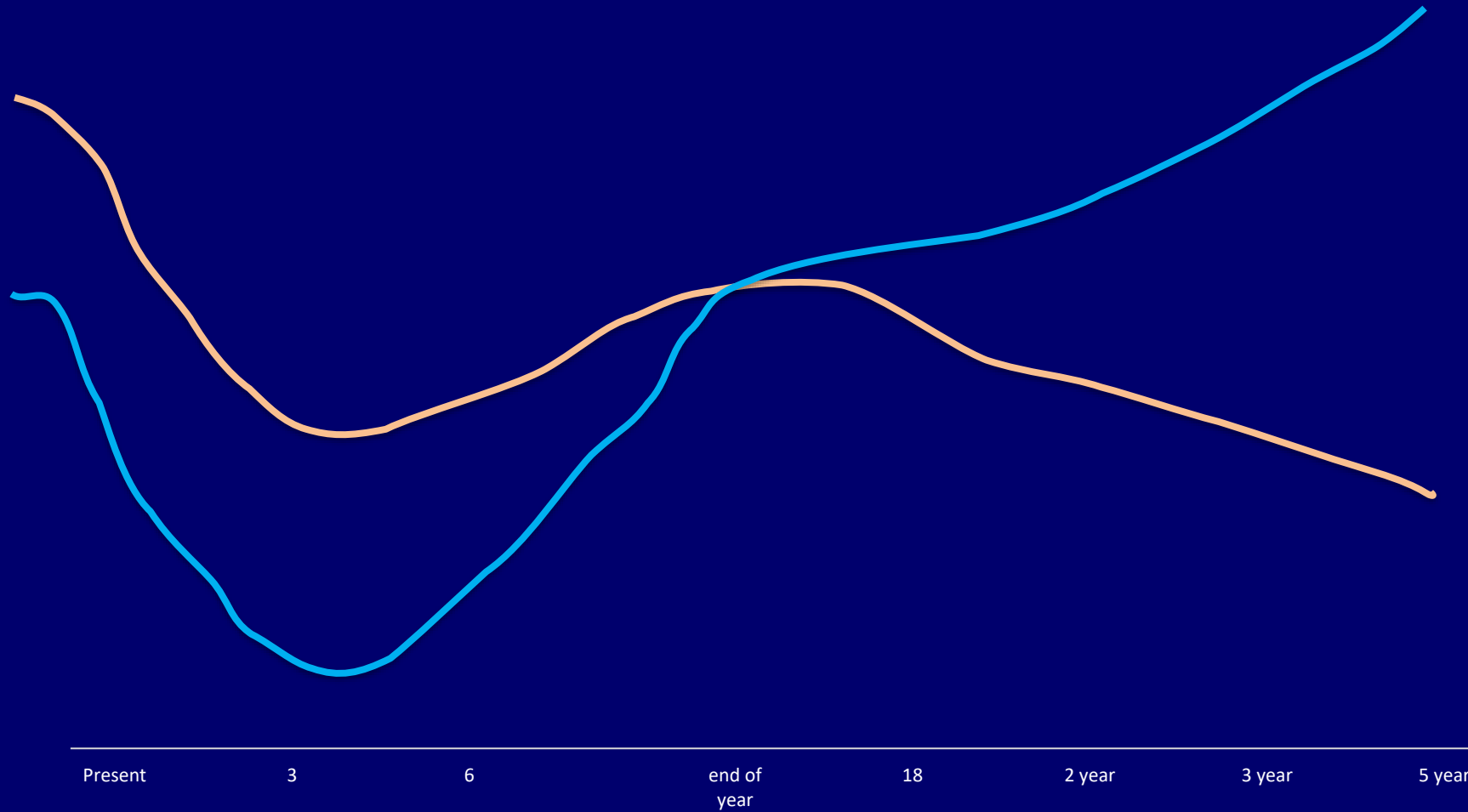
The logo features the word "KEYSTONE" in a white, bold, serif font. A thin white arc curves over the top of the letters, starting above the 'K' and ending above the 'E'.

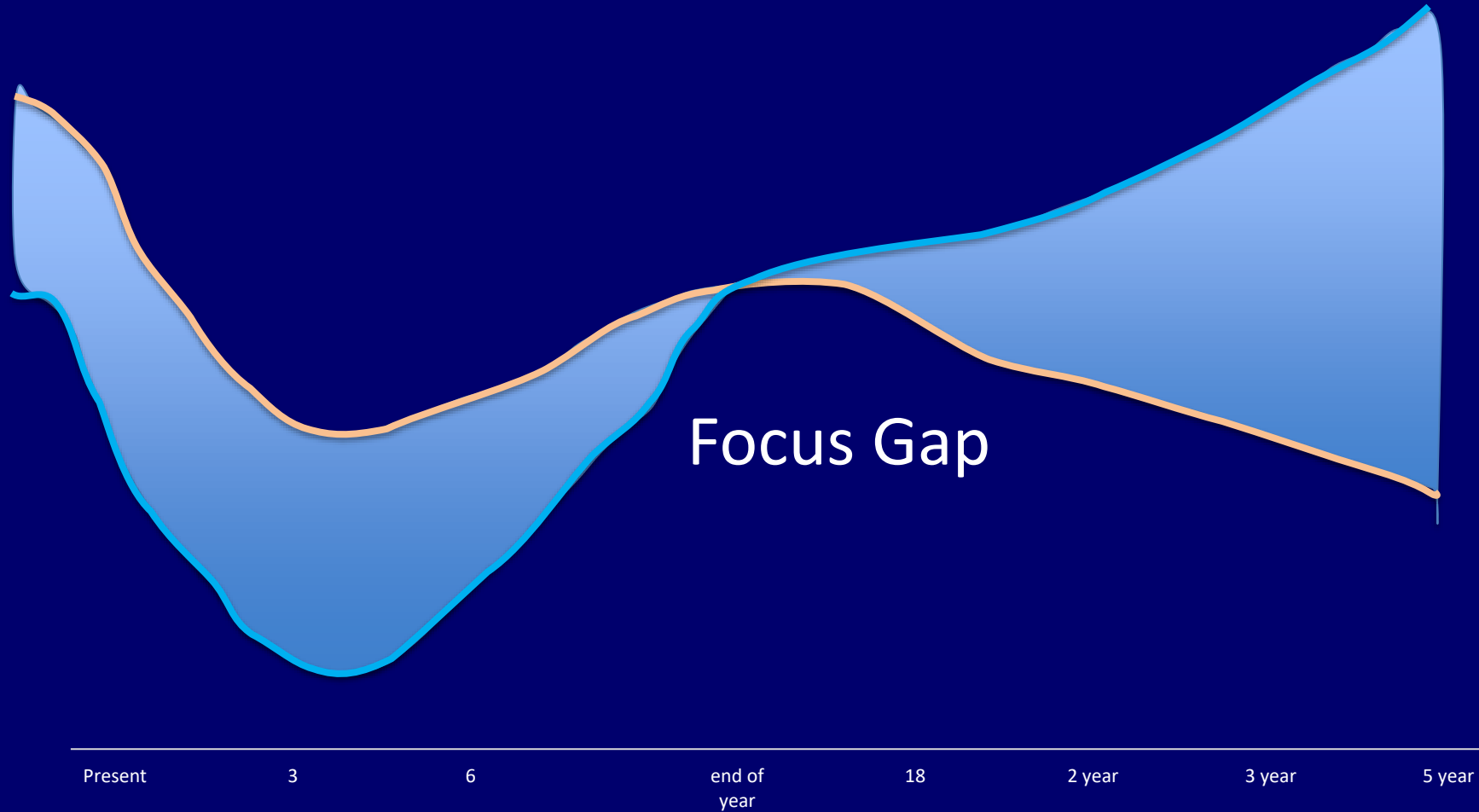
KEYSTONE

Current Focus







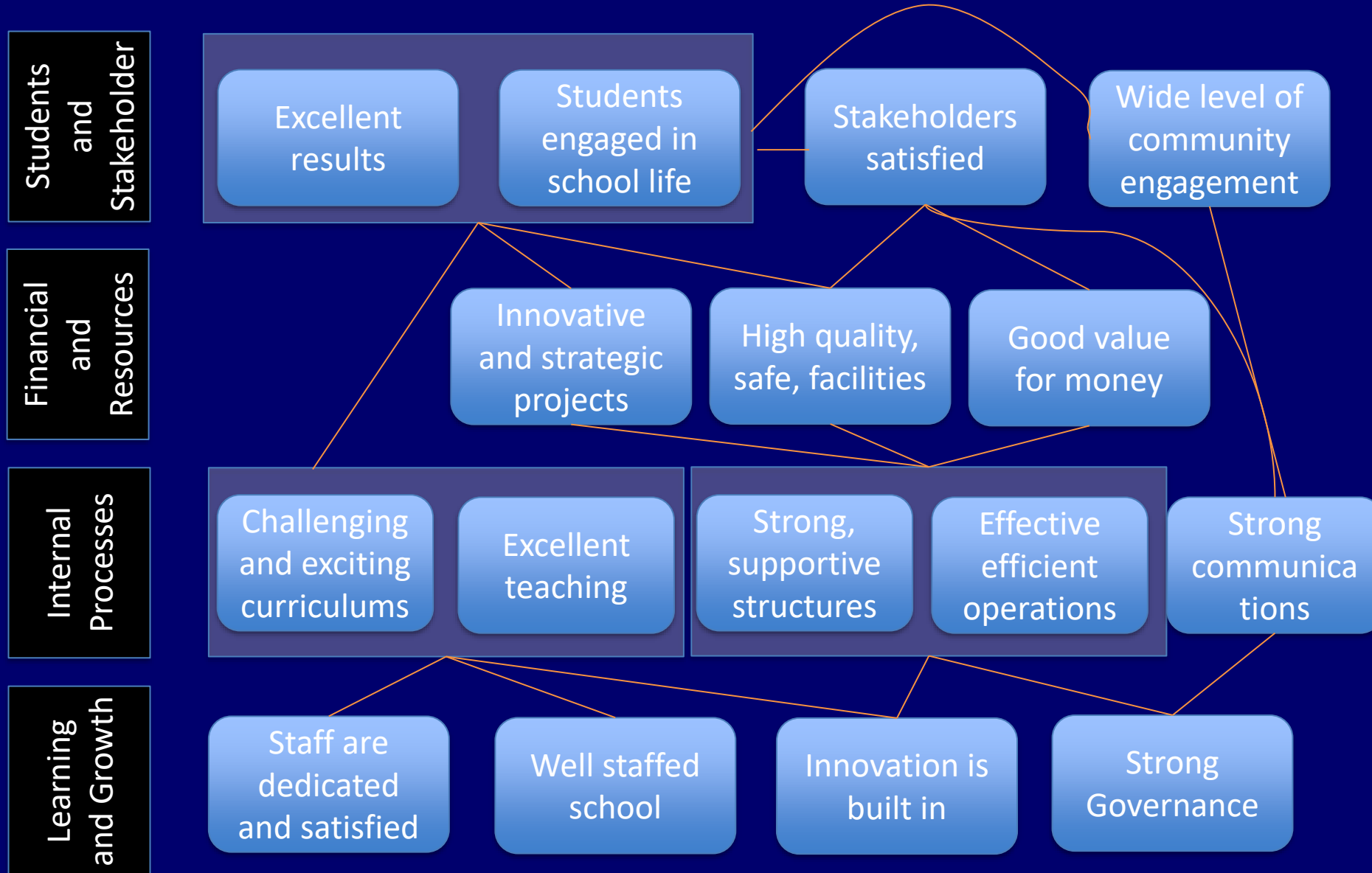




Getting on the front foot

- ICFP – the engine of efficiency
- Balanced Scorecard – the bigger picture

- Average teacher cost
- Average cost per lesson
- Average class size
- Pupil to teacher ratio
- Pupil to adult ratio
- Contact ratio
- Leadership %
- Staffing costs %



	Outcome	Metric	Targets
Financial and Other Resources	Innovative and Strategic Projects Supported	No. of Funding bids applied for	New projects implemented
	High quality safe facilities	Results of H&S Audits Every compliance scores Condition surveys	No of reportable incidences No of near misses
	Financial processes are well managed	Reserves as % of income	Budget surplus / deficit
Pupils and stakeholders	Pupils achieve excellent outcomes	SATs results Internal predictions	Ofsted grading PP/Non PP gap
	Pupils engaged in school life	Attendance rates	Enrichment activities
	Regulatory bodies satisfied	Relationship with LA / DFE Ofsted grades	Returns filed on time Audit opinions
	Wide level of community engagement	Parental engagement levels Lettings activity	Community events attended / supported Pupil NOR

- Revenue innovation
- Efficiency wins

'What's going to change in the next 10 years?'

What's going to change in the next 10 years?

What's not going to change in the next 10 years?



And I submit to you that that second question is actually the more important of the two

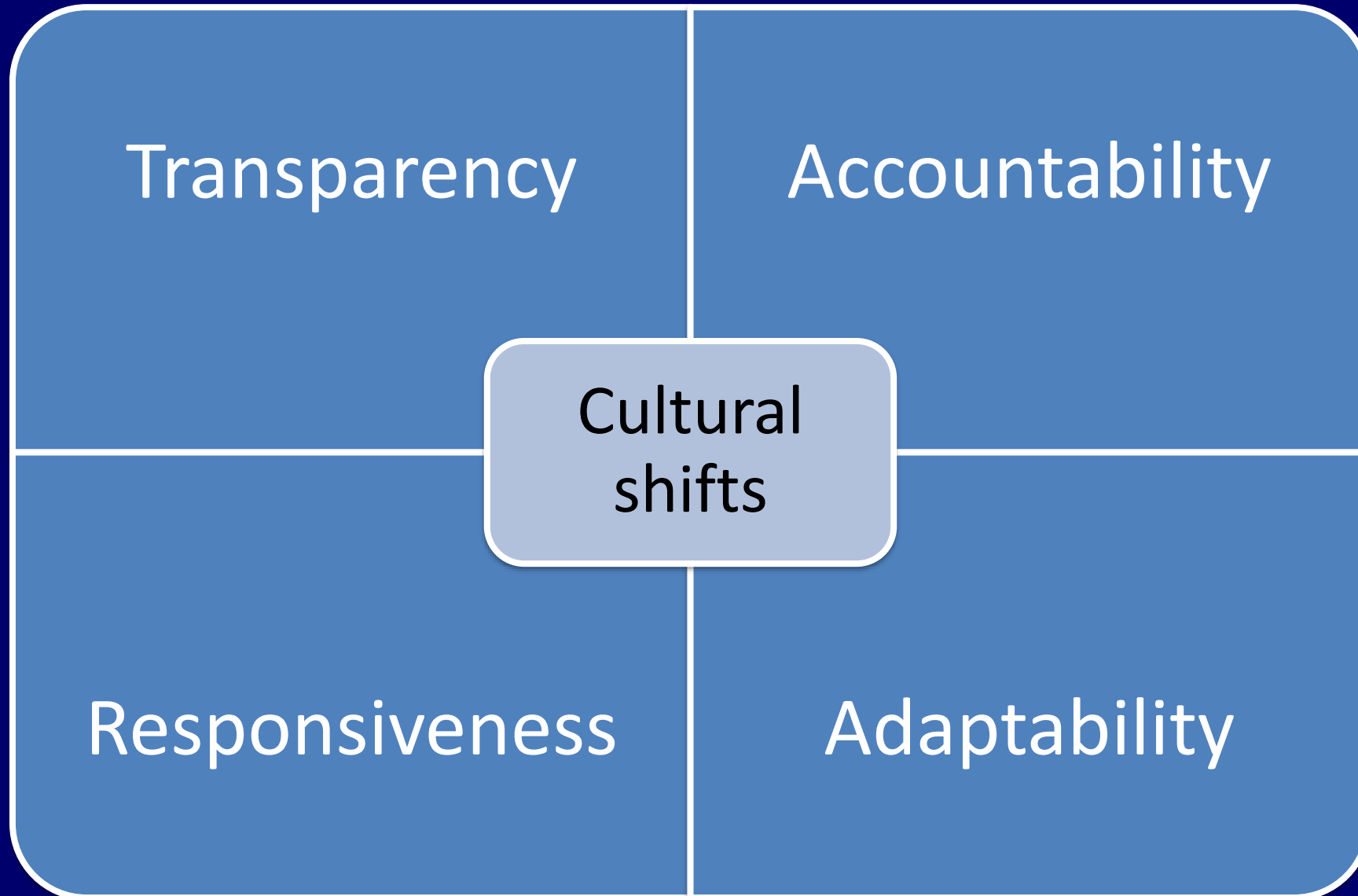
because you can build a business strategy around the things that are stable in time”

Culture eats strategy









When it's important to have....	Responsiveness	Reliability	Efficiency
...it is usually advantageous to veer toward...	Decentralisation	Centralisation	Centralisation
...as that solution enables and stimulates...	Immediacy	Compliance	Syndication

Beyond the classroom



Trust Board



School Improvement

Finance

HR

Estates

H&S

IT

Take aways



Financial resilience

=

Clarity (ICFP)

+

Alignment (Scorecards)

+

Action (Innovative Solutions)

Unleashing your trust's potential



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