

Changing times, changing boards

What does the growth of the multi-academy trust mean for employers?

And why does business engagement in MAT governance matter now more than ever?

Populus Methodology

Multi-methodology research project, with four key elements:

- In-depth telephone and face-to-face qualitative interviews with Non-Executive Directors, CEOs, Chief Executives and Chairs in place at different multi-academy trusts (MATs)
- In-depth telephone and face-to-face qualitative interviews with RSCs and Governance Experts
- Additional online, primarily quantitative, interviews with (Non-Executive Directors) NEDs
- Desk research into the Board composition of MATs with 20+ schools

Research was conducted by telephone, online, face-to-face, and background desk research between February and Summer 2016.

A total of 53 interviews were conducted, with online interviews with NEDs ongoing.

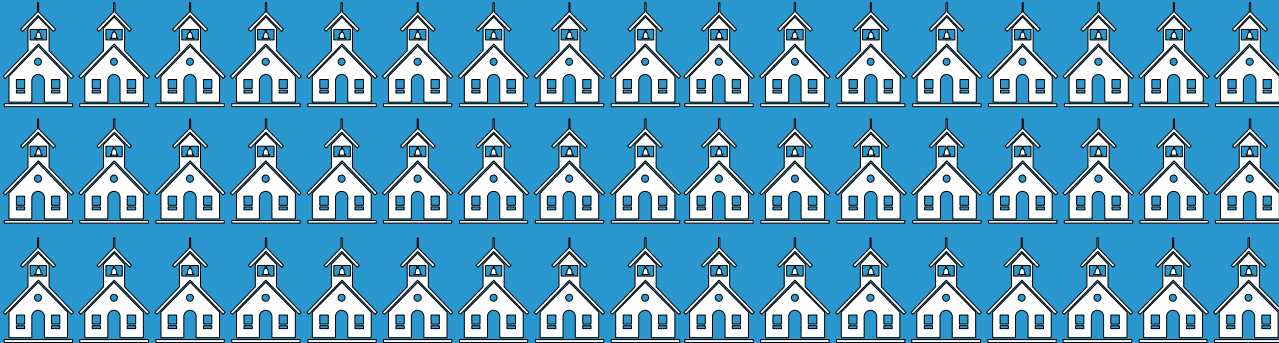
Academies are changing the education landscape across England...

2010



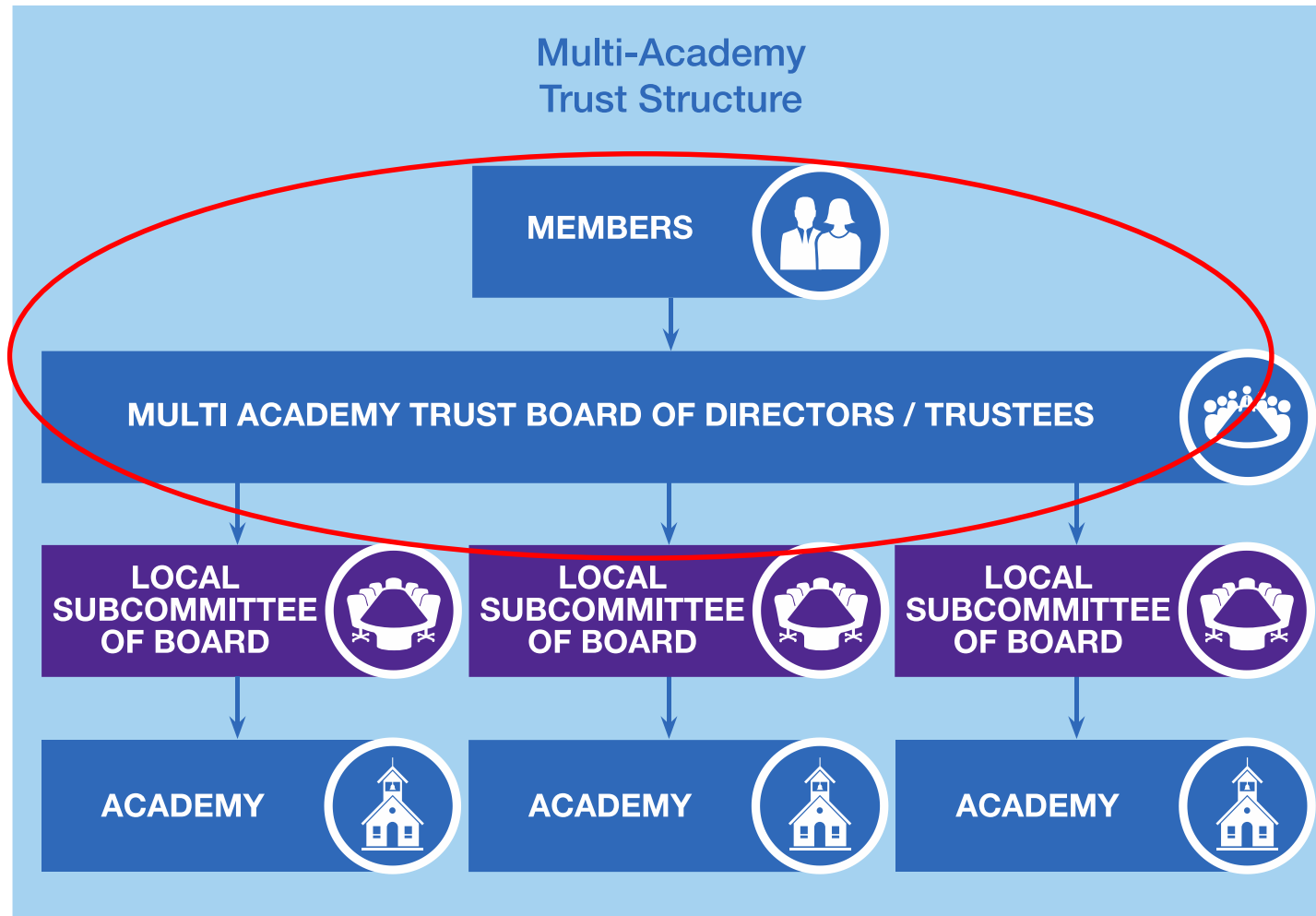
203
Academies

2016



5500+

Engagement in governance affords the opportunity to have strategic influence



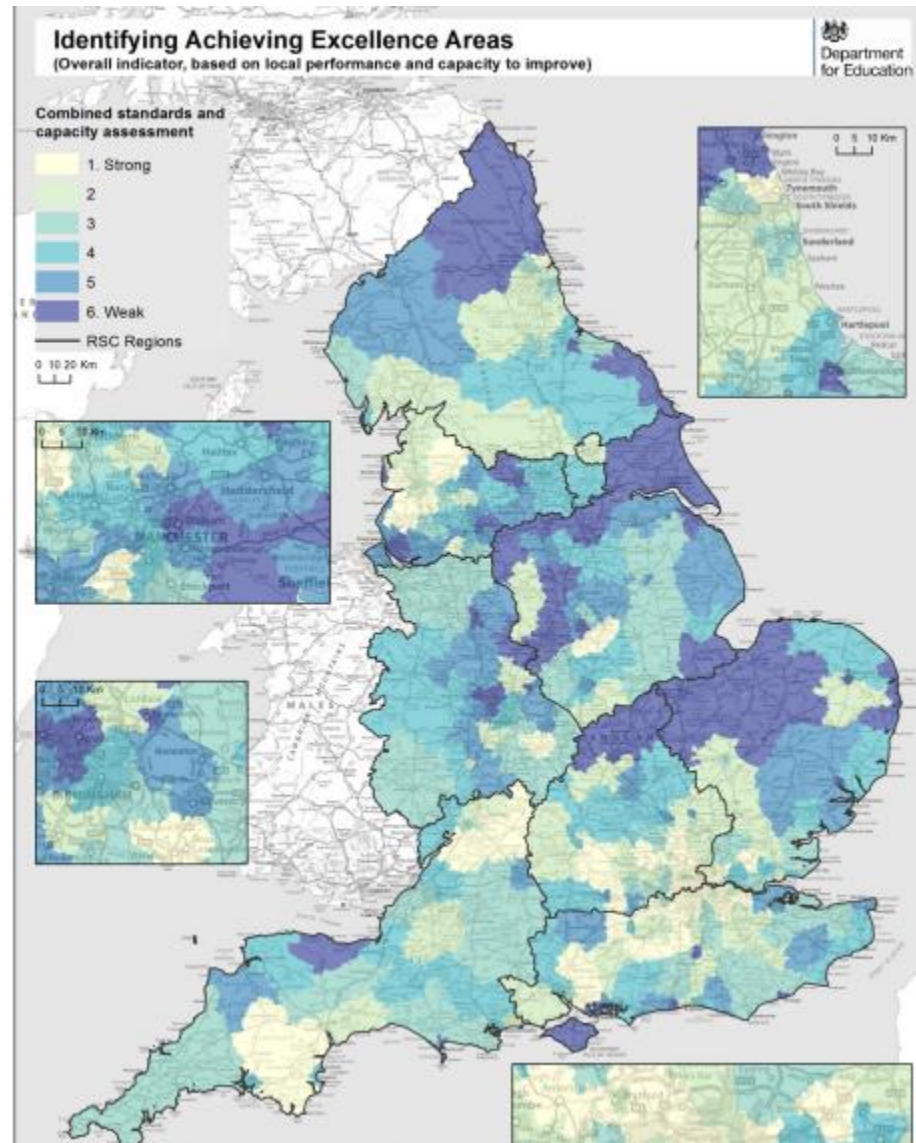
Motivations for employer engagement this level should be strikingly familiar ...

“I came from a relatively poor background myself so I've always been quite passionate about education. I'm fairly passionate about making sure people get the right opportunities.” – *NED, Lion Academy Trust*

“I'm a mum myself, I saw my nieces and my daughter coming through education so I was thinking what is it we could do? I was always interested in getting more involved in schools.” – *NED, Primary First Trust*

“It was the whole journey, how I could add value right from the get-go, through to when people enter the workplace.” – *NED, University of Chichester Academies Trust*

... as should the three major barriers

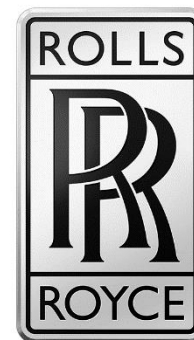


However, employers *are* getting on boards

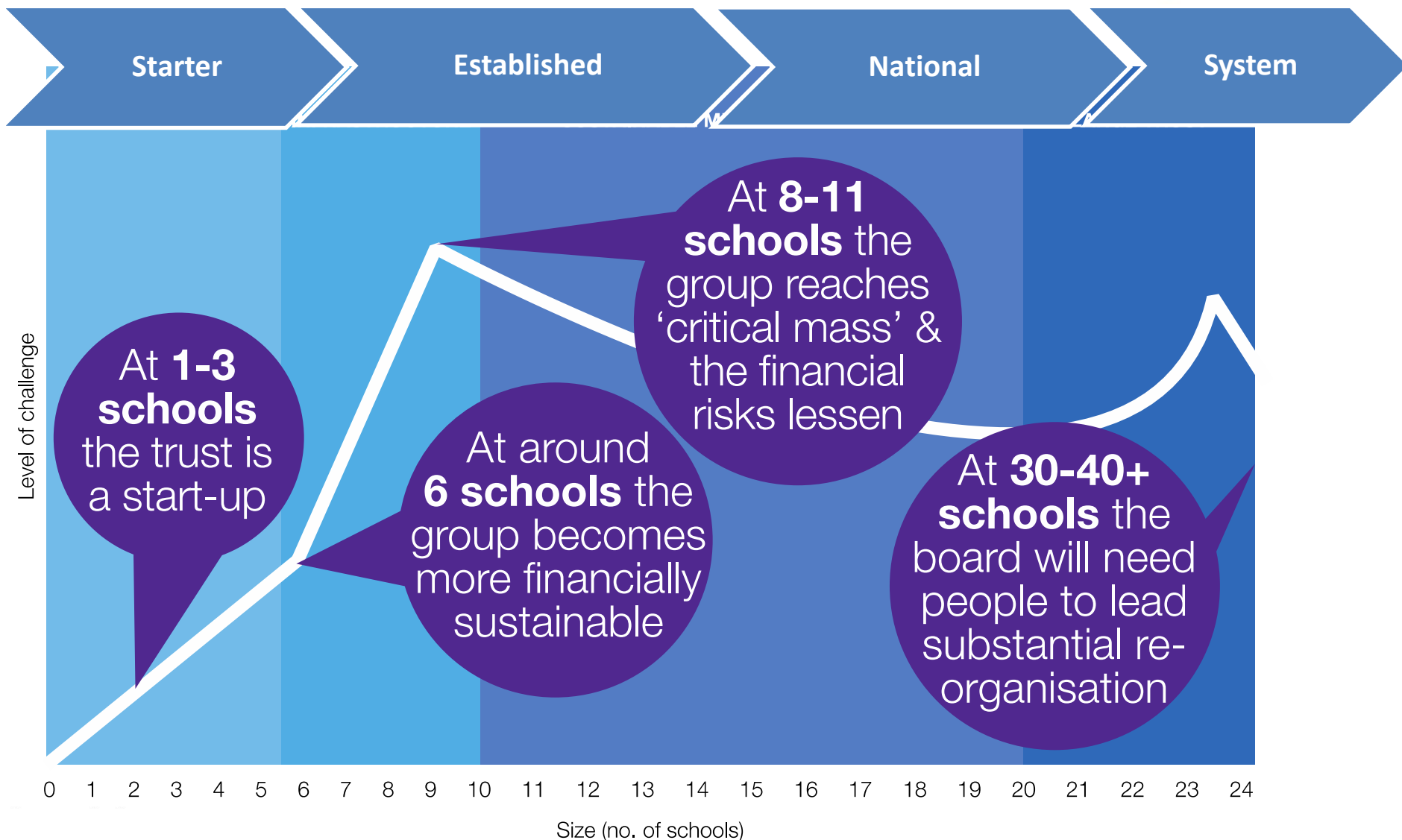
Academy
Ambassadors



SLAUGHTER AND MAY



What happens on boards is changing rapidly



New board members + a changing board + the new landscape = opportunity to make a significant difference

“ The two Academy Ambassadors that we have on our Board are high quality, not only from a technical and business perspective but they’ve also got finely honed interpersonal skills, and bring high levels of challenge.” – *CEO*

“ Our NEDs have challenged us on a number of levels especially around financial viability.” – *CEO*

“ They brought expertise around financial risk management.” – *CEO*

- Non-Executive Directors (NEDs) contribute to a wide range of activities
- High levels of confidence about their ability to drive positive change
- Overseeing and scrutinising a new MATs wide set of HR policies, practices and procedures
- Providing challenge to the leadership – e.g. about the number and geographic spread of Academies within the chain
- Developing a new governance structure to support a primary-only MAT transitioning to one that included secondary schools, and restructuring to create supervisory boards for both stages

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You?