



# **Fierté Multi Academy Trust**

## **The Fierté Multi Academy Trust**

### **Scheme of Delegation 2018-2019**

Reviewed on: 5<sup>th</sup> December 2018

Reviewed Annually

Next Review: Summer Term 2019

## Rationale

1. The Fierté Multi Academy Trust (FMAT) is an exempt education charity.
2. The aim of FMAT is to place children' rights at the heart of all we undertake.
3. Trustees are accountable to external government agencies including the Charity Commission to ensure that all statutory obligations to our pupils and parents are met.
4. This Scheme of Delegation will enable the Executive Leadership Team, Local Governing Trust Boards, Headteachers to make decisions that will meet the needs of pupils and the wider community.
5. We implement the Trust admissions arrangements.
6. We are fully inclusive, non-selective and welcome pupils from all socio-economic backgrounds.
7. We provide on-going and high quality training for all staff, trustees and governors.
8. We work collaboratively with our Trust Academies, schools in the local areas and the wider community.

## **Ethos and Vision**

### **Core Purpose**

A vision and ethos deeply rooted at the heart of the Trust fosters in all pupils both a culture and mind-set of belonging, self-worth, higher aspirations and an intellect of independence; this alongside the self-belief that there are no limits to what each child can accomplish.

### **Our Mission**

*'Placing children's' rights at the heart of all we undertake.'*

This statement is at the heart of the Fierté narrative. We strive to ensure that our community can realise its true potential through placing our children's needs and rights at the centre of every decision we make. This is our mission. To that end, we bestow the experiences, resources, structures and systems to enable all to engage, all to progress, all to achieve their full potential.

Our mission is intrinsic and visible within every academy within the Trust and through the extensive opportunities that our Multi-Academy Trust offers.

### **Vision and Values**

At the heart of our Trust are both the UNICEF Rights Respecting values and articles and Building Learning Power. Through these, we aim to put children's rights and learning at the heart of our schools. We work together to embed children's rights into our ethos and culture; to improve well-being and develop every child's talents and abilities maximising their full potential. We aspire to give children a sense of pride and achievement in all that they undertake and this extends into the community and the links with the Trust. As a Trust we uphold our core values of respect, integrity, humility with equality and care towards all.

## FMAT Members

The Members are the subscribers to the Trust's Memorandum of Association. They have an overview of the governance arrangements of the Trust and the power to appoint and remove Trustees. Their objectives include the advance, for the public benefit, of education in the United Kingdom, by establishing, managing and developing schools offering a broad and balanced curriculum.

FMAT Members are:

- **Mr Richard Jeffries**
- **Mr Alistair Campbell**
- **Chair of Trust Board** – 2018/2019 -Mrs Vicki Blundell

The Members are responsible for authorising:

- ⊗ amendments to FMAT's Articles of Association;
- ⊗ documents containing any unusual or onerous provisions where it may be appropriate for the Trust Board to discuss them first;
- ⊗ any project or matter in which the Chief Executive Officer (CEO) may reasonably be considered to have a conflict of interest.

*(further information can be found in the Articles of Association on the Trust website [www.fierte.org](http://www.fierte.org))*

## **FMAT Trust Board (Trustees)**

The FMAT Trust Board is the legal governing Trust Board of the MAT.

The Trust Board will meet at least termly.

The Trust Board sets out FMAT group strategy and operational policy in key areas which are then applied within and across all FMAT academies through the organisational framework and schemes of delegation to local governance arrangements.

Board members act collectively: with the exception of the CEO, they do not have individual executive authority. Each Academy is ultimately governed by the Trust (FMAT).

The FMAT Board of Trustees are:

Mrs Vicki Blundell(Chair)

Mr Gary Pykitt (Co-Vice Chair)

Mr Andrew McFarlane (Co-Vice-Chair)

Mrs Jo Smith

Mrs Laura Gardner

Mrs Zoey Insley

Mr Colin Hunt

Mrs Jayne Harrison (Associate)

Members of the Executive Leadership Team are expected to attend Trust Board meetings.

A Link Trustee will be appointed to each Local Governing Board/Local Advisory Board.

The Company Secretary to FMAT is Mrs Jayne Harrison.

Under the Articles of Association (Article 5 a-s), Trustees have the following powers and responsibilities:

- (a) to draw, make, accept, endorse, discount, execute and issue promissory notes, bills, cheques and other instruments, and to operate bank accounts in the name of the Company;
- (b) to raise funds and to invite and receive contributions provided that in raising funds the Company shall not undertake any substantial permanent trading activities and shall conform to any relevant statutory regulations;
- (c) to acquire, alter, improve and (subject to such consents as may be required by law) to charge or otherwise dispose of property;
- (d) subject to Article 6 below to employ such staff, as are necessary for the proper pursuit of the Object and to make all reasonable and necessary provision for the payments of pensions and superannuation to staff and their dependants;
- (e) to establish or support, whether financially or otherwise, any charitable trusts, associations or institutions formed for all or any of the Object;
- (f) to co-operate with other charities, other independent and maintained schools, schools maintained by a local authority, 16-19 Academies, alternative provision Academies, institutions within the further education sector, voluntary Trust Boards and statutory authorities operating in furtherance of the Object and to exchange information and advice with them;
- (g) to pay out of funds of the Company the costs, charges and expenses of and incidental to the formation and registration of the Company;
- (h) to establish, maintain, carry on, manage and develop the Academies at locations to be determined by the Trustees;
- (i) to offer scholarships, exhibitions, prizes and awards to pupils and students former pupils and former students, and otherwise to encourage and assist pupils and students and former pupils and former students;
- (j) to provide educational facilities and services to students of all ages and the wider community for the public benefit;
- (kl) to carry out research into the development and application of new techniques in education and to their approach to curriculum development and delivery and to publish the results of such research, and to develop means of benefiting from application of the experience of industry, commerce, other schools, educational institutions and the voluntary sector to the education of pupils and students in academies;

- (l) subject to such consents as may be required by law and/or by any contract entered into by or on behalf of the Company, to borrow and raise money for the furtherance of the Object in such manner and on such security as the Company may think fit;
- (m) to deposit or invest any funds of the Company not immediately required for the furtherance of its object (but to invest only after obtaining such advice from a financial expert as the Trustees consider necessary and having regard to the suitability of investments and the need for diversification);
- (n) to delegate the management of investments to a financial expert, but only on terms that:
- (i) the investment policy is set down in writing for the financial expert by the Trustees;
  - (ii) every transaction is reported promptly to the Trustees;
  - (iii) the performance of the investments is reviewed regularly with the Trustees;
  - (iv) the Trustees are entitled to cancel the delegation arrangement at any time;
  - (v) the investment policy and the delegation arrangement are reviewed at least once a year;
  - (vi) all payments due to the financial expert are on a scale or at a level which is agreed in advance and are notified promptly to the Trustees on receipt;
  - (vii) the financial expert must not do anything outside the powers of the Trustees;
- (o) to arrange for investments or other property of the Company to be held in the name of a nominee company acting under the control of the Trustees or of a financial expert acting under their instructions, and to pay any reasonable fee required;
- (p) to provide indemnity insurance to Trustees in accordance with, and subject to the conditions of section 232 to 235 of the Companies Act 2006, section 189 of the Charities Act 2011 or any other provision of law applicable to charitable companies and any such indemnity is limited accordingly;
- (r) to establish subsidiary companies to carry on any trade or business for the purpose of raising funds for the Company;
- (s) to do all such other lawful things as are necessary for or are incidental to or conducive to the achievement of the Object.

## **Executive Leadership Team**

Chief Executive Officer (CEO)

Mrs Maria Hamblin

Director of Excellence in Learning and Teaching (DELT)

Mr Tony Hand

Chief Finance Officer (CFO)

Mrs Jayne Harrison

## **Forums of the Trust Board**

The FMAT Board of Trustees has the following Forums made up of Trustees for scrutiny and meet at least termly and makes recommendations to the Trust Board when appropriate.

Finance and Audit Forum – Trustees, CEO, DELT, CFO

Leadership Forum – CEO, DELT, Academy Headteachers/Deputy Headteachers/Assistant Headteachers

Governance Forum – Trust Board Chair, Trust Board Vice-Chairs, Academy Chairs and Vice-Chairs and CEO, DELT, CFO

The Trust Board also has a Remuneration Forum that meets at least annually.

Terms of reference for all Forums are reviewed annually and can be found in the Governance Handbook 2018-2019.



# Governing Boards

Each Academy within FMAT has Local Governing Board, Local Advisory Board where there is concern over governance, or Interim Advisory Board where there is concern over Leadership and Management and are also sub-forums of the Trust Board.

## Local Governing Boards

The Local Governing Board plays an important role in the life of each Academy and scrutinises the work of the Senior Leadership Team, monitoring the management and organisation of the Academy and implementing the decisions of the Trust Board. The membership of the Local Governing Board is dependent on the skill set necessary for the effective governance. The following points must be applied:

- The members of the Local Governing Board will be called governors;
- There will be between 5 and 9 governors;
- The Academy Headteacher is a member of the Local Governing Board;
- Academies can choose to have staff members but the total number of staff members cannot exceed one third of the total membership.

Local Governing Boards may appoint associate members to both the full Local Governing Board or any sub-forums and these governors will not have voting rights. Executive Leadership Team members and Trustees may attend Local Governing Board meetings and in some cases as observers.

## **Local Advisory Boards**

In the case of an Local Advisory Board put in place, the following applies:

- The governors will be appointed by the Trust Board in line with the skills required;
- The Academy Headteacher is a member of the Local Advisory Board;
- The Local Advisory Board will consider student welfare, site issues and extended school issues as standing agenda items;
- Local Advisory Boards will gain earned autonomy with responsibilities being restored after training, consideration and reports to the Trust Board.

## **Interim Advisory Board**

An Interim Advisory Board will be appointed by the Trust Board when:

- A school is put into a category 3 or 4 after an Ofsted Inspection that highlights leadership and management as a significant issue;
- A governance review highlights significant concerns about the efficiency and effectiveness of the Local Governing Board.

## **Board Meetings and Sub-Forums**

The Local Governing Board / Local Advisory Board will meet termly and will follow locally devised agendas. Governing Boards can elect to work without sub-forums or can adopt the following sub-forums which will meet termly and report back to the full Local Governing Board meeting.

- Curriculum and Standards Forum
- Health and Safety Forum

Local Governing Boards may also have Task and Finish Groups with a limited remit and report back to the full Local Governing Board meeting.

## **Central Functions**

As part of a family of academies, we aim to have the greatest amount of impact with efficacy. Each Academy contributes a set percentage of grant income, towards the provision of a range of support functions and services which are available to all academies. The percentage charge and the level and scope of services to be provided are determined by the FMAT Trust Board and are subject to periodic review. In addition, based on risk and or need, specific charges may be made for additional intervention when curriculum and performance require e.g. long-term or significant deployment of DELT, leadership support or teachers. The ultimate responsibility for the deployment of support resides with the CEO. This will be based on identified need. Academy Headteachers should discuss their requirements with the CEO, DELT or CFO who will then broker that support on their behalf.

## **Budget Setting**

All final Academy budgets must be submitted to the Trust Board for ratification by 30 June each year. Projected outturns must be in place by April each year. Budgets are set by the Academy Headteachers and CFO, with support from FMAT central Finance team, in consultation with the Local Governing Board Chair. They are then submitted to the CEO (Accounting Officer) for approval, before presentation to the Finance and Audit Forum and the Trust Board for ratification.

All Academy Headteachers in conjunction with the Leadership Forum, will submit their Academy Improvement Plan, Summary SEF and Curriculum Led Financial Plan to the CEO and DELT by the second week in September each year. The monitoring of implementation will be reported to the Leadership Forum meetings and Local Governing Board.

Delegated Duty	Delegated Authority	Comment
Admissions	The Trust Board reviews the Admissions Policy for the Academies in FMAT annually	Our school communities (Academies) determine the admission arrangements taking into account the LA guidance.
Members: Appoint/Remove	Members by Special Resolution	Members may, by special resolution (which requires 75% rather than a simple majority of Members to agree) appoint new Members or remove existing Members.
Trustees: Appoint/Remove	Members and Trustees	Members may appoint Trustees as set out in the trust's articles of association, and have power under the Companies Act to remove serving Trustees. The Trust Board may appoint Trustees applying skill set and a simple majority.
Role descriptions for trustees/chair/ specific roles/Forum members	Trust Board	Executive Leadership Team to advise. Review annually and agreed at Trust Board.
Forum/Local Governing Board/Local Advisory Board chairs	Trust Board/Local Governing Board/Local Advisory Board	Trust Forums agreed by Trust Board but not necessarily Trustees to support succession planning. Local Governing Boards/ Local Advisory Boards appoint Chair and Vice-Chairs with TB agreement.
Clerk to board/Local Governing Boards/ Local Advisory Boards: appoint and remove	Central Team	Trust Board to approve. Local Governing Boards/ Local Advisory Boards may undertake LA SLA for clerking with approval from Central Team.
Articles of association	Members	Members may, by special resolution, amend the articles of association, subject to any restrictions created by the trust's funding agreement or charity law. Advice should be sought from Executive Leadership Team (ELT).
Governance structure for the trust	Trust Board	This should be reviewed annually with advice from the ELT.
Review and amend Scheme of Delegation	Trust Board	This should be reviewed annually with advice from the ELT.

Delegated Duty	Delegated Authority	Comment
Safeguarding	Trust Board	<p>Trust Board to receive a report at each meeting regarding any significant safeguarding issues relating to staff and children. Also, details of any gaps arising from annual Section 157/175 Audits.</p> <p>ELT to have escalated to them any significant safeguarding issues relating to staff and children. To organise Level 2 training for DSO's and Deputy DSO's.</p> <p>Leadership Forum to ensure that all policies and procedures are compliant with the latest legislation and guidance e.g. Keeping Children Safe in Education and Working Together to Safeguard Children. To receive a summary of concerns raised within each school in order to determine training and support requirements.</p> <p>DPO to carry out periodic checks on the Single Central Record held by each school in order to ensure full compliance with statutory requirements. DPO to sign off all appointments made so these meet in full Safer Recruitment best practice and requirements.</p> <p>Each academy to ensure there is a culture of awareness, robust vigilance and a safe environment for all children. Each academy to have a Safeguarding Policy tailored to their specific context ensuring that the expectations within this are fully met. Headteachers to ensure that Level 1 training is provided annually for all staff and new appointees. As collectively agreed, ensure that the selected themes for coverage over the course of an academic year are disseminated through staff meetings or briefings e.g. peer on peer abuse and domestic violence. All academies to use My Concern to record concerns including existing injuries.</p> <p>LGB to identify a governor with responsibility for safeguarding. LGB to also receive information via the termly Headteacher's report and annual audit.</p>

Delegated Duty	Delegated Authority	Comment
Review and amend Governance Handbook	Trust Board	This should be reviewed annually in consultation with ELT and Local Governing Boards/Local Advisory Board.
Terms of reference for trust forums (including audit if required)	Trust Board/Forums	These should be reviewed annually and if amendments made should then be agreed by Trust Board.
Terms of reference Local Governing Board/Local Advisory Board /local forums	Trust Board/Local Governing Boards	These should be reviewed annually and if amendments made should then be agreed by Trust Board
Annual self-review of Trust Board and Forum performance	Trust Board/ Forum members	This should be undertaken annually using the agreed cycle of self-review and results reported to the Trust Board.
Annual self-review of Local Governing Board/Local Advisory Board performance	Local Governing Board Chairs	This should be undertaken annually using the agreed cycle of self-review and results reported to the Trust Board.
Appointment of DELT, CFO and Headteachers	Appointment Panel led by: Trust Chair for CEO; CEO for CFO and DELT, Headteachers;	Academy Headteachers – CEO, DELT and Chair of Local Governing Board in line with Trust policy on appointment process and protocols and following safer recruitment principles.
Appointment of Academy Staff	Academy Headteacher/Governors/appointment panels	Academy based appointments are internal to each academy but in line with Trust policy on appointment process, protocols and safer recruitment principles. Where appointments have financial implications, there must be consultation with the CFO. Guidance can also be sought from ELT. <i>See Financial Scheme of Delegation for more detail.</i>
Performance Management	CEO by Chair of Trust board, 2 Trustees; DELT by CEO and Chair of Trust Board; CFO by chair of Trust board, CEO, 1 Trustee DPO - ELT Chair of Trust board by CEO, CFO and Clerk Headteachers by CEO, DELT, and 1 LGB Governor Clerk – CEO, CoT, CFO	Undertaken annually following the agreed cycle of performance management and reported to TB/Renumeration Forum/ LGB Pay Committee where applicable.
Dismissal	CFO – CEO, Chair of TB and 1 Trustee Chair of TB – CEO, CFO and TB Clerk DELT – CEO, Chair of TB CEO -Members Academy based dismissals	All dismissals at Trust or Academy level must follow the Disciplinary Policy.  Support should be sought from ELT and Chair of TB.

Delegated Duty	Delegated Authority	Comment
Local Governing Board Chair/ Local Advisory Board performance: carry out 360° reviews periodically	Trust Board Chair and governors	Undertaken annually following the agreed cycle of performance management and reported to the Governance Forum.
Individual Trustee / Forum member/Governor contribution: review annually	Chair of the Trust Board, Chairs of Local Governing Boards/Local Advisory Boards	Feedback to Trust Board, Chairs of Local Governing Boards/Local Advisory Boards.
Trust governance details on trust website	Trust Board Chair and Senior IT Apprentice	Working in conjunction with Clerk and Senior IT Apprentice ensure compliance with DfE requirements.
Academy governance details on academy website	Chair of Local Governing Board/Local Advisory Board	Working in conjunction with Clerk and IT Apprentice ensure compliance with DfE requirements.
Annual report on performance of the trust: submit to members and publish Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money	CEO, CFO and Chair of TB	EFSA format to be used and completed by:- General performance report – CEO, Financial report – CFO, Governance report- TB Chair.
Determine trust wide policies which reflect the trust's ethos and values including: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance	Trust Board and Academy Headteachers	Trust Policies to be reviewed by TB in accordance with policy review schedule and posted on Trust website.  Policies agreed by Trust to be responsibility of Academies to be reviewed Local Governing Board/Local Advisory Board in accordance with policy review schedule and posted on Academies websites.
Management of risk	CFO	Working with Central Team, site supervisors and Headteachers
Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured	Trust Board, CEO and DELT	Reviewed annually to inform 3, 5, 7 year plans.
School's vision and strategy, agreeing key priorities and key performance indicators	DELT and Academy Headteachers	Discussion in Leadership Forum for support and aligning Trust vision with Academy vision.

(KPIs) against which progress towards achieving the vision can be measured		
Budget plan to support delivery of trust/academy key priorities	CFO	Working with Academy Headteachers.
Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment)	Trust Board, CFO, DPO and Academy Headteachers	Trustees have link responsibilities for areas where compliance is essential and will report back to the Trust Board. The DPO (Data Protection Officer) has trust-wide responsibility for data protection and will report to Trust Board as appropriate.
Reporting arrangements for progress on key priorities	DELT, Academy Headteachers	Detailed reporting to Leadership Forum and Local Governing Boards/Local Advisory Boards.
Parental Engagement	Trust Board	Individual Academy parent questionnaires shared with Trust Board. Trust Board to initiate Parent/pupil questionnaires.
Chief Financial Officer for delivery of Trust's detailed accounting processes		
Trust's scheme of financial delegation	CFO	See Financial Scheme and Delegated Duty list.
School's scheme of financial delegation	CFO, Headteachers	See Financial Scheme and Delegated Duty list.
External auditors' report	Financial and Audit Forum, Trust Board	Reporting in Autumn Term Finance and Audit Forum followed by Members' Annual meeting.
CEO, DLT, CFO and Academy Headteachers' pay awards	Remuneration Forum	Meet annually and report to Finance and Audit Forum to agree pay awards. Report to TB.
Staff appraisal procedure	Academy Headteachers	Headteachers to agree process with staff. Monitored by Local Governing Boards/Local Advisory Boards.
Staff pay progression	Trust Board, Local Governing Boards/ Local Advisory Boards	Each academy has a Remuneration forum that meets at least annually and makes recommendations for pay progression to CFO.
Health and Safety	Trust Board  Academy Headteachers	It is the responsibility of FMAT to ensure that a general policy on the management of health and safety is in place, that this policy is communicated to all employees and that appropriate systems and procedures are in place to secure effective implementation of that policy.  The operational compliance of this function is delegated on a day to day basis to the Headteachers of FMAT academies. Overall compliance with this requirement is monitored by the Finance and Audit Forum on behalf of the Trust Board. FMAT academies are informed by a profession recognised external body.



## Financial Delegation

Delegated Duty	Delegated Authority	Comment
Capital Programme Devolved Formula Capital	Academy	All FMAT Academies will include the Devolved Formula Capital allocation (estimated using forecast pupil numbers) within the revenue budget for the Academy to fund general repairs, maintenance and replacements.
Capital Programme (School Condition Allocation)	Trust Board	Strategic priorities at Trust level will form part of recommendations from the CEO to the Trust Board  The Finance and Audit Forum of the Trust Board will monitor delivery against these strategic priorities  Under exceptional circumstances, operational requirements may require executive action – all such action will be reported to the Finance and Audit Forum at the earliest opportunity
Capital works	Trust/Academy	Any capital or capitalised revenue projects will be approved in accordance with the Finance and Assets scheme of delegation:
Capital Programme Contract Variations	Academy - If within agreed programme budget/ contingency.  FMAT – if exceeding agreed programme budget/ contingency.	It is suggested that a contingency is built into all programmes to allow for some local contract variation during the programme.
Income Generation	Academy Headteachers	Any income generated belongs to each individual Academy for them to invest in the future learning of the

		<p>pupils/students.</p> <p>Authorisation to raise invoices to collect income will be approved in accordance with the Finance and Assets scheme of delegation</p>
Insurance/ Risk Pooling arrangements	FMAT –CFO	FMAT will ensure that all Academies receive value for money for their insurance.
Investments	FMAT – Trust Board	FMAT invests any surplus monies in accordance with the reserves policies approved annually by the Trust Board.
Permanent Exclusions	Academy Headteachers and CEO	All Academies will follow DfE guidance for permanent exclusions and independent permanent exclusion appeals.
Private Finance Initiative (PFI)	FMAT – Trust Board	<p>Any new PFI contracts require approval by the Trust Board.</p> <p>Where capital projects are approved within PFI buildings, FMAT procurement requirements must be followed.</p>
Service Level Agreements/ Contracts	FMAT – Framework contracts	<p>Academies should use FMAT Framework contracts where these are in place, unless better value can be demonstrated, <b>in advance</b> of any procurement activity.</p> <p>Procurement for all contracts (term agreement) must follow the FMAT procurement requirements and the approval levels laid down in the Finance and Assets scheme of delegation.</p>

## Financial Levels of Authority

Please refer to Financial Scheme of Delegation

Disciplinary Cases, Dismissal and Grievance		
<i>For all high and low level disciplinary cases, dismissals and grievances the following delegation model shall apply. Advice and support will be sought from the professionally recognised external HR body. For informal cases see relevant Trust HR Policies.</i>		
Posts	Delegated Authority	Appeal
CEO	Board Member	2 Board Members including one of Chair or Vice-Chair
DELT	CEO	2 Board Members
CFO	CEO	2 Board Members
Headteacher	DELT	CEO and 2 Board Members including one of Chair or Vice-Chair
Deputy Headteacher and SLT members	DELT	CEO and 2 Board Members including one of Chair or Vice-Chair
All Finance posts	CFO	CEO, DELT
All Trust Administration posts	CFO	CEO, DELT
All other Academy posts	CEO	DELT, 2 Board Members including one of Chair or Vice-Chair