

# TRADED SERVICE

BUSINESS LEADERSHIP

2026-27

## ABOUT US

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At Shard Business Services, we are committed to delivering high-quality, value-driven support to the education sector. We take pride in providing specialist business services that are both effective and affordable ensuring that every client, regardless of size or budget, receives the support they need to operate with confidence and efficiency. With a sharp focus on efficiency, compliance, and growth, we partner with clients across sectors to streamline processes, enhance back-office performance, and drive sustainable results.

With over 25 years experience within the education sector, our extensive knowledge ranges across core disciplines essential to academy trust operations. This includes strategic financial management, benchmarking, resource planning, internal scrutiny, data protection, and business leadership support.

We understand that one size does not fit all. That's why our approach is tailored to the unique needs of each trust or school we work with. We work collaboratively with leaders to develop forward-thinking solutions that support improvement, build capacity, and help you succeed not just today, but in the long term. Our blend of innovation, expertise, and client care positions us as a trusted partner to some of the most successful education providers in the sector.

At our core, we value integrity, responsiveness, and a personalised approach to client success. We don't just provide services we build partnerships that evolve with your needs.

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As Interim CFO during a pivotal period of transformation Sheryl's expertise, strategic insight, and calm leadership were instrumental in reshaping our business and finance functions. She supported the induction of a new central team and oversaw the implementation of new systems, ensuring a smooth and effective transition.

Her reassuring presence and collaborative approach helped foster a strong team dynamic, and her contributions have left a lasting impact on the Trust. Sheryl's knowledge and professionalism were invaluable throughout this period of significant change.

**Chief Executive Officer**  
Thrive CofE Academy Trust

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Experts in compliance



Highly reputable



Working in partnership



Customer focussed



Affordably priced



Qualified & experienced

## OUR SERVICE

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Within the education sector, and particularly across academy trusts, effective business leadership is essential to achieving long-term success, strong governance, and public confidence. At Shard Business Services, we understand the vital role that robust leadership and operational management play in supporting the overall health and sustainability of an organisation. Our business leadership support service is designed to help trusts navigate the complex demands of compliance, resource management, and strategic planning, ensuring leaders can focus on delivering the best outcomes for pupils and communities.

Our service provides independent expertise and practical support across all key aspects of business leadership. This includes financial planning and oversight, policy development, HR and resource management, and compliance with regulatory frameworks. By offering both strategic guidance and operational support, we ensure that day-to-day business processes such as budgeting, procurement, and workforce planning are efficient, compliant, and aligned with your trust's long-term vision. Beyond compliance, we also work with leaders to identify emerging risks and opportunities, enabling timely interventions that strengthen organisational resilience.

A key feature of our approach is its tailored, risk-based focus. Rather than applying generic frameworks, we adapt our leadership support to the specific challenges faced by your trust whether that is managing financial pressures, responding to rapid organisational growth, or implementing new systems and processes. This ensures that resources are used efficiently and that support is targeted where it will make the greatest impact. Each engagement concludes with a set of clear, actionable recommendations designed to strengthen governance and operational effectiveness.

By aligning with best practice and the evolving needs of academy trusts, our business leadership service helps your organisation maintain high standards of accountability, transparency, and continuous improvement. We provide trustees, governors, and leaders with the assurance and insights they need to make sound decisions, build capacity, and inspire confidence among regulators, funders, and stakeholders.

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It has been a privilege to work with Sheryl during her tenure as Consultant/Interim Chief Financial Officer for our academy trust. From day one, she instilled confidence demonstrating her deep understanding of financial leadership in the education sector, bringing clarity, control, and strategic oversight to a complex landscape. Her commitment to working was above and beyond and continual advice and support whatever the hour was second to none.

**Chief Executive Officer**  
Education Learning Trust

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# OUR APPROACH

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Business Leadership is a diverse and rewarding role that encompasses a number of strands, including human resources, financial management, premises management, business management, ICT, and much more.

At Shard Business Services, we specialise in supporting schools and academy trusts with effective business leadership, shaped by our deep understanding of the education sector's operational challenges and strategic priorities. We recognise that every organisation has its own culture, vision, and pressures, so our leadership support is designed to align closely with the goals and long-term ambitions of each trust. This ensures that our approach is not only compliant with statutory requirements but also genuinely impactful in driving sustainable improvement and resilience.

We pride ourselves on offering a fully bespoke service, tailored to the leadership needs of each organisation. Rather than applying a one-size-fits-all model, we work collaboratively with trust leaders to identify the areas where guidance, capacity, or assurance are most needed. Where frameworks or good practice models already exist, we adapt them to your context; where they do not, we develop tailored strategies, tools, and processes that reflect your unique priorities and operational environment. Our flexible and responsive approach means your leadership development and business management plans are built around your needs, not ours.

What sets Shard Business Services apart is our commitment to sector expertise. Our team brings extensive experience across finance, compliance, HR, data protection, and resource management areas that sit at the heart of effective business leadership. This cross-cutting knowledge allows us to provide advice and assurance that is not only rooted in regulation but also in the day-to-day realities of running schools and trusts. With Shard Business Services, you gain the support of professionals who understand the complexities of the education landscape and can help your organisation lead with confidence, accountability, and vision.

## Our commitment to you

- Agree mutually convenient dates and time for support to be provided.
- Agree appropriate communication methods to support stakeholders.
- Work to agreed key deadlines for tasks require completing.
- Work within the organisation's agreed reporting parameters.
- Work to the agreed scope of works provided by the organisation.

## Your commitment to us

- Agree mutually convenient dates and time for support to be take place.
- Agree appropriate communication methods to support stakeholders.
- Determine and agree key deadlines for tasks require completing.
- Determine and agree key reporting mechanisms.
- Determine and agree a scope of works to be adhered to.

# SERVICE SCOPE

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The following services are offered under our Business Leadership traded service offer:

## Business Leadership Support

- ✓ Provide Interim School Business Leadership or Chief Financial Officer support
- ✓ Provide ad hoc cover to support organisations and cover absences
- ✓ Support the recruitment of School Business Professionals

## Business Leadership Reviews

- ✓ Review of systems, processing and working practices
- ✓ Focused area reviews, e.g HR, finance, estates management, H&S, ICT, asset management and administration
- ✓ Diagnostic analysis of roles and responsibilities

## Business Leadership Audits

- ✓ Human resource management audit, including single central record and recruitment and selection
- ✓ Financial management procedures
- ✓ Management Information Systems
- ✓ Administrative procedures
- ✓ Website and statutory policy

# SERVICE SCOPE

## Training and Development

- ✓ Bespoke training to support new and existing School Business Leaders and CFOs
- ✓ Management Information Systems functionality training
- ✓ Financial and budget system functionality training
- ✓ Induction and mentoring

## Due Diligence

- ✓ Financial and contract management
- ✓ HR and people management
- ✓ Estates and health and safety
- ✓ Governance
- ✓ Policy review



# ADDITIONAL SERVICES

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Shard Business Services provides expert, reliable, and bespoke support services tailored to the needs of schools, academies, and trusts. Our traded services are designed to strengthen operational effectiveness, ensure compliance, and provide strategic guidance across key business functions.

We work in partnership with your team to offer flexible, scalable services that align with your values and ambitions.

## Internal Scrutiny

### Offer:

- Provide independent assurance
- Ensure that public funds are used appropriately
- Fully bespoke service

### Benefits:

- Align fully with the requirements of ATH
- Independent oversight and assurance
- Expert sector knowledge

## Policy and Compliance Reviews

### Offer:

- Review and update of policies
- Bespoke policy drafting aligned to your procedures
- Policy tracker and review schedule setup

### Benefits:

- Up-to-date and legally compliant policies
- Reduced administrative burden
- Strategic alignment with your trust's goals

## Resource Management and Benchmarking

### Offer:

- Support with ICFP
- Analysis of workforce deployment and curriculum efficiency
- Benchmarking against national and local data sets

### Benefits:

- Strategic insight into staffing and resource use
- Identification of cost-saving opportunities
- Alignment of educational outcomes with financial efficiency

## GDPR and Data Protection

### Offer:

- External Data Protection Officer (DPO) service
- GDPR audits and compliance reviews
- Policy and documentation support

### Benefits:

- Assurance of regulatory compliance
- Reduced risk of data breaches
- Clear policies and protocols

## Project and Change Management

### Offer:

- Project planning and delivery support
- MAT growth/merger/due diligence
- Systems change, including finance or HR software transitions

### Benefits:

- Timely delivery of complex projects
- Independent oversight and assurance
- Reduced strain on internal resources

## Training and Development

### Offer:


- Training for senior leaders, governors, and staff
- Topics include financial governance, risk, GDPR
- Delivery online or in-person

### Benefits:

- Improved confidence and skills
- Staff and governor development
- Customised to your context

# CONTACT US

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