



Know what services to centralise and when to manage the transition from separate academies to becoming an integrated MAT

Gavin Lawrie



We believe, you achieve

Shaw Education Trust

Our mission

- We believe **every** young person can achieve great things
- We will deliver 'best in class' tailored learning
- High quality intervention and targeted leadership development
- We pledge an unswerving commitment to improve the life chances of **all** the young people in our academies.
- We will create a self- sustaining family of schools

Our totem pole ... we believe, you achieve

- To be **pupil/people** focused
- To act with **integrity**
- To be **innovative**
- To be **best in class**
- To be **accountable**

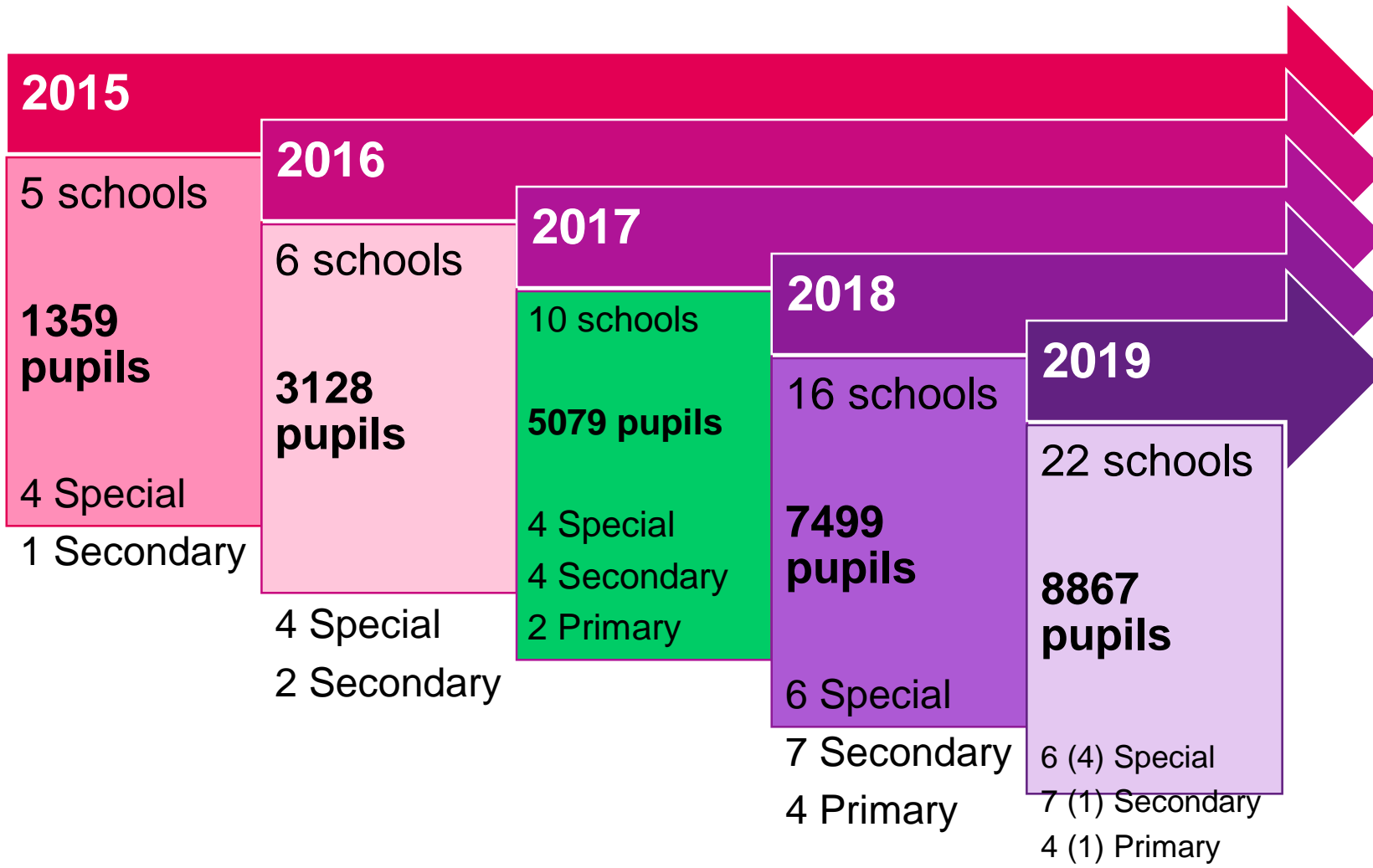


Introduction

- Shaw Education Trust (SET) – currently 16 schools and 1 Free School opening September. Across W. Mids and N. West, moving into E. Mids
- Started with 3 schools in Staffs in 2014
- Mixed profile across all phases and sectors inc. 1 Special FE college
- I'm not finance or education – worked for the sponsor prior to joining MAT

Growth

- Who has meticulously planned their growth?
- Ours has been.....interesting
- Think about why schools are choosing you
- What are you offering?
- Is there a perfect match or a perception gap?
- Length of the conversion process increasing



Centralisation

- What does centralisation mean?
- A number of things:
 - Delivery of key functions centrally
 - Oversight of risk
 - Control of the stuff that keeps CEOs/Trustees awake at night
 - Cost effective
 - Make, Do or Mend?
 - What kind of Trust are you?

Centralisation

- Finance
- HR
- IT/Data
- Estates
- Curriculum
- School Improvement
- Safeguarding
- Marketing

Let's Go!

- You've got your centralisation plan ready to go
- And you tell your Principals what your plans are.....
- Then the questions start!

Our Journey

- Started out as “Earned Autonomy” MAT
- Scheme of delegation has tightened up over time
- Key functions delivered in school via BMs
- Developed a collegiate approach across Principals
- The “on-boarding of schools” conversation has changed
- Removal of delegated authority in certain situations

Our Journey

- Finance team has grown through necessity – delivery of Finance functions in school
- Organic model of standardisation – becomes centralisation
- Charged offer of services to schools for HR and IT – above and beyond top slice
- Estates managed via SCA budget. Project management may be cheaper in-house
- Elephant in the room – what happens to those employed in school?
 - Retain co-ordination role in school – budget monitoring, transactional HR, and line management responsibilities.
 - Redundancy costs etc.
 - Natural wastage

Lessons Learned

- Grasp the nettle early
- Be honest with schools when they are joining you
- Start with small steps but plan long term
- Cost effective pricing structure
- Develop SLA's early so schools know what to expect
- Use policy development as a vehicle for procedural conformity
- Be ready to have the conversation with Principals – what is their mission?

Questions



We believe, you achieve