



Identify inefficiencies
Optimise value for money
Make better decisions





Welcome to CJK - helping school groups to operate more efficiently

With 82% of trusts making changes to their operating model - whether to reduce costs, ensure capacity for growth or optimise following a merger - the need for evidence-based decision making has never been greater.

We help school groups shape the size and structure of their shared services, ensuring value for money and alignment with best practice across the sector.

We bring unique real-world benchmarking data based on 7 years of working with school groups, giving leaders the confidence to make informed decisions that improve efficiency and impact.



Some of the MATs we have worked with >

Aurora operating model review & benchmarking club

Mergers, expansion and growth

Operating model redesign

Trust strategy, coaching and training

Trust research panel

Investors and EdTech



GIPSY HILL FEDERATION





Our operating model assessment offers a comprehensive and systematic review of the current state of four core aspects of your Trust: **Performance, Organisation, Capabilities, and Governance.**

With an in-depth focus on operational functions, we help uncover opportunities for improvement, optimisation, and support for future growth.





Value

How do you know you are getting value for money from your trust's operational services?

We provide an independent, external review of your trust's operational and business functions. We use benchmarking data to provide real-world evidence to underpin your strategic decision-making.

Optimisation

Trust operational inefficiencies often stem from a lack of functional expertise, insufficient automation and integration, fragmented processes, and replication of tasks.

Our comprehensive analysis will highlight opportunities to reduce costs and enhance the quality of your services.

Future

To plan effectively for the future, it is essential to assess where you are now.

By understanding your current strengths and weaknesses, you can design an operating model that is cost-efficient and capable of adapting to your trust's evolving needs.



Our benchmarking data

Our benchmarking data allows us to help you to:

- Compare performance with trusts of a similar size and structure
- Identify best practice in operational functions
- Reveal overspend or underperformance

	Finance	HR
Total cost (staff and goods & services)	£538K	£645K
Staff cost	£503K	£490K
Total FTE	10.38 FTE	8.63 FTE
All MATs Benchmark (cost of function in £ per pupil)	£123	£67
Example MAT (cost of function in £ per pupil)	£101 ² Less expensive	£78 ³ More expensive

CEO, TKAT

"CJK Associates helped us get a really clear view of our current services. CJK's benchmarking was really helpful, as was the independent gathering of views from our trustees, headteachers, and operational teams. CJK then supported us to develop a strong framework for moving forwards. They were knowledgeable about the barriers that needed to be overcome, clear about the solutions, and provided us with great direction".

Our process

1

Organisational assessment: We assess the organisational arrangements, including organograms, governance structures, schemes of delegation, (roles and responsibilities) and functional strategies.

2

Benchmarking: we gather and benchmark data on the people (FTEs) and end-to-end costs involved in delivering back-office functions at both central and school levels.

3

Staff satisfaction: we survey education and operational staff, as well as Trustees and Governors, to gather their perspectives on operational strengths, weaknesses, and opportunities for improvement.

4

Data collection: we gather a high-level view of your IT systems, including Finance, MIS, Assessment, HR, Health and Safety, and Asset Management.



CJK Aurora deliverables



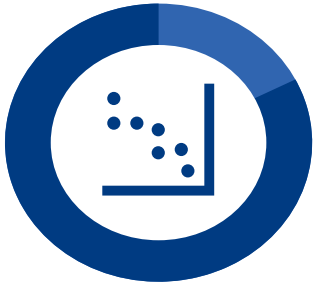
Current state report

Written report including summary of findings which can be shared with stakeholders



Current state workshop

1 hour workshop with our consultant to present and discuss findings, and review recommendations



Benchmarking

Benchmarked end to end per pupil costs for HR, IT, Estates and Finance



Recommendations

We will provide high-level future options for improvement of your operating model

CEO, Dartmoor Trust

"The work of CJK Associates gave a laser sharp appraisal of our current position in terms of both strategic mapping and operational efficiencies; the proposals emanating have helped us to streamline where needed and to grow functions where this was necessary. An invaluable partnership that has brought better strategic fit and resultingly operational excellence".

CEO, E-ACT

"The initial assessment was incredibly valuable in collating a range of information on process, costs and service quality. Going through the exercise promoted us to process map, brought to light variation in regional delivery practice and provided insight into the aggregate impact of services in schools as well as evaluation of an individual service. The partnership with the CJK team made the process of discovery useful to the executive team and the board as we charted what a change programme might look like. The careful attention to Headteacher feedback also reflected our organisational culture with the opportunity to co-construct future models with input from across E-ACT".

Case study and example reporting



Who

A large rural trust formed through the merger of federations, where attempts to introduce shared services had led to dissatisfaction.

Our work

Through comprehensive end-to-end benchmarking, we uncovered the true costs of operational services, providing valuable insights into the actual roles of central teams compared to their intended functions.

We collaborated with the trust's leadership to redesign services, establish new leadership structures, and implement innovative solutions for distance learning.

What happened next

Following the appointment of a new CEO, our report was adopted as the implementation plan. The trust continues to assess its progress against the findings and recommendations.

Organisation assessment

Level of centralisation and specialisation, benchmarking

1. Organisation assessment

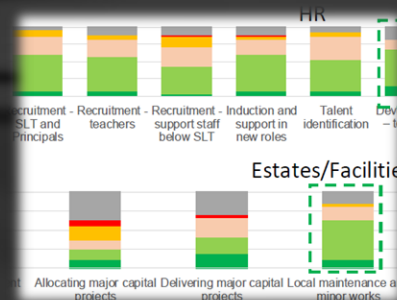
Costs below MAT benchmark: cost per pupil at £101 is below the £123 MAT average benchmark.
Total cost of £538K: £503K on staff costs and £35K on goods and services
Mostly centralised: 58% of staff are centrally (or regionally) line managed
Low specialisation: 21% of staff involved do this for >70% of their time

Example MAT compared to other MATs: Benchmark¹

	Pupil/staff ratio	Cost per pupil
MAT Benchmark	402	£123
Example MAT	556	£101

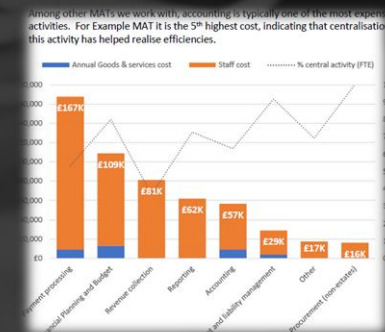
Services satisfaction

Understand service quality, develop strategic intent



Functional assessment

End to end costs, strengths and weaknesses



Join Aurora



You can join CJK Aurora in two ways:

One-off assessment

- A single operating model current state assessment including a written report and findings workshop, benchmarking comparison and high-level recommendations.

Club Aurora

- After completing an initial current state assessment, we will re-run the review for two further years to compare your trust's progress over time against key areas.
- This process offers valuable insights to guide continuous improvement, strategic decision-making and planning.

Our other services



Operating model redesign

We will work with you to design and analyse costed and evaluated options for the future organisation, governance, systems, processes and skills, and the steps to implement them. We will benchmark costs of proposed designs against other trusts.



Mergers, expansion and growth

We offer a structured consultancy process designed to support your decision-making regarding options for merger or growth. Our services include pre- and post-merger support, structured help when forming a new trust, and identifying the right partner for merger.



Trust strategy

We will facilitate a strategy review to align your vision and make decisions about the sort of trust you aspire to be, including standardisation, centralisation or school level agency, in each area of operational and educational activity.



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