

The People’s Learning Trust

Scheme of Delegation – Supplementary Information

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Introduction:

A Multi Academy Trust (MAT) is a company limited by guarantee which has a Board of Directors (Trustees) who are accountable in law for all decisions about the Academies who sit within the Trust. However, this does not mean that the Board is required to make all the decisions itself. Decisions can and should be delegated to the Chief Executive Officer (CEO), Board Committees, Chief Finance & Operations Officer (CFOO) and Local Governing Bodies (LGBs) of each Academy.

The mechanism to allow such delegation is called a Scheme of Delegation (SoD) and this key document defines which functions have been delegated and to whom. It should be read in conjunction with the separate SoD which explicitly dictates who has responsibility for what.

It aims to be simple, yet systematic, and ensures that Members, Directors, Committees (including LGBs), Executive Leadership (CFO & CFOO) and Academy Headteachers are clear about who has responsibility for making which decisions in the Trust.

This overarching SoD should not, however, be confused with the written scheme of delegation of financial powers referred to in the Academies Trust Handbook.

As The People's Learning Trust grows it is important to recognise that governance and management are likely to change. It is therefore important to review this document annually, with revisions made as the context changes.

This SoD will:

- Ensure the executive leadership is clear about which decisions the Trust Board remain in control of.
- Ensure that the role of the executive leadership is fully understood throughout the MAT.
- Promote a culture of honesty and accountability.
- Identify responsibility for the appointment and performance management of the CEO/CFOO and Academy Headteachers.
- Identify responsibility for policy and practice in each Academy.
- Identify responsibility for oversight of each Academy's budget.
- Identify responsibility for assessment of risk in each Academy.
- Identify responsibility for oversight of educational performance in each Academy.

Governance Structure and Accountability:

In this SoD, the Board of Trustees has delegated responsibility for delivery of the vision and strategy to the CEO of the MAT. As such, the Board will hold the CEO to account for the performance of the Trust, including the performance of the Academies within the Trust. The CEO in turn holds other senior executives (CFOO and Headteachers) to account by line managing them.

This means that as the CEO is accountable to the Board for the performance of the Trust as a whole, the CEO will report to the Board on the performance of the Trust including on the performance of each of the Academies, although this may be supplemented by monitoring reports from the LGBs.

The CEO is responsible for:

- Setting and communicating strategy for the MAT.
- Ensuring the Trust Board is appropriately informed to execute its duties.
- Ensuring that the guiding principles, culture and charitable objectives of the Trust are faithfully upheld, revisited and reinforced in the best interests of its students.

The CEO is also the designated Accounting Officer (AO) and will be accountable for budgetary planning and delivery and will ensure effective use of resources to achieve value for money through centralisation and sharing where appropriate across the Trust, within sub-groups of Academies and at individual Academy level.

The CEO is performance managed by the Board. The CEO performance manages the CFOO and the Academy Headteachers but will seek input from the LGB Chair, as required.

The Trust Board is responsible for the effective operation of the Trust and each Academy. It provides ongoing challenge and support to the executive team and to LGBs. The Trust Board meets on a termly basis plus any extraordinary meetings.

The Board fulfils its statutory duties in line with the approved Terms of Reference, although a number of responsibilities are delegated to others, as per this SoD.

There are three proposed Board Committees:

- Finance and Resources,
- Audit and Risk, and
- Student Outcomes.

Finance & Resources Committee:

The Committee meets a minimum of four times per year and the three key areas overseen by this Committee are:

- Financial operations of the Trust.
- Facilities & Estates (including Health & Safety)
- Human Resources

Audit & Risk Committee:

The Committee meets a minimum of three times per year and is responsible for:

- Overseeing and approving the Trust's programme of internal scrutiny.
- Ensuring that risks are being addressed appropriately.

The Committee reports to the Board on the adequacy of the Trust's internal control framework, including financial and non-financial controls and management of risks.

The Committee is also responsible for having oversight of the external audit and findings, and advising the Board such that there is an appropriate, reasonable and timely response by the Trust's management team to findings by external auditors.

Student Outcomes Committee:

The Committee meets twice per year and its purpose is to have scrutiny and oversight of the quality of teaching, the curriculum and student pathways, personal development and behaviour.

It receives reports from the CEO and other senior staff as required on staffing, outcomes, curriculum development and student wellbeing. The Committee assists the Board in evidencing and challenging the impact of the Trust on the quality of teaching and outcomes for its students.

Further details for each Committee can be found in the Committee's Terms of Reference.

Purpose of the Trust:

The overarching purpose of the Trust is to maintain good and outstanding schools, and to ensure the rapid improvement of schools which need support now (and in the future); also to act as a vehicle for enabling the sharing of best practice and the economies of scale to be achieved across the group of Academies.

The charitable object of the Trust is to advance for the public benefit education in the United Kingdom, by establishing, maintaining, managing and developing schools which provide high quality education to students from all backgrounds by offering a broad curriculum and fostering collaboration across the Trust family of schools, other schools and the wider community. Our vision is aligned with that of the wider Everton Family. The Club's motto is Nil Satis Nisi Optimum – nothing but the best is good enough. These words, and the principles they embody have stood the test of time – and continue to impact upon every aspect of the Club and its wider family. We want to develop this community-focused, 'People's Club' approach across the The People's Learning Trust.

The Trust will undertake rigorous due diligence (as will the joining Academy) prior to an Academy joining the Trust to ensure that it is in their best interest to do so.

Principles of Practice:

The People's Learning Trust aims to support self-improving, self-sustaining schools who work collaboratively with each other, sharing best practice whilst promoting school to school leadership and challenge, driving improvements, and securing good outcomes for students.

The expectation is that The People's Learning Trust will not grow to exceed its capacity and the initial limit, for the first stage of our development, will include a maximum of twelve schools.

Whilst this is the current structure and principles for the Trust, we will actively seek the contribution from Headteachers / Principals of converting Academies to developing and adapting these principles as the Trust grows. We also, providing there is space, will accept nominations from joining schools onto the Board, providing they have the appropriate skill set required and providing them joining does not affect the one third staff / employee Directors ratio.

Autonomy:

We recognise that each School's individual journey to success will differ based on its context. Consequently, we encourage diversity of approach and allow Local Governing Bodies (LGBs) the freedom to manage their Academies in the best

interests of their community, unless schools need a greater level of support to achieve the high performance which we want for the students within the Trust.

Key features of The People's Learning Trust:

- Shared vision and values.
- Opportunity to work jointly, whilst maintaining autonomy.
- Scheme of Delegation details responsibilities and terms of reference.
- Shared central services to enable efficiencies / economies of scale.
- Collaboration agreement to share expertise and good practice.
- To work with integrity and a strong moral compass.
- To have the highest standards and expectations.
- To provide nurturing/caring environments.

Joining The People's Learning Trust – who can apply?

- Any school that shares our vision and values and wishes to become an Academy.
- Any school that wants to have greater autonomy and benefit from a membership in a stable group of Academies that support each other for the common good of their students.
- Any school that wants to be part of a family where actively shared best and next practice helps all to succeed and the best to excel.

The behaviours we expect to see of all Academies joining the Trust:

- Students at the heart of all decisions made.
- Strong and capable leadership.
- People striving to provide outstanding education and to improve outcomes for students.
- Interacting with colleagues with respect and trust.
- A commitment to continuous improvement.

Trust Intervention & Support:

Intervention by the Trust will be triggered by any of the following:

1. A significant change in leadership or vacancy.
2. A rapid and unexpected decline in performance or internal predictions (student outcomes and attainment).
3. A significant safeguarding issue that cannot be dealt with locally.
4. Evidence of serious financial weaknesses or mismanagement.
5. A dramatic change (downward) in Ofsted category.
6. A request from the LGB.

7. Serious and significant complaints from stakeholders or outside bodies that cannot be or have not been satisfactorily resolved locally.
8. A reputational risk to the local Academy and / or Trust.
9. A local operational decision of risk or significance that would have a bearing on the Trust as a whole.

MEMBERS AND DIRECTORS

The Members of The People's Learning Trust have a different role to that of Directors

Members and Directors skills set:

- Commitment to improving education for all students.
- Ability to work in a professional manner as part of a team and take collective responsibility for decisions.
- Willingness to learn.
- Commitment to the Trust's vision and ethos.
- Understanding and experience of strategic planning.
- Ability to analyse and review complex issues objectively.
- Ability to identify problems.
- Ability to propose and consider innovative solutions.
- Ability to make difficult decisions in the best interests of students.
- Understanding of current education policy.
- Communication skills, including being able to discuss sensitive issues tactfully.
- Ability to analyse data.
- Ability to question and challenge.
- Experience of project management.
- Financial planning/management (e.g. as part of your job).

ROLE DESCRIPTION FOR MEMBERS

Members have an overarching responsibility for the viability and performance of the Trust through the appointment of trustees and approval of the annual report. They have the power to amend the Articles of Association that govern the way the Trust is constituted and managed.

Main duties and responsibilities:

- To appoint Trustees to the Trust Board bearing in mind the Articles of Association and the need for a balanced skill set to manage the Trust effectively.
- To remove any Trustee who is not considered to be acting in the best interests of the Trust.
- From time to time to review the Articles of Association and to make changes, where deemed necessary, after taking advice from the Trust Board.
- To appoint other Members (to not exceed seven) as necessary in line with the provisions of the Articles of Association.
- To approve the Annual Report and Accounts prior to submission to Companies House.
- To appoint and if deemed necessary to remove the CEO

Expected time commitment – 1 meeting per year

ROLE DESCRIPTION FOR DIRECTORS

The Board of Directors act in the best interests of the Trust, governing in accordance with its Articles of Association and having governance arrangements that demonstrate visionary leadership, clarity of relationships, effective oversight and sustainability, and achieve the greatest possible economies.

Directors are responsible for the strategic direction, broad policy framework and oversight of the Trust and all its academies. They take decisions that are in the best interests of the MAT as a whole and are not representative of any one of the constituent academies.

The team are Directors of the MAT which is a company limited by guarantee and registered as such at Companies House.

Main duties and responsibilities:

- To ensure that the activities of the Trust fulfil the objectives as described in the Articles of Association
- To ensure compliance with the Trust's duties under company and charity law
- To ensure the academies are compliant with all statutory obligations (e.g. curriculum, SEND, safeguarding)
- To safeguard the assets of the Trust
- To ensure the solvency of the trust and to abide by the agreements made with the Department of Education (DfE) and Educational and Skills Funding Agency (ESFA) including the Master Funding agreement and the Supplemental Funding Agreement and as defined in the current issue of the Academies Financial Handbook
- To determine the overall strategic direction and development of the Trust through good governance and clear strategic planning
- To approve the Trust's strategic plan
- To challenge and support the Trust's CEO, senior staff and academy leaders to achieve the outcomes of the strategic plan
- To oversee the performance of the Trust and its academies and direct change where performance falls short of expectation
- To agree policies across the academies within the Trust (unless otherwise delegated to individual academies)
- To ensure that risks are mitigated where possible and otherwise effectively managed
- To review the Trust Board's terms of reference on a regular basis and to recommend any changes to the Board of Members
- To approve the terms of reference of the Board's committees
- To approve the Trust's annual budget and monitor progress through the receipt of regular reports and to commission auditors

- To approve the annual budget for each Academy and monitor expenditure against the budgets
- To approve the annual and other statutory reports to Members and the ESFA
- To agree and review from time to time the Scheme of Delegation to the academies
- To review the effectiveness and skill set of the Board and recommend appropriate changes to the Board of Members

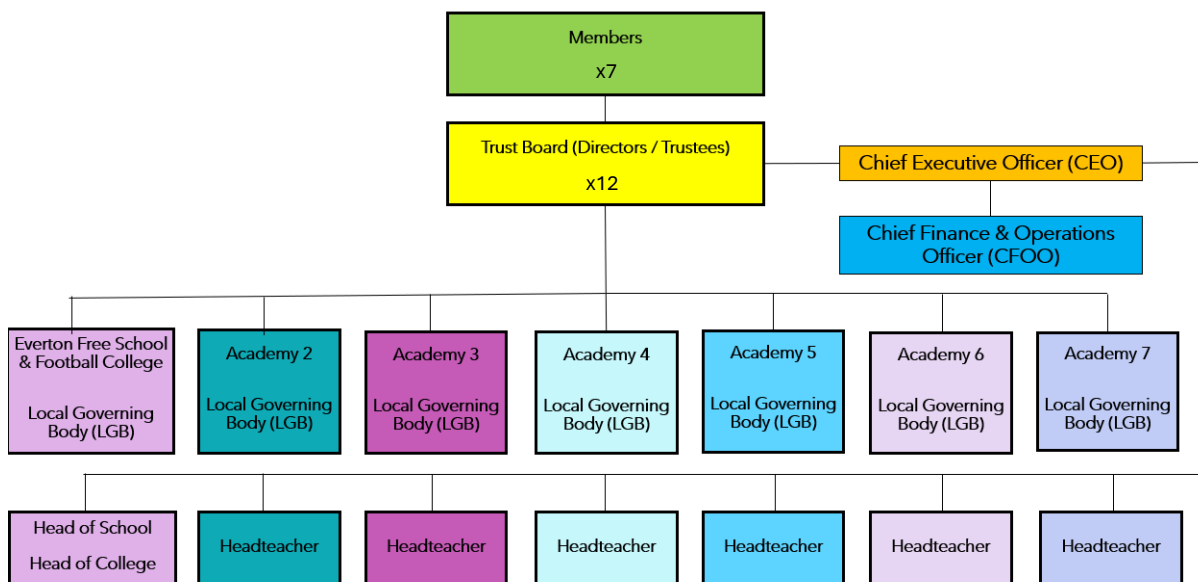
Expected time commitment – 3 Board meetings per year plus committees

The Board of The People’s Learning Trust has two core functions:

- to set the strategic direction of the organisation
- to ensure financial probity

The Board is supported by the CEO and CFOO, and the Headteachers / Principals of each Academy.

The structure of the Trust is as follows:



Board membership

The board has an independent clerk.

Members & Pen Portraits:

Katie Charles –

Dan Conlon –

Sir Paul Grant -

Trust Board & Pen Portraits:

Alison Haynes –

(member of Committee – pending)

Stephen Riley OBE–

(member of Committee – pending)

Professor Bill Chambers –

(member of Committee – pending)

Philip Duffy –

(member of Committee – pending)

Steven Baker OBE -

(member of Committee – pending)

Rachel Jones

(member of Committee – pending)

Will Chambers –

(member of Committee – pending)

Catherine Wright

(member of Committee – pending)

Andrew Scott

(member of Committee – pending)