



**MOSAIC**  
SCHOOLS LEARNING TRUST

Achieving Excellence  
for Every Child,  
Every Day

# Chief Financial Officer Recruitment Pack

Full time

Preferred start: Spring 2026

Location: Wickham Common Primary School

**WELCOME  
TO MSLT**

**Respectful  
Resilient  
Resourceful**



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# Welcome from the CEO

## A message from our CEO, Andrea Harris



Dear Applicant,

At Mosaic Schools Learning trust, we pride ourselves on being an innovative, forward-thinking organisation built on trust and collaboration. Our mission is simple yet profound: to keep children at the heart of everything we do. Every decision we make is guided by a strong moral purpose—ensuring the very best opportunities for every child in our care.

We recognise that each of our school communities is unique. That individuality is something we celebrate, while providing a standardised framework that supports consistency and excellence across the Trust. We are always horizon scanning, seeking out new ideas and approaches that will help us deliver the highest quality education and outcomes for all.

The financial role within our Trust is absolutely vital to our success. In the current climate of funding challenges and a national SEND crisis, we see these pressures not as obstacles but as opportunities to review, reset, and innovate. Your expertise will help us navigate these complexities and ensure that resources are used effectively to make a real difference.

We are a passionate and committed team, united by a shared vision and a determination to do what's right for children. If you believe you can bring your skills and energy to this mission, we would love to hear from you.

Together, we can shape a future where every child thrives.

Kind regards,



**Andrea Harris**  
Chief Executive Officer  
Mosaic Schools Learning Trust

## About us

Mosaic Schools Learning Trust (formed on the 1<sup>st</sup> September 2024 following the merger between Connect Schools Academy Trust and Compass Academy Trust), is a group of 10 schools based in Bromley and in Kent: Cage Green Primary, Crofton Infant, Crofton Junior, Marian Vian Primary, Oak Lodge Primary, Raglan Primary, River Mill Primary, Unicorn Primary, Valley Primary and Wickham Common Primary Schools. The Trust aims to deliver the very best educational experience for its pupils with each school bringing its own strengths and expertise to benefit the whole learning community.

### MSLT IN NUMBERS

**1 Trust\***

**10 schools**

**2 Local authorities**

**3 ARP's\*\***

**263 Teaching staff**

**452 Support Staff**

**5 SBN's\*\*\***

**18 Executive Leadership Team**

**5 Trust members**

**11 Trustees**

**28 Central Team**

**+£33m Income**

**(£1.9M SEN Funding, £843k Pupil Premium)**

\* SCA Capital Funding qualified

\*\*Additionally Resourced Provision

\*\*\*School Based Nurseries

To find out more about us: <https://www.mosaicschoolslearningtrust.org>



## Our Vision & Values

### *Achieving Excellence for Every Child, Every Day*

Mosaic Schools Learning Trust is a community where schools work collaboratively to be the best that they can for the benefit of all the children in our care and staff that make up our Trust family. Our goal is simple: we want all children to flourish and to receive the best education that we can provide. In short, we want to achieve excellence for every child, every day.

We believe in true collaboration, working in partnership, investing in people and building capacity for long term, sustainable success. We are accountable to each other for each other and we all take responsibility for every child.

Our aim is to maintain and grow good and outstanding academies within a supportive environment.

As a Trust, we have a clear mission and core values that underpin us in achieving excellence for every child, every day. Our mission is to provide everyone with a learning experience that: is rooted in a culture of excellence; is relevant to a complex and ever-changing world; engages with and celebrates the diversity of our communities; and empowers everyone to contribute positively to society.

The Core Values that drive our attitudes, behaviours and organisational health are Respectful, Resilient and Resourceful.













# Meet the Team

## Executive Leadership Team

Led by the CEO, the Executive Leadership Team (ELT) is a team of the most senior leaders in the Trust who meet regularly and work collaboratively to achieve the Trust's objectives as agreed by the Trust Board.

The purpose of the ELT, in conjunction with the Board of Trustees, is to support the CEO in shaping and delivering the ongoing vision, purpose, values and ethos of the Trust through collective accountability and delegated authority. This will therefore include the identification and management of risk, so that planned outcomes are not compromised. We call this 'intentional collaboration'.

Each member of the ELT has individual accountabilities as determined by their job role within and wider responsibilities across the organisation. The ELT is a team and not a group. It seeks to act and speak with "one voice, one heart, and one mind," utilising the knowledge and skills of each member so that the team is collectively more than the sum of its parts.

<b>Andrea Harris – CEO of Mosaic Schools Learning Trust</b>  Senior executive leader, responsible for strategic leadership, financial oversight, and ensuring the trust provides a high-quality education for all pupils.		<b>Chief Finance Officer</b>  Providing leadership and management to all of the Trust's financial functions. Ensuring budgets are prepared and monitored in accordance with the Academy Financial Handbook, ESFA Guidelines and with all statutory requirements	
<b>Executive Head Teachers</b>  Responsible for driving school improvement across the Trust and providing support to the CEO.		<b>Karen Wilson Chief Operating Officer &amp; Data Protection Officer</b>  Providing leadership and direction on all non-academic aspects of the trust, working with the CEO and the board to achieve strategic aims.	
<b>Wendy Giles</b> For Cage Green, Marian Vian, Unicorn, Valley and Wickham Common Primaries  <b>Sue Robertson</b> For Crofton Infant, Crofton Junior, Oak Lodge, Raglan and Rivermill Primaries		<b>Vicki Maher- Strategic Lead for SEN &amp; Inclusion</b>  Responsible for driving the SEND agenda, developing a Trust-wide SEN & Inclusion Strategy and implementing across Trust schools	
<b>Trust Head Teachers</b>  Responsible for providing strategic leadership and management for a school to ensure high standards of teaching, learning, and student achievement.		<b>Elaine Cooper - Head of Governance and Executive Support</b>  Responsible for coordinating Trust Governance: Trust Boards; Committees and Members and School Local Governing Boards	
<ul style="list-style-type: none"> <li>Cage Green Primary School: Joanna Styles</li> <li>Crofton Infants and Crofton Junior Schools: Susie Sargent</li> <li>Marian Vian Primary School: Ian Redgrave</li> <li>Oak Lodge Primary School: Georgina Baron</li> <li>Raglan Primary School: Matt De Freitas</li> <li>River Mill Primary School: Suzanne Leader</li> <li>Unicorn Primary School: Vicky Elvines</li> <li>Valley Primary School: Stephen Jackson</li> <li>Wickham Common Primary School: Rebecca Williams</li> </ul>		<b>Michael Field- Head of Estates</b>  Developing and delivering the Trust's estates strategy; managing all premises related contracts and services; responsible for compliance, health and safety, maintenance and estates budgetary planning.	
		<b>Sue Wray- Head of HR</b>  Responsible for streamlining of HR processes and procedures, updating HR policies, overseeing HR team and Employee Relations case management.	

# Job Description

## Employment details

**Job title:** Chief Financial Officer (CFO)

**Reports to:** Chief Executive Officer (Accounting Officer)

**Hours of work:** 36 hours per week, 52 weeks per year

**Starting Salary:** £84,704 to £92,899 (depending on experience)

## Overall Purpose of the Role

The Chief Financial Officer (CFO) is a pivotal member of the Trust's Executive Leadership Team, reporting directly to the CEO. The CFO will provide strategic and operational leadership for all financial aspects of the Trust, ensuring the long-term financial health and sustainability of our unique family of schools. As the Trust's chief financial steward, you will be responsible for creating and managing financial strategies that protect the individual character and ethos of our schools while leveraging the collective strength of the Trust. The key responsibilities are outlined below; however, the post-holder will be expected to undertake any reasonable duties as directed by the CEO.

## Main Duties and Responsibilities

### Key Responsibilities

- Ensure the financial sustainability of the multi-academy trust (MAT).
- Support the Trust's strategic development and aims through effective financial planning and management.
- Comply with all of the MAT's policies and procedures, working towards its core aims and ensuring confidentiality is maintained where appropriate, contributing to the ethos, development and success of the MAT.
- Maintain a secure overview of the management of all financial issues within each of the MAT's academies and Central Trust, providing financial assistance to the Head Teachers of each academy, Central Team executives, the Chief Executive Officer (CEO) and Board of Trustees.
- Keep the CEO and the Board up-to-date with the latest funding changes, company law and other statutory guidance, supporting the CEO in their role as Trust's Accounting Officer.
- Always ensure the Trust acts in compliance with relevant legislation and adopts guidance where it is in our best interests.
- To lead the promotion and delivery of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.
- Establish and maintain a three-year rolling financial plan, to be updated annually.
- Produce annually a consolidated budget plan for the consideration of, and approval by, Trustees.
- Uphold good governance and ethical behaviour, including good accounting practices and internal control systems.
- Ensure that the MAT's resources are managed efficiently, ethically and professionally.

- Analyse and interpret financial reports, communicating findings in a simplified manner when necessary.
- Cooperate with, initiate, and manage audit procedures.
- Attend relevant committee meetings as required to maintain the presence of the finance function.
- Implement appropriate safeguarding protocols and control measures.
- Liaise with external regulators such as the Department for Education and Charity Commission.
- Act as the leading point of reference for financial and commercial issues, advising on best practice on these matters both within and outside the sector.
- Ensure implementation and efficient running of IT systems necessary for the smooth operation of finance and management functions.
- Manage the central accounting role, ensuring that efficient income controls are in place and adhered to.
- Develop close and effective working relationships with key partners and stakeholders.

### Operational and Strategic

- Analyse and interpret data in relation to the MAT; developing solutions and strategies over the medium and long term.
- Review Trust policies, processes and procedures to ensure compliance with various regulations to include Company law, Charity law, Articles of Association, Funding Agreement, Academy Trust Handbook and HMRC.
- Maintain effective systems of internal audit and control through implementation and monitoring
- Develop and implement strategies for maximising the MAT's current finances e.g. through grant applications, income generation activities such as lettings
- Prepare the MAT's annual financial forecasts
- Attend relevant committee meetings e.g. Finance and Resources, Audit and Risk as well as full Board meetings
- Work alongside the CEO and senior leadership teams in developing and maintaining a strategic financial plan, including a three-year budget plan.
- Develop and maintain an in-house finance manual that sets out the MAT's operational procedures.
- Lead financial and operational risk assessments and share with the CEO and trust board
- Develop and implement financial policies and procedures across the MAT in order to streamline functions and ensure efficiency.
- Manage all financial aspects of major capital projects.
- Participate in the management of the MAT's major projects, as required by the CEO.
- Work with the Chief Operating Officer (COO) and others to support the effective delivery of central services e.g. HR, Payroll, Estates management.
- Participate in appraisal arrangements and undertake training and own CPD. Provide training support and guidance to the Trust's finance managers/finance officers and ensure financial management systems are standardised and of the same quality across the Trust.
- Oversee the operation of the Trust's Scheme of Delegated Authority (SoDA) with respect to financial matters – See Section 5 of the SoDA.



## Budgetary Control

- Oversee the preparations of an annual budget plan for each academy within the MAT and central services function before the start of each financial year. Liaising with the CEO, central staff and headteachers of each academy.
- Monitor expenditure and report to the CEO regarding income and cash flow against the approved budget.
- Manage the Trust's balance sheet to include fixed asset accounting and control account reconciliations.
- Submit reports on each academy and central business services financial position to each meeting of the Finance and Resources Committee, including appropriate financial efficiency metrics.
- Assist each academy's headteacher and central executives in setting and managing their budgets.
- Approve monetary transactions within the delegated financial limits for the MAT's core operations and report such approvals to the Finance, Audit and Risk Committee.
- Review any monetary transactions required for an academy's budget and recommend these to the CEO and Board of Trustees for approval if appropriate.
- In liaison with finance staff prepare monthly consolidated management accounts to include variance analysis, balance sheet, key financial performance indicators and cash flow projections. Management accounts must be shared with the chair of trustees and chair of the Finance and Resources, Audit and Risk Committee every month.
- Advise the CEO and the Board if fraudulent activities are suspected or uncovered.

## Procurement and Purchasing

- Maintain an overview of all the academies within the MAT and central services, providing best value options for key purchases.
- Oversee tenders for service contracts, evaluating cost effectiveness and value for money.
- Provide advice to the Trust's staff and the CEO over evaluation of quotes obtained for goods and services.
- Prepare financial appraisals of new projects.
- Ensure that an ethical purchasing system is in place to guarantee value for money is obtained and best use made of resources.

## Organisational

- Ensure that academy-based administrative staff receive timely, succinct and clear guidance to ensure that they are effective and efficient in the discharge of their duties.
- Ensure all forms and returns required by the DfE are prepared and submitted in the specified format and filed before the deadline.
- Co-ordinate internal and external audit processes and liaise with external regulators as required.
- Write the annual report and prepare the consolidated financial statements in the specified format for auditing by external auditors.
- Liaise with the Finance Committee, accountants and auditors where appropriate.
- Prepare appropriate bids or tender documents to acquire identified additional funds or grants.
- Ensure the monthly payroll is checked and certified.
- Report to the DfE and other relevant bodies in line with their specific requirements.

- Maintain records to an appropriate standard in order to meet legal and tax requirements.
- Ensure appropriate insurance cover is in place and arrangements are regularly reviewed and monitored.
- Promote financial awareness throughout the Trust.
- Identify and implement opportunities for collaborative working across the whole financial function of the MAT.

### Person Specification:

Essential (E) and Desirable (D) Qualifications, Experience & Skills	
Qualifications and training	<b>E</b> The successful candidate will: <ul style="list-style-type: none"> <li>• Be a qualified accountant or be training to become one e.g. ICAEW, ACCA, CIMA or CIPFA (including CIPFA qualifications developed in partnership with ISBL)</li> </ul>
	<b>D</b> <ul style="list-style-type: none"> <li>• Will have a good knowledge of school and/or MAT financial procedures.</li> </ul>
Knowledge and skills	<b>E</b> The successful candidate will have: <ul style="list-style-type: none"> <li>• Up-to-date knowledge of accountancy and professional codes of practice.</li> <li>• A good working knowledge of The Academy Trust Handbook 2025.</li> <li>• Experience of reviewing internal controls systems and making recommendations for improvement</li> <li>• Knowledge of statutory requirements and funding strategies regarding the education sector.</li> <li>• Proven awareness and respect for the highly sensitive status of information and its confidentiality.</li> <li>• The confidence to challenge opposing views by presenting robust arguments and reasons for the contrary view.</li> <li>• Excellent written and verbal communication skills.</li> <li>• Well-developed ICT skills</li> </ul> <p>The successful candidate will be able to:</p> <ul style="list-style-type: none"> <li>• Interpret complex financial information and statute, and devise policies and procedures in light of these.</li> <li>• Work as part of a team as well as work independently.</li> <li>• Work effectively with colleagues and trustees.</li> <li>• Manage projects and lead a group.</li> <li>• Efficiently collate and analyse data.</li> </ul>
	<b>D</b> The successful candidate will have: <ul style="list-style-type: none"> <li>• An ability to motivate colleagues.</li> <li>• An ability to identify commercial opportunities to maximise income.</li> </ul>
Experience	<b>E</b> The successful candidate will have experience of: <ul style="list-style-type: none"> <li>• Working with financial management systems.</li> <li>• Leading and managing budgets.</li> <li>• Designing and implementing financial management processes and controls.</li> <li>• Managing procurement and contracts.</li> </ul>

		<ul style="list-style-type: none"> <li>Generating income and preparing bids.</li> </ul>
	D	<ul style="list-style-type: none"> <li>Working in an educational setting.</li> <li>Obtaining additional funding.</li> <li>Experience of working with external auditors and agencies.</li> <li>Managing and working in a large organisation which operates across multiple sites.</li> </ul>
<b>Essential (E) and Desirable (D) Qualifications, Experience &amp; Skills</b>		
<b>Personal qualities</b>	E	<p>The successful candidate will have:</p> <ul style="list-style-type: none"> <li>Excellent analytical and problem-solving skills.</li> <li>Excellent time management and organisational skills.</li> <li>High expectations of self and professional standards.</li> <li>The ability to maintain successful working relationships with other colleagues.</li> <li>A willingness to work outside of the timetabled day, where necessary.</li> <li>High levels of drive, energy and integrity.</li> </ul> <p>The successful candidate will be:</p> <ul style="list-style-type: none"> <li>Able to promote and build professional behaviors consistently.</li> <li>Able to plan and take control of situations.</li> <li>Able to work flexibly, attending and contributing towards meetings and training outside of their specified work hours.</li> <li>Committed to contributing to the wider trust and its community.</li> <li>Capable of handling a demanding workload and be able to successfully prioritise work.</li> </ul>

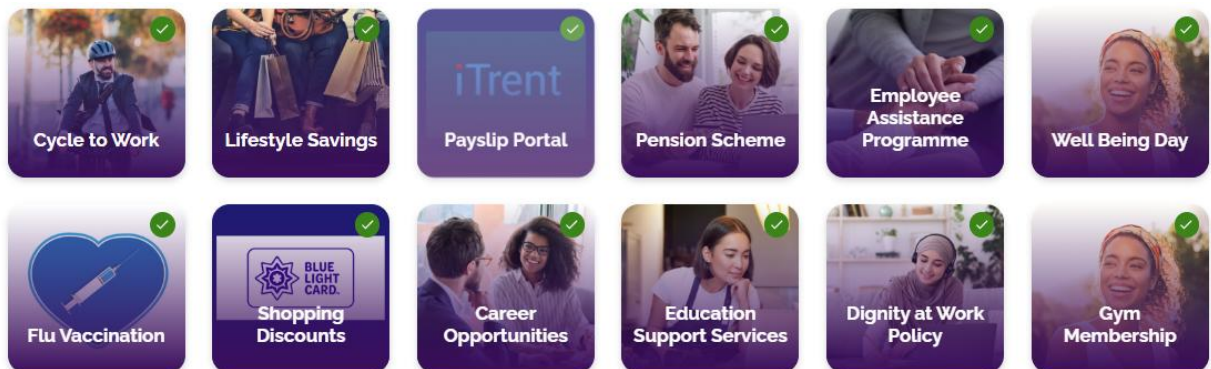
Candidates from all sectors will be considered as long as they can demonstrate transferable skills and a commitment to continuous improvement and excellence in a changing landscape, where ensuring the sustainability of the organisation is key.

## What we can offer you

We understand that successful professionals value a range of benefits such as professional recognition, commensurate financial reward, job satisfaction, opportunities to innovate and a healthy work-life balance. As your future employer, we place importance on these aspects too and offer the following:

- Genuine investment in your professional development and future career
- The opportunity to contribute to the development of an exciting, forward-thinking organisation and to the development of Trust wide initiatives

- Peer to peer networking, collaboration and challenge in a truly supportive working environment.
- A supportive and engaged board of Governors and Trustees as well as a professional and helpful Central Team.
- Comprehensive staff reward and well-being package:
  - Local Government Pension Scheme
  - 27 days annual leave plus bank holidays
  - Access to continuous professional development opportunities
  - Health Assured Employee Assistant Programme
  - Staff Well Being Day
  - Cycle to Work scheme
  - Discounted Gym Membership
  - Flu vaccination
  - Discounted retail savings via Vivup's Employee Benefits Platform





# The Recruitment Process

Applicants are invited to apply via [mynewterm.com](https://mynewterm.com)

**Application Closing Date:** 4<sup>th</sup> January 2026

**Interview Date:** 22<sup>nd</sup> January 2026

For an informal and confidential discussion about the role, please contact [recruitment@mslt.org.uk](mailto:recruitment@mslt.org.uk)

## What we would like to know

Please read the attached job description and person specification and then complete the online application form and supporting statement covering the questions below, returning by the closing date

### **What skills, knowledge and experience will you bring to this role?**

How well do you match what we are looking for in terms of your skills, knowledge and experience?

There may be skills, knowledge and experience that you have which do not fit neatly into our job description. Are there ways in which you think you can bring additional skills, contacts or knowledge that the Trust may find useful?

### **Are you the right person for our organisation and team?**

Please look at the list of personal attributes included in the person specification which we think would be valuable for the post-holder. Tell us why you think you would be a good match for our organisation.

### **Do your values align with ours? Could your personal qualities make you an excellent fit for our Trust?**

What achievements are you most proud of that demonstrate how your values and personal qualities have created measurable impact and how can you bring that impact to our Trust.