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CAMBRIDGE
EDUCATION

Our work with academies and multi-academy trusts

Conversion to academy status and
ongoing improvement



We have been involved in the academy programme since 2002 and have assisted with the conversion of over 100 schools to academies and free schools, helping a diverse range of proposers and sponsors.

We have worked with over 500 multi-academy trust leaders from over 330 individual trusts and many more academies to help build capacity and strengthen leadership and to translate the legal complexities of funding agreements into the management and governance structure.



We have a strong record of supporting individual academies, free schools and multi-academy trusts (MATs) to navigate the intricate structural, cultural and governance challenges in the education system. We can build the capacity of your leadership team, ultimately raising outcomes for young people.

Expertise to augment your leadership team

We work in partnership with many academy trusts, providing strategic support, advice, facilitation and training to trustees, local governor and senior executives involved in leading and managing the trust.

“As a large and growing multi-academy trust, our work with Cambridge Education has been instrumental to our development of increasingly strong governance. Workshops led by Cambridge Education have left directors feeling a much greater confidence in their role and collegiate commitment to delivery of their shared vision.”

Clive Webster, CEO, Kent Catholic Schools' Partnership

At the leading edge of teaching

We provide impartial and strategic advice and work across the range of responsibility throughout an organisation including:

- leadership and governance
- education technology - hardware and software
- educational practice
- procurement
- HR and recruitment
- finance
- development of school improvement strategies
- performance management for headteachers and principals.

“In our experience, success depends on the responsiveness and flexibility to adapt to the context of the local community, its beliefs and values.”

Andy Guest, Cambridge Education Schools Portfolio Manager

Managing the detail to lighten your load

In under five months we assisted a group of seven schools to convert to academies, creating a new multi-academy trust. Working in partnership, we saved the schools money and time, reducing risks and increasing efficiency to advance best practice.

Pre-conversion

Becoming an academy - exercising your volition

The government has a publicly stated ambition for all schools to become academies. What does this mean for you if you haven't yet converted? Do you need to jump before you're pushed?

This half day workshop will explore the risks and advantages of conversion now and at a later date. Cambridge Education are skilled at guiding schools and sponsors through the sometimes daunting process of academy conversion.

Who should attend?

Headteachers, school governors and business managers.

What will it cover?

- **What is really different about being an academy?** The myths and facts:
 - governance
 - curriculum
 - finance
 - support services.
- **Routes to academy status** – standalone conversion
 - join an existing multi-academy trust
 - create your own multi-academy trust.
- **Do it now, or wait and see** – the pros and cons.

Duration

Half day.

In-school training price

Please contact us.



In-school training



Consultancy and review



Partnership + cluster working



Resources included

“Highly informative - addressed all the pertinent issues and gave plenty of food for thought.”

C. Chambers, Governor, Warden Hill Junior School

“Was hoping for lots of information about how academies work and options - got it! All very helpful - lots of new information for consideration.”

Clare Payne, Business Manager, South Lake Primary School

“Gave information and honest answers and thoughts. Chance for people to discuss and share ideas. Most helpful (training) I have been to so far. Good pace.”

Andy Lyons, Headteacher, Hampton Hargate Primary School



How to establish a MAT that will work - Partnerships and structural change

Cambridge Education provides a series of consultant-led workshops to support groups of schools coming together to identify and develop their thinking to a point where they can make successful MAT applications to the Department for Education (DfE).

Who should attend?

Our experience points to the greatest benefits being derived when attended by both the headteacher and a senior representative(s) from the governing body.

Delegates who attend these workshops will:

- learn about key partnering principles
- understand that each school may have different needs and wants
- know how to transform these into a memorandum of understanding (MoU) as the basis for moving forward together as a MAT.

Each programme is tailored to the needs of the individual school groups. The amount of support needed between workshops and indeed the number of workshops themselves depends on each individual group but the key elements are listed here →

Note

The **introductory workshop** can also be offered as an open access workshop to multiple groups of individual schools thinking of forming MATs: however the subsequent workshops, consultancy and support would be agreed and carried out with the individual groups of schools forming a single MAT.

In-school training price

Please contact us.

Workshop one - Becoming a MAT; an introductory workshop

Attendees will understand the wider context and specific options available to their school, allowing them to have informed discussions regarding academisation.

Preparatory exercises - Pre-workshop two

You will understand your key criteria for conversion, and benefits that will bring wider stakeholders on board. Consultant challenge adds value to the exercises by critiquing the school returns against 'good practice' knowledge.

Workshop two - Partnerships and structural change

Attendees will understand and be able to articulate the benefits of joining in partnership, and which partnership will be right for them.

Workshops three and four - Creating a Memorandum of understanding (MoU)

Attendees understand and agree the fundamental principles of the partnership, articulating these in an MoU that creates closer school collaboration from the word 'go'.

The output of the workshop process will provide the detail needed for applications to the RSC and DfE; however further support can be provided as required.



Academy and free school project management and consultancy support

Cambridge Education has been involved in the academies programme from the outset. Having now worked with over 200 MATs and on over 50 academy conversions our team of consultants, inspectors and practitioners are highly experienced and able to provide exactly what you need to ensure the success of your academy. They will be able to advise you on the most efficient and cost effective way of procuring services, whether as an independent academy or as a MAT, ensuring you get the best possible support, tailored to the needs of your school, and from a combination of independent service providers.

Pre-opening support

Project & programme management

- Management of multiple stakeholders.
- Identification and management of risk.
- Innovative approaches to effective and economical delivery.
- Statutory consultation processes.

TUPE transition

- Clear guidance on legal framework.
- Transparent staff consultation.
- Effective negotiation in dispute resolution.

Recruitment

- Administration of recruitment process.
- High impact advertising online including free national advertising contracts.
- Detailed job descriptions and contracts.

ICT

- Achieving efficiencies from integrated ICT.
- Review of ICT assets and their appropriateness.
- ICT procurement and development.

Management & operations

- Interpretation of changes to admissions policy.
- Support with school capacity planning.
- Marketing and PR advice to achieve admissions targets.
- Guidance on travel plans, logistics and procurement.

Asset & commercial management

- Advice to governors on asset management and alternative property strategies.
- Asset surveys to assess overall condition, including ICT.
- Health and safety services to ensure safe and secure environments.

Post-opening academy support

Business management services

- HR – robust advice to support you through all HR issues including competency and disciplinary.
- Health and safety – including occupational health support.
- Asset management – training and advice to ensure you operate efficiently and obtain maximum value for money.

School improvement partner

- Provision of an external school improvement partner to support governors in data analysis and target setting the principal's performance review.

Change management

- Training, consultancy and support to bring about lasting cultural change in your academy.
- Advising on new ways of working together, strengthened leadership at all levels and a stronger culture of accountability.

“We had great support from the project manager and the colleagues with whom she put us in touch. We would recommend Cambridge Education due to the high quality of the service provided. The project manager was extremely personable and easy to work with, making it clear that she was always available for ad hoc support in addition to scheduled meetings and catch ups. The advice about academy conversion was also very useful to kickstart our thinking around the management of these projects in the next phase of our development.”

Lord O'Shaughnessy, Managing Director, Floreat Education Academies Trust

Curriculum

- Consultancy, facilitation and training to ensure every curriculum area in your academy is operating effectively, with a culture of innovation, collaboration and learning centred leadership.

Specialist

- ICT services: design, procurement and innovation for learning and business and data management.
- SEND, inclusion and behaviour.
- Independent external reviews and department quality reviews, lesson observation, training and coaching.
- Leadership and management consultancy.

“I was particularly impressed with the communication from the project manager - she provided me with regular phone calls, email updates and is concerned that school/MAT has the desired outcome. I was particularly impressed when I engaged with her relating to another school joining the MAT. She called me to find out pertinent issues which the other could raise to help them along in the process, she even took the time out to visit the school concerned to discuss the process and feedback.”

Very responsive to school needs. The project manager was able to anticipate issues which could arise for the school to discuss and pathways planned for resolution. Access to the training courses were invaluable as well as the wealth of very experienced personnel which presented.”

Robert Pittard, Business Manager, Exceptional Education Trust



In-school training



Partnership + cluster working



Consultancy and review

An introduction to finance for new academies

As a newly converted school or a member of staff working in the academy sector for the first time there is a need to understand how finance works with your academy. This workshop will go through each of the financial returns that academies will need to make in the year. It will provide worked examples that academies can use back in the office to produce their returns.

Who should attend?

The course is designed for new finance staff joining an academy who have not worked in the sector before and for newly converted academy's finance teams.

Why attend?

- Understand the financial returns that academies need to complete.
- Understand the reasons for each of the returns and when they are due.

For course dates and venue information, visit www.camb-ed.co.uk

What will be covered?

- Annual financial statements under SORP 2015.
- Budget forecast.
- Annual accounts return.
- Monthly management accounts.
- Action plan for the year.

This course can be delivered in house for TSAs, clusters and trusts.

In-school training price
Please contact us.

Financial consultancy for academies and MATs



Consultancy and review

Our qualified team provides academies with financial advice and consultancy including:

- the setting up of MATs and how to ensure that they have plans in place for consolidation of accounts
- helping academies with recovery plans to avoid long term deficits
- reviewing existing financial systems and recommending improvement
- training on all financial returns such as BFR, AR and financial statements
- providing general financial advice and guidance on a monthly basis for the small academies unable to afford a full time finance director.

NEWLY UPDATED

Building capacity in a multi-academy trust - the critical role of the executive leaders

Running a MAT is a demanding role and there is a need to support the development of executive leaders. This unique and highly successful course is designed to offer support and guidance to all existing and aspiring MAT executive leaders. These roles carry very particular duties and responsibilities. To be successful you will need knowledge of school improvement, good governance structures, financial and business management processes as well as bringing good leadership and change management skills.

Who should attend?

Existing and aspiring MAT executive leaders. Previous delegates have indicated that they would have benefited significantly from attending the first three modules before becoming a multi-academy trust.

Module 1: Statutory responsibilities

This module is designed to provide senior officers within a MAT with an overview of the legal and regulatory context in which they are required to operate, basic knowledge of applicable law, and an understanding of when they should be seeking further advice.

“Excellent concise information. Good pro formas.”

Steve Williamson, Headteacher, Northern Saints Primary School

Module 2: Building a board and Finance and procurement

Building a board

This session is focused on governance and looks at two key aspects:

1. how can structures be developed to allow the organisation to manage, monitor and lead at all levels?
2. what makes an effective board, and how do you achieve it?

“Real practical sensible solution with prompts for thought. Amazing course blew my mind on what I need to do, spot on couldn’t be better.”

Paul Stone, Discovery Schools Academy Trust

Finance and procurement

This session is designed for senior executive officers who do not come from a professional finance background, but who, as the senior executive of an academy trust, need to have a clear and detailed understanding of the responsibilities, requirements and issues related to the strategic financial operation of a trust.

“Excellent delivery - fast pace, very informed.”

Beverley Owens, Executive Principal/CEO, The Sovereign Trust Pictor Academy



National course



Partnership + cluster working



In-school training



Consultancy and review



Resources included

Building capacity in a multi-academy trust - the critical role of the executive leaders continued

Module 3: Strategic Development and Business Planning

Strategic development

This module provides insight and overview on key policy areas that need to be considered and understood at both an executive and board level. It will focus on those areas of highest risk or complexity but are essential to address for a developing trust.

Developing a business plan

This is an area that can be unfamiliar to some, but the importance of a business plan will be demonstrated through this module which will equip delegates with tools and examples to use in developing their own.

“Fascinating. Valuable insight and knowledge for the new roles in education.”

Alistair Ogle, Executive Headteacher, Alderman Peel High School

NEW Module 4: Developing central support teams and services

This session will look at models of delivering centralised services, including ICT, Finance, HR, Procurement and School improvement with guest speakers presenting case studies.

Module 5: Due diligence - enabling the right decisions

For directors/trustees of an academy trust taking on a new school is most likely both the most significant and most risky business decision they are asked to make. This one day module will explore the process of due diligence from the perspective of the acquiring MAT.

“Confident and knowledgeable presenter. well structured, comprehensive, good balance of ‘theory’ and practice.”

Jonathan Cole, Finance Director, Washwood Heath Academy

NEW Module 6: School improvement for MATs

What are the implications for a MAT of an inspection in one of their schools or of the whole MAT?

- What is the MAT’s role in a school inspection and how can a MAT best support its schools?
- What is a MAT focussed inspection and what are the outcomes likely to be?

This module will cover:

- understanding data
- developing a trust-wide school improvement strategy
- providing a systematic programme of school-to-school support
- quality assuring for both quality and impact.

Why attend?

- Understand the role of MAT executive leaders.
- Understand the specific characteristics of the MAT structure, governance, legalities and financial management used in a MAT.
- Understand funding mechanisms and financial accounting and reporting requirements.
- Understand ICT strategy at a trust level and examine a range of options for moving your trust's ICT development forward.
- Access a wide range of experts in the field who are currently working in MATs.
- Help to build your own support network

Specialist input into sessions is provided by experienced MAT executives and professionals working in the sector including:

- Taylor Culshaw Solicitors
- Mazars Auditors
- Mott MacDonald
- Safety Rocks
- dkHR (Human Resources)

You can enrol for the course as a whole or mix and match modules to your specific needs.

Book three modules and receive a 5% discount or six modules and receive a 10% discount. Please contact us on **+44 (0)1223 463757** to receive this offer.

Discount is only applicable when the modules are booked together in advance and will not be applied to any retrospective bookings.

Duration

Six one-day courses in total.

National course price

£325 + VAT per module
3 module discount 5%, 6 module discount 10%

In-school training price

Please contact us.



In-school training



Resources included



Partnership + cluster working



Blended learning

Abridged Building capacity in a multi-academy trust programme

An abridged version of our programme for multi-academy trust CEOs is available for teaching school alliances. This unique, highly successful four-day course, adapted from the national programme, is designed to offer support and guidance to all existing and aspiring MAT executive leaders.

The programme will:

- be adjusted to the specific requirements of your group of MATs
- start with the practicalities and the things MAT CEOs need to know and do immediately
- draw on a wide range of experience of those who have first-hand experience of the issues facing you as a leader of a MAT
- adhere as closely as possible to the spirit of the national programme but with fewer guest speakers in order to manage costs
- give MAT CEOs the chance to fully understand the role, build capacity and network with others in a similar position
- be facilitated by our staff at your selected local venue and with all communications, catering and marketing managed by yourselves.

In-school training price

Please contact us.

“Full of information. Knowledgeable presenter. Good delivery.”

Howard Kemp,
Headteacher,
Farringdon Community Academy

“Excellent day with lots of challenge and time for discussion. I would recommend without reservation.”

Paula Thompson,
Principal, Benedict Biscop C of E Academy

“A really productive and thoughtful day!”

Andrew Farnell,
Headteacher, St John's Cof E Primary

CASE STUDY

The Sir John Lawes Academies Trust - review of multi-academy trust (MAT) governance structures



The Sir John Lawes Academies Trust was created in 2012, when the existing Trust for Sir John Lawes School took over responsibility for the sponsorship of the Samuel Ryder Academy. The Trust now consists of four schools.

As the Trust has grown so the needs of the Trust changed and the Board of Directors recognised the need for a review of governance. Cambridge Education created an evaluation framework based on the latest MAT guidance and conducted a review through a desktop analysis of critical documents and face to face interviews with key players.

Our methodology was based on the latest DFE advice on successful governance in MATs, and Sir David Carters' Effective Characteristics of Academy Trusts. We used these to create our own evaluation framework.

As the Trust Board is the statutory governing body for all academies our report considered how effective they were in driving the overall governance of the organisation. As set out by Lord Nash governing several schools is different from just one, and so we considered how the key functions of strategic direction, holding leadership to account and delivering value for money were being achieved, or could be improved.

Our report included 16 recommendations in three main areas. The Trust Board discussed the report and its findings at their next Board meeting, following which Hazel Wale, Chief Operations Officer wrote:

“Your report was presented to the Trust Board this week and they were extremely complimentary about your work – you seem to have captured the essence of the Trust and its ‘Governance Review’ challenges all in the one document.

It was agreed to form a working party to now take your recommendations forward. It was also felt it would be hugely beneficial to put a Saturday aside for a whole day looking at the Governance Structure and in the afternoon looking at the ‘Schedule of delegation’.

A follow-up workshop was arranged on a Saturday and enormous progress was made in developing a shared vision, structure and growth ambitions for the Trust as a whole...the day session was lively, proactive, incredibly informative and we moved forward as an organisation far further than perhaps even we had thought we could!”



Resources
included



Consultancy
and review

Effectiveness reviews for multi-academy trusts

Cambridge Education offers individual academy and trust-wide independent external effectiveness review services. Would your MAT benefit from an independent external review of its effectiveness?

Do you have confidence in the quality of your response to the following questions?

- How successful is your MAT?
- Do your governance structures ensure your vision is translated into actions?
- How is your MAT vision perceived and realised by your academies?
- Do your governance structures work?
- How do you decide your priorities for action?

Cambridge Education will review the organisational effectiveness of your trust and assess your MAT's progress through a series of structured interviews and questionnaire responses with people at many levels within your trust.

These are based on the new governance framework report which:

- assesses the trust against a range of nationally recognised frameworks including the new governance framework
- makes a series of recommendations which help focus the priorities of the trust going forward
- gives suggested actions drawn from the experience of others which the board should consider to address the priorities identified.

Time taken and cost will depend on the size of the trust.

Independent assessment of central services provision

We were commissioned by Hastings Academies Trust and University of Brighton Academies Trust to conduct a review of the shared central services provision of two multi academy trusts (MATs).

The objective was to review current ways of working and propose alternatives in central services to drive effectiveness, and by drawing on knowledge of other Trusts and the views of service-users, ascertain value for money.

Our investigations covered a number of areas including:

- whether the current central services (excluding Finance) provide value for money and impact to schools within the MAT
- options detailing how suitable central services may be organised within the MAT to drive effectiveness.

Key elements of the report produced were suggestions for alternative ways of working in central services to drive effectiveness, and benchmarking against similar services and end-user requirements to ascertain value for money.



Developing further as a board - tailored away days for multi-academy trust boards

Cambridge Education has a proven track record of providing bespoke advice, support and training to individual multi-academy trust boards, in order to help them ensure strong governance is embedded systemically into their trust and priorities are agreed to further enhance the effectiveness of the board as they move forward.

Aims

- To provide the time and space for the board to discuss, debate and consider important issues for their trust.
- To develop, refine and strengthen their understanding and collective view on how the role of the board and directors can be most effective in delivering their vision.
- To walk away with agreed actions and clear steps to implement any proposed change.

Typically this process may be prefaced by a short, 90-minute session with the board with the purpose of developing the agenda for a more detailed development programme based around two full day sessions.

Some background reading material will be issued prior to the session providing some detailed information that may help inform discussion, and the session will be a mix of information sharing, discussion and debate around three key questions:

- What is the purpose of the board of directors?
- What are the responsibilities of the board?
- What does 'good' look like?

Output from the session will be two or three agreed areas of focus for the subsequent development days.

In-school training price

Please contact us.

“As a large and growing multi-academy trust, our work with Cambridge has been instrumental to our development of increasingly strong governance.

Workshops led by Cambridge Education have left Directors feeling a much greater confidence in their role and collegiate commitment to delivery of their shared vision.”

Clive Webster, CEO,
Kent Catholic Schools'
Partnership

NEW

Governance in MATs

A unique, programme of professional development, designed to specifically support those involved in the governance of academies. Following a successful pilot, and feedback from our clients, we have tailored the programme to fit into one day.



As a delegate you will benefit from:

- understanding how effective governance principles apply to MATs.
- learning from the emerging national lessons of other trusts.
- taking away ideas and resources to support the development of governance within your trust.

This programme is led by Andrew Guest of Cambridge Education, who led our highly regarded Building capacity in a multi-academy trust programme and Matt Miller MBE, a National Leader of Governance and NLG Advocate and chair of governors for a London secondary school.

Who should attend?

This course is for MAT trustees/directors and the Chair of the LGB only; those experienced in governance.

What will it cover?

Session 1 - Understanding the structure, legal status and compliance/risks for MATs

This session is designed to provide you with an overview of the legal and regulatory context in which you are required to operate, basic knowledge of applicable law, and an understanding of when you should be seeking further advice.

You will explore:

- the implications of key documents such as the Academies financial handbook, Memorandum and articles of association and Funding agreements.

- characteristics, functions and tools of effective governance and applying these as a framework to multi-academy trust governance including:
 - clarity of roles and responsibilities, effective communication and relationship development
 - delegation and reporting: balancing the competing tensions of autonomy, centralisation and accountability.
 - examples of policy in practice including health and safety, safeguarding and pupil premium.

Session 2 - Developing a MAT business plan

You will explore:

- the importance of a good business plan and also equip delegates with tools and examples to use in developing their own.
- why business plans are important for multi-academy trusts
- look at the content, structure and examples of effective plans and how to develop them.

“Overall, we have really valued the 3 sessions, got a lot out of them, and felt that it was money well spent. We have lots to think about and, more importantly, apply to our own situation... I believe that it helps to meet an ever-growing need and would be happy to recommend it to others.”

Pete Hutchings, Governor Portswood Primary Academy Trust

Session 3 - Self review of governance across the trust

Effective governance in a MAT is the key to running a successful MAT. School governors in maintained schools definitely do not have the same role as Trust Directors or governors in a local governing body.

This session will explore how trustees can conduct a self-review of the governance across their MAT to ensure that there:

- are clear distinctions between the roles of Directors and any local governance arrangements
- is clarity about responsibility for decision making at different levels
- are effective mechanisms for delegation across the MAT
- are effective communication channels across the MAT.

Session 4 - Preparing for Ofsted

Ofsted inspections of schools have been around for a long time, but Ofsted inspections of MATs are still new. What are the implications for MAT of an inspection in one of their schools or of the whole MAT?

This session will explore:

- what are Ofsted going to be looking for when they inspect a school
- who should Ofsted talk to about governance
- what is the MAT's role in a school inspection and how can a MAT best support its schools
- what is a MAT focussed inspection and what are the outcomes likely to be?

Duration

One day, from 09:00 to 17:30

This training is also available to be run in house for your own trust.

NEW

Local Governing Body (LGB) CPD for MATs

We offer two half-day workshops for Local Governing Bodies in MATs.

These have been designed to help those who are new to governance within multi-academy trusts and are offered in house.

Timing can be flexible to meet the needs of individual LGBs. You will explore the following:

Workshop 1

- Roles and responsibilities of different stakeholders across a MAT and LGB
- Vision and values
- What being strategic means at LGB level
- Outstanding governance
- Support & challenge
- Achieving/demonstrating best evidence through learning walks etc

Workshop 2

- Understanding the data
- Disadvantaged pupils and vulnerable groups
- SEND
- Safeguarding
- Preparing for Ofsted



In-school training



Consultancy and review



Resources included



Presenter profiles



Andy Guest
Development Director,
Cambridge Education

Andy is Cambridge Education's lead on education and social care work in the UK and across its wider activity in Europe and the Middle East. Andy also leads our work with multi-academy trusts. As founding chief executive of the Diocese of Salisbury Academy Trust, Andy also leads our work with multi-academy trusts.



Tony Smith
Managing Consultant,
Cambridge Education

A lifelong educationist and former Director of Education and Director of Children's Services, Tony also has significant private sector senior leadership experience. Latterly, chairman of the Diocese of Salisbury Multi-Academies Trust; director of Leeds and Sandwell Local Education partnerships; director for school improvement project in Norfolk; and education director for the Carillion Multi-Academies Trust.



Miranda Simond
Principal Consultant,
Cambridge Education

Miranda has worked as project director, policy advisor and strategic manager in both the public and private sectors and at both national and local levels. Miranda has worked extensively as a consultant advising on both academy conversions as well as conducting reviews of MAT governance.



Sarah Taylor
Solicitor Advocate and Director,
Taylor Culshaw Solicitors

Sarah is a leading academy solicitor and has worked with many Church of England schools converting to academies over the past two years. She works closely with the Dioceses of Bath & Wells and Salisbury Education Departments where she has helped to set up multi-academy trusts (MATs) which have taken in both sponsored and high performing schools.



Ian Probert
Development Director,
Mott MacDonald

Ian is Development Director and Board member for the Management Consultancy and Development Unit of Mott Macdonald, responsible for Business Development and Sustainability. Ian spent a period of time lecturing in corporate strategy at Manchester Metropolitan University on the International Business Studies course. He is an experienced manager with a strong background in corporate strategy, business planning, organisational change management, business continuity and process mapping.



Karen Delgado
Owner,
DK HR Consultancy Limited

Karen is a successful professional senior HR practitioner. A key presenter for our Building capacity in a multi-academy trust programme for CEOs, she offers a breadth of expertise in HR and organisational development, particularly change and people management, resourcing solutions and employee relations ensuring business focused outcomes and solutions.

Presenter profiles continued



Jason Brown

Chief Operating Officer, Bath and Wells Multi Academy Trust

A qualified accountant, experienced in Education Finance and a PRINCE2 registered practitioner, Jason is responsible for strategic finance, procurement, risk, ICT and projects drawing on his public sector background, including Bath Spa University College and Bristol City Council. Jason has presented workshops at CIPFA conferences and at the National Fair Funding Conference.



Amanda Nevill

Senior Consultant, Cambridge Education

Amanda has worked for Mott MacDonald for 10 years, working within the Cambridge Education business. She is project manager and lead technical adviser to four multi academy trusts. Amanda is Prince2 registered and over the past five years has supported 15 trusts to establish more than 17 academies and free schools. In addition to project management, Amanda's experience includes client and stakeholder engagement, consultation design and implementation, marketing communications and public relations.



Carla Crocombe

IdipOSH GradIOSH MIIRSM

Carla is an experienced occupational health and safety management professional. She has worked in diverse organisations within the UK and overseas; including the Health Protection Agency (now Public Health England), was interim Fire, Health & Safety Manager for the Department for Education's contract with Interserve Plc. Carla also has security clearance and is qualified to International Diploma level.



Donna Lewis MBE

Donna is a strategic finance professional now working as a consultant offering advice, training and guidance to academies. She has held senior positions within the Education sector for the last 10 years and was Head of Consolidation and Financial Reporting of the Education Funding Agency.



Matt Miller MBE

Matt is a National Leader of Governance and NLG Advocate and chair of governors for a London secondary school. His experience crosses primary and secondary, maintained, academy and faith schools and he leads and develops governor training in a number of LAs. He offers targeted governor training including leadership training and team building, improving school governance, mediation and conflict resolution and external reviews of governance.



Shelley Whitehead

**Director/Consultant,
Lock House Consulting**

Shelley is an experienced and versatile consultant specialising in partnership development, stakeholder engagement and strategic change leadership within education, the public sector and the not for-profit sector. She has been responsible for advising the DfE on academy sponsor development across the south west, working on partnerships and sponsors from Cornwall up to Gloucestershire.

Shelley has been personally responsible for shaping a range of significant and innovative academy partnerships – such as that between the Diocese of Salisbury and Mott MacDonald.



Useful information

Payment policy

We accept payments online via our website by credit/debit card. We also accept payment by invoice.

Credit/Debit card

We provide an online facility that securely connects to HSBC and facilitates secure processing of credit card transactions online. We do not store any of your credit card details on our system. All your details are entered directly to a secure connection with HSBC.

Invoice

You can request to pay by invoice when ordering through the website or over the telephone. All invoices are payable within 30 days from the date of invoice (the final date for payment). In the case of resource packs and other product materials, goods will be dispatched upon receipt of full payment. In the case of courses, full payment is required within 30 days or 10 working days prior to the date the course commences, whichever is earlier. Invoices must be paid by cheque or BACS. Cheques should be made payable to Mott MacDonald Limited. Refund and cancellation policies apply.

Terms and conditions: Refund policy for Courses and Events

All bookings will be acknowledged in writing within one week. Payment is due immediately when booked online through credit/debit card. If you choose to pay by invoice you will be invoiced within one week when payment is due immediately.

Details of the course location, programme and course materials will be sent to you approximately 12 days prior to the start of the course. If at this stage, the course seems unviable, or in the event of force majeure, Cambridge Education reserves the right to cancel or postpone the course. Please note that while we only cancel events with great reluctance we would advise that any travel arrangements should be made on a refundable basis.

All cancellations must be sent in writing as soon as the applicant is aware that they are unable to attend. If the cancellation is received 6 weeks (or 30 working days) or more prior to the start of the training programme, cancellation will be free of charge and a full refund will be given. If the cancellation is received between 6 weeks and two weeks (10 working days) prior to the start of the training programme a cancellation charge of 50% of the course fee will apply. If the cancellation is received after this point or at any stage during the training programme a cancellation charge of 100% of the course fee will apply. If you wish to transfer to another course less than 3 weeks prior to the start of the course a £60 + VAT transfer fee will be charged.

Some dietary requirements may incur an additional charge.

This refund policy does not affect your statutory rights.

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Security

Personal property remains the responsibility of the delegate at all times. We recommend that valuables are not left unattended even when arrangements have been made for training rooms to be locked.

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To find out more

For more information on our course booking and cancellation policy, please call us on **+44 (0)1223 463757** or email us at **enquiries@camb-ed.com**

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