

4 LESSONS WE LEARNED FROM SEMINAR #1: CENTRALISATION

In the first ever Trust Leaders Collective seminar with **Tom Kershaw** (Senior Market Specialist, IRIS Education) and **Jeff Marshall** (Managing Director, J&G Marshall Ltd), we discussed the role of centralisation in achieving an effective strategy across your trust for long term, sustainable growth.



JEFF MARSHALL



TOM KERSHAW

Read on to find out more about what we discussed.



1

FIND YOUR TRUST'S DIFFERENTIATOR

Ask a trust to define their vision and you'll most likely get a similar message, filled with the same keywords, as many other trusts. The issue with this is: **NO TWO TRUSTS ARE THE SAME**. This matters because what makes them different is their 'why'.

It's 'why' schools should join your trust – ultimately, because what you're creating is something bigger than the sum of its parts. But this can only be communicated effectively with the buy in of everyone involved – because only with that buy in can you expect everyone to take ownership of your vision and accountability for how you get there.

2

SEEK EXTERNAL SUPPORT

When forming a trust, due diligence is vital. But often, in the rush to centralise a trust, due diligence can become an ad hoc process. It's important to have a plan in place to guide the centralisation process.

Staying on track requires perspective, and perspective can be hard to find when you're knee deep in centralisation. Seeking external support holds you accountable and enables you to make better decisions, because better decisions lead to better outcomes.

"TRUSTS THAT CENTRALISE WELL TEND TO TAKE A BACKSTEP AND ENGAGE IN A SELF-ASSESSMENT PROCESS. THEN, THEY LOOK TO GET EXTERNALLY VERIFIED ON THINGS SUCH AS GROWTH AUDITS TO DETERMINE HOW BEST TO UPSKILL AND UPSELL, BEFORE THEY EVEN START TALKING ABOUT GROWTH."

**JEFF MARSHALL, MANAGING
DIRECTOR AT J&G MARSHALL LTD**



3

PRIORITISE YOUR COMMUNICATIONS STRATEGY

The benefits of centralisation are numerous, from saving money and resources to improving pupil outcomes. However, those benefits require an enormous amount of change.

This kind of uncertainty can lead to reputational damage, especially when it comes to restructuring. This is why having an effective communication strategy is key to a positive transition.

You're aiming for evolution not revolution – and for this, communication and buy in are key.

4

INVEST RESOURCES BACK INTO THE TRUST

For many trusts that have made significant savings as a result of centralisation, it can be tempting to continue storing those savings for a 'rainy day'.

But then it's important to ask: What constitutes a 'rainy day'? When do matters become so pressing that it's finally time to use those funds?

Keeping your resources to one side means they are not being put back into the trust. But by investing saved resources back into the trust, we can more effectively serve pupils, parents, and staff.

After all, the ultimate goal of centralisation is not cost savings for cost savings' sake, it is to improve outcomes for all.

IS YOUR TRUST MAKING THE MOST OF CENTRALISATION?

Think your trust could benefit from individualised advice on how to make the best use of centralisation and create better outcomes for students, parents, and staff?

You can now complete our short survey and we'll get back to you with a personalised report that covers four key areas of your trust management:

FINANCIAL
MANAGEMENT

WORKFORCE
MANAGEMENT

OPERATIONAL
MANAGEMENT

CURRICULUM,
ASSESSMENT,
AND SCHOOL
IMPROVEMENT

TAKE THE SURVEY