

Flagship Learning Trust

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Flagship Learning Trust Handbook

Approved by the Trust Board on 8th July 2019

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1. Chief Executive's introduction

Dear colleague,

Welcome to the 2019/20 Trust Handbook. A copy of the Handbook will be shared with all new colleagues as part of the Trust Induction Pack, and will form part of the annual 'back to school' induction at the start of the academic year. A printed copy should be available in the office of all Flagship Learning Trust schools for reference.

We anticipate that 2019-20 will be an exciting year for the Flagship Learning Trust as it begins its journey.

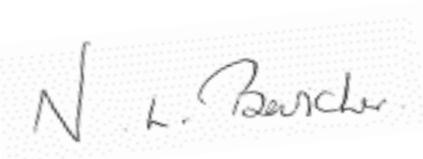
Wright Robinson College, as the founding school of the Trust, is one of a very few Outstanding Maintained Schools in the inner City of Manchester with the proven leadership skills and developmental skills to facilitate sustained school improvement. We have a proven model for rapid improvement in learning outcomes that are sustainable in the long term. We believe that we can help other schools to deliver good and outstanding learning outcomes and develop young people who can shape their lives to make a positive contribution to employment and wider society.

As the educational landscape changes and the role of Local Authorities becomes diminished, it is imperative that outstanding schools take the initiative and develop a self-sustaining system for school improvement. I believe the Flagship Trust will develop a MAT Model where its staff lead on all aspects of education and I am confident that its capacity will enable it to expand across all sectors. I envisage that the Trust will become the leading provider of quality education in East Manchester, improving the outcomes and life chances for its students.

The purpose of the Trust Handbook is to provide clarity and to share information on the Trust with its members. As the Trust progresses and expands, so too will the Trust Handbook, providing clear information on the Trust and its operations.

I hope that you will find it useful.

With my very best wishes,



Neville Beischer- CEO Flagship Learning Trust



2. Trust Contacts

Position	Name	Contact
Chief Executive Officer (CEO)	Neville Beischer	n.beischer@wrightrobinson.co.uk
Chief Operating Officer (COO)*	TBC	TBC
Director of Finance	Lindsey Elkes	l.elkes@wrightrobinson.co.uk
Headteacher- Wright Robinson College	Martin Haworth	m.haworth@wrightrobinson.co.uk
Clerk to the Trust	Victoria Duffy	v.duffy@wrightrobinson.co.uk

Trust Academies	Name
Wright Robinson College	www.wrightrobinson.co.uk

3. Introduction to the Trust

The Flagship Learning Trust was established in 2019 with a vision to improve the academic performance and physical, social and emotional well-being of the students attending our Trust schools.

The Trust chose to identify as 'Flagship' as it was founded in Wright Robinson College, which is not only identified as a flagship PFI school building but also the college itself is committed to *leading the way* in education.

Social mobility, self-belief and teamwork are key elements of the Trust's ethos and purpose. We believe that it is not academic ability that separates us in life but our character; therefore we work hard through teamwork to develop the following qualities in our students:

- **Self-belief**
- **Self esteem**
- **Self determination**
- **Self-discipline**
- **Self-expression**
- **Self-respect**

The single most important aim of the trust is to develop young men and women who strive to do their very best academically, socially, morally and physically and who can be proud of themselves, their families and their communities.

Our schools may always be judged by the results they achieve, however we believe that they are defined by their ethos and culture.

The Trust schools will benefit from the Members' and Trustees' experience. The MAT will develop a clear framework of governance, accountability and delegation and Wright Robinson College, as the lead school, will be able to implement a proven model of success.

4. Vision, Values & Ethos

The Flagship Learning Trust is fully committed to inspiring its students to achieve academic excellence, good character and resilience. This will enable our students to be instrumental in contributing to and shaping British Society in an internationally competitive world.

Vision

Inspire. Believe. Achieve.

The aim of the Flagship Learning Trust is to improve the academic performance and physical, social and emotional well-being of the students attending our Trust schools. The Trust aims to **inspire** every student to **believe** in themselves in order to **achieve**.

Values

The main values of the Flagship Learning Trust are:

Teamwork- Everyone working together for the common goal. We believe that to have a strong team, every team member is important and their contributions valid.

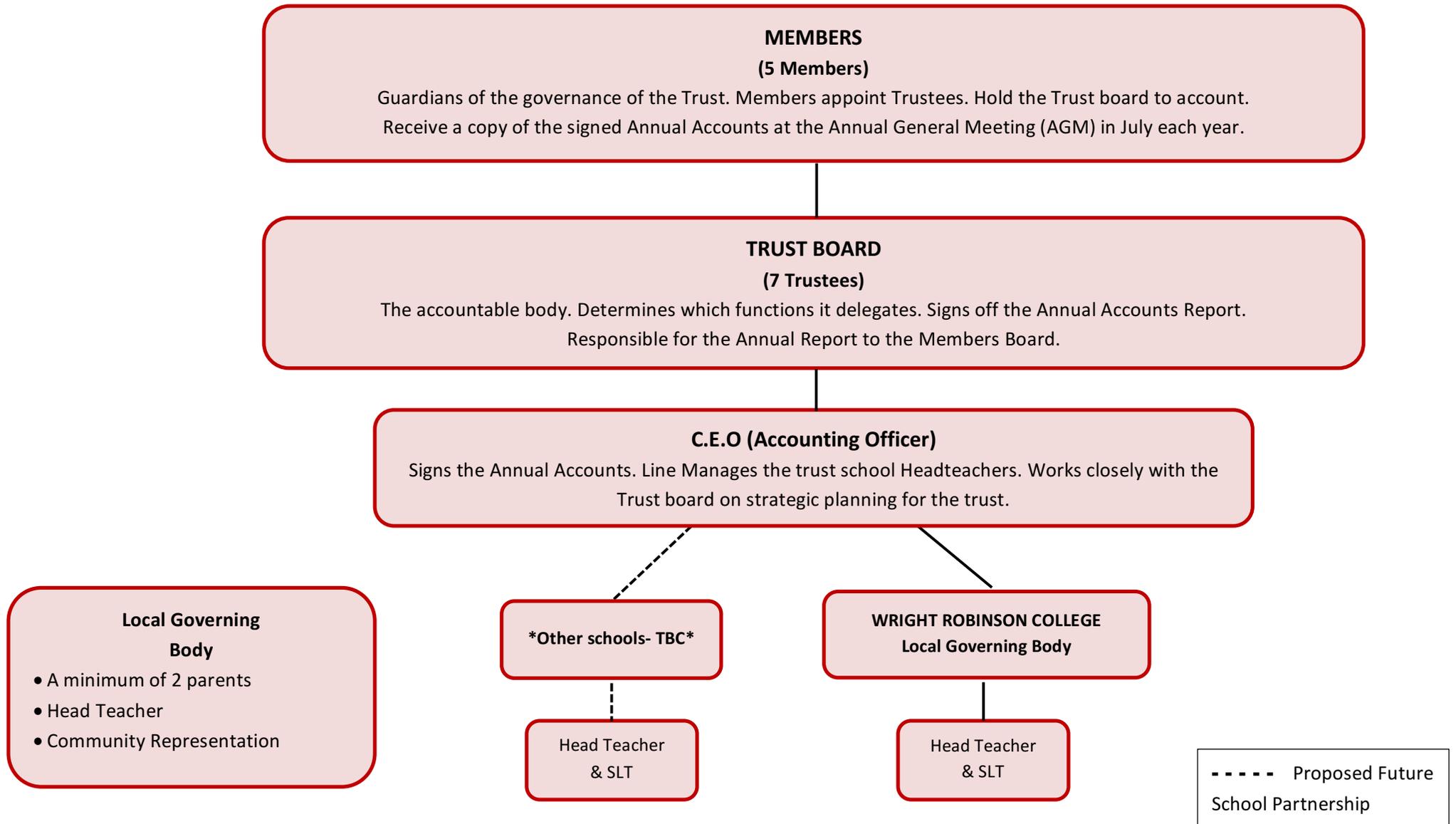
Raising Aspiration- Encouraging our pupils and staff to aim high in order to achieve their goals.

Community- Building relationships with pupils, staff, parents and the areas served by our schools to improve the educational experience for our students.

Ethos

The core culture of the Flagship Learning Trust centres around respect, collaboration, teamwork and leadership. We believe that having strong leadership, clear goals and working together in an environment of mutual respect, ultimately results in positive outcomes.

5. Governance structure of the Trust



6. Governance of the Trust- Members

Scheme of Delegation- Members

The Flagship Learning Trust (FLT) is a not-for-profit company limited by guarantee and as such it does not have shareholders. Instead it has Members whose role is to ensure that the educational objectives, vision and ethos of the Trust, as defined in the company Articles of Association, are upheld by the directors.

The Members appoint trustees to ensure that the Trust's objectives are carried out, and so must be able to remove trustees if they fail to fulfil this responsibility. Accordingly, the Trust board submits an annual report on the performance of the Trust to the Members, together with formal accounts for approval.

While Members are permitted to be appointed as trustees, in order to retain a degree of separation of powers between the members and the Trust board, and in line with Department for Education expectations, not all members should be trustees. Members are not permitted to be employees of the Trust.

The Members

The following people are the Members of the Flagship Learning Trust:

<p>Neil Evans</p> <p>Neil has a senior background in Finance and over 30 years experience in the finance sector. He brings to the board his experience in finance and will have direct responsibility for challenging and supporting the financial and business performance of the trust. With the ever changing financial pressures for schools, Neil will prove a vital asset in ensuring good financial operations for the Trust.</p>	
<p>James Cornock</p> <p>As an Infrastructure Head of Operations, James has a comprehensive understanding of all areas relating to PFI contract, asset management, contract management and commercial management. James will have responsibility for finance, H.R. and leadership as his key areas within the trust. As a key figure in the building of Wright Robinson College as a flagship PFI school, James is a longstanding supporter of the college and now the Trust.</p>	
<p>Colin Brierley M.B.E</p> <p>As Chair of Wright Robinson's Governing Body for 30 years Colin has considerable experience of school governance. He has a long history of involvement with Gorton and East Manchester and leads on Community involvement and education in the Trust. His ties not only to Wright Robinson as the Trust lead school, but also to the local community will enable him to ensure the aims and vision of the trust are carried out successfully.</p>	

Steve Knight

As a Senior Financial Risk Partner, Steve has significant experiences with Financial Management, HR, Resources and Leadership which are hugely beneficial to the trust. As a previous Army Officer, Steve understands the importance of clear aims, respect and teamwork- all key values of the Flagship Learning Trust.



Allan Grafton M.B.E

Allan is a key figure in the community of East Manchester, Chairman of the Police Advisory Group and Gorton Events... to name just a few. Alan's background has provided him with the expertise and skills in project management, problem solving and leadership. Allan has nearly a decade of experience of school governance and provides a good balance of support and challenge.



7. Annual general meetings (AGM)

An AGM will be held once every financial year (usually in July), and must take place within 15 calendar months of the previous AGM.

Who can attend an AGM?

All members are expected to attend the AGM. In order for an AGM to go ahead, at least two members will need to attend.

Trustees cannot count toward quorum but are entitled to attend and speak at the AGM, for example to put a case forward to demonstrate how the trustees are fulfilling their governance functions on behalf of the trust as a whole. The senior executive leader and finance director should also attend.

The purpose of the AGM

The audited accounts and annual report are formally received at the AGM. The AGM is the opportunity for members to hear from the trust board and the CEO about progress made during the last year as well as plans for the future. The members can – and should – question both the progress and future plans at these meetings, as this will inform their own assessment of the governance of the trust and the ability of the trust board to achieve the trust's charitable object.

AGM Agenda

A typical AGM agenda is likely to include:

1. Minutes of the previous AGM
2. Audited annual accounts for members to receive. This will include the annual report on performance over the last year in terms of meeting the charitable objective of the trust and the vision, financial and educational performance of the trust. [Please note that this is a right for the Members to receive, and not to approve, the annual accounts.]
3. Major plans/outlook for the year ahead including plans for growth
4. Appointment/Re-appointment of auditors
5. Other potential items that may be covered include the appointment and removal of trustees or members and amendments to the articles of association (if any are being proposed).

Voting at AGMs

Members can vote on resolutions in a number of ways:

- By a show of hands, unless a poll is called for.
- A poll can be called for either by the chair, two members with voting rights or by member(s) representing at least 10% of those with voting rights.

Member meeting resolutions

There are two different types of resolution:

- **Special resolutions**

Special resolutions are a change of name, changes to the articles of association, the appointment of members and any resolution required by the articles to be a special resolution.

Special resolutions require approval by at least 75% of the members (4 out of 5).

- **Ordinary resolutions**

Ordinary resolutions require a simple majority. Anything which is not classed as a special resolution.

8. Governance of the Trust- Trustees

Scheme of Delegation- Trustees

The Trustees are the directors for the Flagship Learning Trust. Their role is operational and involves considering and promoting the needs of each individual school within the trust. The Trust board is the accountable body for the performance of all schools within the Trust and as such must:

1. **Ensure clarity of vision, ethos and strategic direction**
2. **Hold the CEO to account for the educational performance of the schools and their pupils, and the performance management of staff**
3. **Oversee the financial performance of the Trust and make sure money is well spent**

Schedule of reserved matters

We have identified certain key issues and decisions which must be tackled collectively by the Trust Board and which cannot be delegated to any individuals or committees- this is called the '**schedule of reserved matters**'.

These matters must always be brought to the Trust Board for discussion and no individual trustee, officer, Headteacher, employee or sub-committee has the power to make these decisions alone.

- Approval of the Trust's Annual Report and Accounts
- Appointment or removal of our auditors
- Developing, approving and reviewing the Trust's strategy
- Approval of operating plan and budgets
- Review of progress against budgets
- Approval of expenditure and contracts in excess of delegated limits
- Approving the prosecution, defence or settlement of any court claims
- Approval and ongoing monitoring of risks- the Trust Board will set appropriate risk management policies and establish a system of internal control.
- Appointment and removal of the CEO and local Headteachers
- Succession planning for key roles
- Ownership of all statutory Trust-wide policies, such as safeguarding, admissions etc.
- Approval and ownership of the board Code of Conduct
- Setting terms of reference for delegation of powers to individual executives and committee

Work of the Trust Board

An effective Trust Board has five main strands to its work:

- To maintain the vision, mission and values of the Trust.
- To decide the strategy and structure- the Board should continually review and evaluate the Trust's strengths, weaknesses, opportunities and threats and consider how best to play to the organisation's strengths, or boost the Trust's skills set.

- Delegate authority to the CEO, Headteacher and Local Governing Bodies where appropriate, and then monitor and evaluate the performance of our strategy and business plan, whilst maintaining appropriate key performance indicators (KPIs) to be used to monitor progress.
- Identify risks, put in place arrangements to manage those risks (including insurances, policies and processes), review, and monitor them periodically.
- Communicate with all our stakeholders (such as parents/carers, pupils, employees, partners, suppliers and members), maintaining a continuous dialogue with them to understand their needs and views, promote their goodwill and support.

Powers of the Trust Board

Individual schools established as part of the Trust will operate with a Local Governing Body as a committee of the Trust board. It needs to be clearly understood by all parties that this is subject to future change.

The Trust board will always have the power to appoint and remove committees at any point, whether it be a committee of the Trust board, or Local Governing Body (LGB). Although the LGB may be retained as a committee of the Trust board, its decision-making powers may well be very different to those it had as a local authority maintained school governing body.

Where the Trust board have concerns, with regards to the operation and effectiveness of a Local Governing Body of Trust school it will have the powers to remove a Local Governing Body and replace it with interim local arrangements.

It is for the Trustees of the Academy Trust to approve the annual accounts once prepared.

The Trustees

The following people are the Trustees of the Flagship Learning Trust:

<p>Neville Beischer C.E.O.</p> <p>Neville dedicated his career to the development of students in East Manchester as Headteacher of Wright Robinson College for over 28 years. He is the driving force which has made WRC the Outstanding school it is today. Neville’s significant experience of all aspects of management and school life will allow him to be an effective CEO for the Trust.</p>	
<p>Andrew Chicken</p> <p>As a very experienced Headteacher and inspector, Andrew has valuable and current experience of achieving high attainment levels for students, the input necessary to reach Ofsted outstanding. He also understands the challenge and capacity needed to support under-performing schools.</p>	

<p>Chris Bicknell</p> <p>Chris has significant experience in school Facilities Management in order to guarantee that the physical and infrastructure needs of the trust schools are met. He has the ability to plan the development of school facilities to ensure the physical environment fully meets and supports the curriculum.</p>	
<p>Rachel Redmond</p> <p>Rachel, as the Regional Development Manager for the Youth Sport Trust, will be responsible for monitoring the impact of the Sport and well-being programmes across the Trust. Support curriculum development for physical education and physical well-being for the students within the trust schools.</p>	
<p>Joe Larrigan</p> <p>Joe has a significant amount of experience leading committees to enable them to meet their aims. Joe has undertaken a number of operational roles with Manchester City Council and currently with the Royal British Legion.</p> <p>Joe will support the role of advising the Trust on HR, staffing, managing health & safety and appraisal processes. Joe will also be an advocate for the promotion of British Values in the trust.</p>	
<p>Rachel Foakes</p> <p>Rachel will support the role of advising the Trust specifically on health & safety and safeguarding.</p> <p>As a former parent governor of WRC Rachel will represent the principles and values of the College, which have been incorporated into trust. Rachel will also provide the Trust with valuable community and parent links.</p>	
<p>Colin Brierley M.B.E</p> <p>As Chair of Wright Robinson's Governing Body for 30 years Colin has considerable experience of school governance. He has a long history of involvement with Gorton and East Manchester and leads on Community involvement and education in the Trust. Colin will provide a bridge between the Members and Trustees of the Flagship Learning Trust.</p>	

9. Our Core Offer

To support the Trust's aims, this section outlines the Trust's core offer to each of its academies:

Admissions

Primary schools who join the partnership would be written into WRC Admission Policy as a 'Feeder' in order to guarantee places in Year 7. Strengthening transition arrangements between the schools and the college.

Finance & HR

The Trust would procure additional funding where applicable/available to schools who join the trust.

Schools who join the trust would have access to an experienced Finance Team who already offer a Finance Service Level Agreement to 26 schools, including both primary and secondary schools.

HR Support from a highly experienced HR Team would be offered to all schools who join the Trust.

Securing better value for money through joint procurement, therefore allowing more funding to be directed to Teaching and Learning.

Behaviour & Safeguarding

Support from an Outstanding Pastoral Team to ensure outstanding behaviour across all Trust schools.

Shared use of Wright Robinson's onsite Police Officer.

Safeguarding, Behaviour and Attendance Training and support from a highly experienced team.

Teaching & Learning

Sharing of staff, skills and resources, leading to strong partnerships and collaboration between each school for the sharing of expertise in teaching and learning in order to improve educational outcomes across the Trust.

The Trust aims to improve the recruitment, retention and development of talented staff by creating opportunities across the schools within the Trust.

Collaborative working with the Partners to develop a 'through' curriculum with the Trust primary schools.

Community Leisure

Priority Access to Wright Robinson's Community & Sports Facilities.

All Members and Trustees can be contacted via:

Mrs V Duffy (Clerk to the Trust)

Wright Robinson College

Abbey Hey Lane, Manchester, M18 8RL

v.duffy@wrightrobinson.co.uk

Tel: 0161 826 1026

