



## **Fierté Multi Academy Trust**

### **Governance Structure and Scheme of Delegation 2017-2018**

Reviewed on: 13<sup>th</sup> July 2017

Reviewed Annually

Next Review: Summer Term 2018

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**Fierté Multi Academy Trust**  
**Scheme of Delegation 2017-2018**

**1. Rationale**

*The Board of Trustees of the Fierté Multi Academy Trust is required to approve a Scheme of Delegation for the Trust on an annual basis.*

- i. The Scheme of Delegation must be:
  - a. compliant with DfE requirements, Trust and charity law;
  - b. scalable and so adaptable to growth or change in the Academy Trust;
  - c. capable of being serviced by the Trustees of the Academy Trust and members of the Local Governing Boards.
- ii. As a charity and Trust limited by guarantee, Fierté Multi Academy Trust (the “Trust”) is governed by a Board of Trustees (the “Trustees”) who are responsible for, and oversee, the management and administration of the Trust and the academies run by the Trust. The Trustees have responsibility to Fierté Multi Academy Trust, a registered charity whose purpose is to support the Trust and promote integration and collaboration between all academies set up by Fierté Multi Academy Trust.
- iii. The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor Boards) for the quality of the education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.
- iv. In order to discharge these responsibilities, the Trustees appoint people who are more locally based to serve on the Local Governing Boards (LGBs) which have been established to ensure the good governance of the Academies within the Trust as required by the Master Funding Agreement entered into between the Company and the Secretary of State for Education (the “Secretary of State”) governing the affairs of the Company (the “Master Funding Agreement”).
- v. This Scheme of Delegation explains the ways in which the Trustees fulfil their responsibilities for the leadership and management of the Academies within the Trust, the respective roles and responsibilities of the Trustees and the members of the Local Governing Board and the commitments to each other to ensure the success of the Academy. The proposed structure meets the minimum requirements stated in the Academies Financial Handbook (September 2016) (a Board of Trustees and a Finance Forum) and the Articles of Association, which require a Local Governing Board or Local Advisory Board for each Academy. In addition it is proposed to have forums for Finance, Leadership and Governance which service the needs of the Academy.

## **2. Ethos and Vision**

### **Achieving an Outstanding Trust with Pride**

At the heart of the Fierté Multi Academy Trust are both the UNICEF Rights Respecting values and article and Building Learning Power. Through these, we aim to put children's rights at the heart of our schools. We work together to embed children's rights in our ethos and culture; to improve well-being and develop every child's talents and abilities to their full potential. We aspire to give children a sense of pride and achievement in all that they undertake.

## **3. Delegated Powers**

*The Fierté Multi Academy Trust has a strategic role in the running of Violet Way Academy, Glascote Academy and Ankermoor Primary Academy. This extends to any other school joining Fierté Multi Academy Trust during the current academic year.*

The Academy Trust may (subject to the Articles of Association) delegate to any Forum (this includes the Finance, Leadership, Governance Forums and Local Governing Boards, Local Advisory Boards and Interim Advisory Boards), any Trustee holding an executive office such of their powers or functions as they consider desirable to be exercised by them.

The Academy Trust has approved a Scheme of Delegation defining the powers and functions that are reserved for the Board and its Forums, which is set out below.

Any delegated decision must be reported to the next full Trustees' meeting but a decision taken under delegated powers is binding and immediately effective.

In exercising its strategic role, the Fierté Multi Academy Trust Board will retain exclusive responsibility for the following.

## **4. Powers retained by the Trust Board**

- 4.1 Ensuring compliance with the Trust's duties under Trust Law and Charity Law and agreements made with the DfE, including the Articles of Association and the Funding Agreement.
- 4.2 The determination of the educational character and mission of the Academy Trust;
- 4.3 Ensuring the solvency of the Academy Trust and Charity, safeguarding its assets and delivering its charitable outcomes;
- 4.4 The appointment or dismissal and performance management of the Chief Executive Officer, Headteachers and Chief Finance Officer (CFO). Performance Management will be undertaken by:
  - CEO by Chair of Trust board, 2 Trustees;
  - CFO by chair of Trust board, CEO, 1 Trustee

- Chair of Trust board by CEO, CFO and Clerk
  - Headteachers by 2 Trustees and 1 LGB Governor plus external Advisor appointed by the Trust Board
- 4.5. Ensuring the continued charitable status of the Trust;
- 4.6 Setting key strategic objectives and targets and reviewing performance against these;
- 4.7 Determination of the establishment, constitution, membership, proceedings and delegated powers and functions of the Local Governing Board, Local Advisory Board, Interim Advisory Board and their annual review and revision;
- 4.8 The approval of Academy Trust policies, not delegated to the Local Governing Board, Local Advisory Board or Finance Forum to include Admissions, Safeguarding and Child Protection;
- 4.9 The approval of annual estimates of income and expenditure for the Academy Trust the beginning of the academic year;
- 4.10 To approve the appointment/resignation of the auditors for the Trust on an annual basis;
- 4.11 The approval of the Trust year end accounts;
- 4.12 Entering into all contracts on behalf of the Trust;
- 4.13 To authorise expenditure or income over the value of £100,000.00
- 4.14 To authorise the opening of a bank account;
- 4.15 To authorise the pay structure for the Trust;
- 4.16 To receive reports from its trading subsidiary companies and to make recommendations to the Board regarding these companies;
- 4.17 To ensure due diligence procedures are followed when considering new member academies joining the Fierté Academy Trust. This will include:
- Finance -including budget, Pupil and sports premium reviews, and any other areas deemed necessary.
  - Premises – state of buildings, maintenance of buildings and ground, health and safety, and any other areas deemed necessary.
  - Educational provision – leadership and management, staffing structure, curriculum, assessment review, and any other areas deemed necessary.
  - Governance -External reviews of governance, skills audits, Chair 360® review and any other areas deemed necessary.

## **5. Relationship between the Fierté Academy Trust, the Leadership and Governance forums, the Local Governing Boards, Local Advisory Boards and the Interim Advisory Board**

### **5.1 The Leadership Forum** will have the delegated powers to:

- Monitor the standards of achievement and progress in the partner schools;
- Monitor the teaching profile and support each other in the performance management of staff, teaching and non-teaching;
- Encourage moderation between the schools across the curriculum;
- Develop capacity for the MAT to support failing schools;
- To develop succession planning for the leaders of the future through senior leadership development and middle leader development;
- To unify policies, risk assessments across the MAT with particular reference to safeguarding;
- To act as a support, mentors and coaches for Headteachers and other Senior Leaders especially for Headteachers and Deputy Headteachers new to the role;

### **5.2 The Governance Forum** will have the delegated powers to:

- Monitor and Review Governor Development Plans from each of the Local Governing Boards;
- Monitor and Review Code of Conduct and other policies relating to governance;
- Ensure succession planning within the MAT;
- Support Governing Boards in their annual review required for the annual report;
- Monitor governor training opportunities and needs across the MAT including in-house training;
- Undertake Reviews of Governance for new schools joining the MAT or when required by schools;
- Discuss current issues in governance e.g. recruitment, induction;
- Produce and monitor Induction Programmes for new Governors and provide a mentoring system for them;

### **5.3 The Local Governing Board/Interim Advisory Board** will have delegated power to monitor the role of the Academy at an operational day to day level and review:

- the management and organisation of the Academy including;
  - monitoring teaching and learning;
  - staff performance and employment;
  - staffing structure;
  - premises and site issues;
- the implementation of the decisions of the Board;
- the implementation of policies approved by the Board including;

- policies monitoring pupil welfare, behaviour and safety
- the implementation of all extended school activities;

The Local Advisory Board will consider student welfare, site issues and extended school issues as standing agenda items. LABs will gain earned autonomy which means that as the LAB makes improvements, responsibilities will be restored after consideration and reports to the Trust Board.

- 5.5 The Local Governing Board, Local Advisory Board and Interim Advisory Board will report to the Board on decisions and will also provide advice and make recommendations to the Board on issues.
- 5.6 Finance issues which require further detailed consideration will be referred by the Local Governing Board, the Local Advisory Board and the Interim Advisory Board to the Chief Finance Officer who will consult with the Chief Executive Officer/Chair of Trust Board to determine whether the matter is referred to the Finance Forum.
- 5.7 Local Governing Boards and Local Advisory Boards may elect to have a standing Forum for Teaching and Learning or Standards for the more focused analysis of Data especially the official data in order to hold the SLT to account for standards. It may also be necessary from time to time by agreement with the Chair of the Trust Board to establish a single purpose working party of the Governing Board in order to deal with an issue that cannot be dealt adequately by the Local Governing Board or the Local Advisory Board in one of its scheduled meetings. Any such working party will be disbanded as soon as its work is complete.
- 5.8 The 'normal' termly schedule of meetings should commence with the Local Governing Board, the Local Advisory Board and Interim Advisory Board, followed by the Leadership, Governance and Finance Forums with the Trust Board meeting towards the end of the term. This allows action and decisions made by a Governing boards and Forums to be reported to the Board as required by the Articles of Association and within a termly cycle. Where an Interim Advisory Board is in place, the meetings will be more frequent than termly but will report to the Trust Board Meetings
- 5.9 The supporting Forums will report directly to the Trust Board, and will support the work of the Trust Board.  
The Forums that will report directly to the Trust Board are: the Finance Forum, Leadership Forum and the Governance Forum and details of the responsibilities of the Forums are:
  - The Finance Forum will be responsible for all finance and personnel related matters;
  - The Leadership Forum will be instrumental in monitoring the work of the partner schools in Fierté Multi Academy Trust in raising standards and providing a curriculum that is both broad and balanced.
  - The Governance Forum will be instrumental in monitoring the governance of the partner schools in Fierté Multi Academy Trust in holding the Leadership to account for the standards in their schools.
  - See also Terms of Reference for Forums



- 5.10 The memberships of the Forums are:
- Finance Forum must always include the CFO and a majority of Trustees.
  - Leadership Forum will include the Headteachers and Deputy Headteachers of the Trust Schools and led by the CEO.
  - The Governance Forum will include the Chairs and Vice-Chairs of the Local Governing Boards of the Trust Schools and led by the Chair and vice-Chair of the Trust Board.

## **6. Constitution**

- 6.1 The Trust will be made up of Trustees in accordance with the Articles of Association;
- CEO
  - 7 Co-opted Trustees
  - Chief Finance Officer (Associate)
  - Responsible Officer (Associate)
- 6.2 The Trustees will be known as Trustees. Non-Trustees will be known as Governors.
- 6.3 The Chief Executive Officer and Chair of the Trust Board can attend any meetings of any Forum, LGB, LAB or IAB established by the Trust but in some instances, this may only be in an advisory/observer capacity. When an issue is being discussed which directly affects the Chief Executive Officer or Trust Board Chair he/she must, as with any other Trustee/Governors in a similar position, declare an interest and physically withdraw from the meeting.
- 6.4 The legal minimum quorum for the Forums within the Trust is three voting Trustees/Governors.
- 6.5 Associate members may be appointed to a Forum by the Trust Board and may be given voting rights. However, a majority of the members serving on the Forum must be Trustees, except in the case of the Local Governing Board, Local Advisory Board and Interim Advisory Board.
- 6.6 No vote on any matter shall be taken at a meeting of a Forum of the Trustees, unless the majority of members of the Forum present are Trustees except in the case of the Local Governing Board, Local Advisory Board and Interim Advisory Board.
- 6.7 The appointed Clerk to the Trust Board will undertake the clerking of the Forums.
- 6.8 The minutes shall be included as an Agenda item for the consideration at the next meeting of the full Trust Board where appropriate.
- 6.9 All decisions made by Forums with delegated powers must be reported to the next full meeting of the Trust Board. If minutes are not finalised a brief statement of the conclusions reached should be given.
- 6.10 The Chair and Vice-Chair of the Trust Board will be elected annually in the Summer Term ready for the beginning of the Autumn Term in order to facilitate the smooth transition to a new Chair of the Trust Board.

- 6.11 The Chair of the Local Governing Board will be appointed annually in the Summer Term ready for the start of the Academic Term in order to facilitate the smooth transition to a new Chair of Governors by the Local Governing Board. The Chair of the Local Advisory Group will be appointed annually by the Trust Board. The Chair of the Finance Forum will be appointed at the first Finance Forum meeting of the academic year. The chair of an Interim Advisory Board will be appointed by the Trust Board or Chair of Trust Board using Chair's Power to Act.
- 6.12 All Trustees and Academy Governors must provide the Trust with a current and clear DBS check before they take up post; an enhanced DBS certificate is a statutory requirement. This is the responsibility of the individual but the cost will be covered by the Trust. Time frame given for Governors to provide an enhanced DBS certificate is 28 days from the request. Governors will be suspended until such time as the certificate is produced. After 28 days Governors will be removed from the Local Governing Board / Advisory Board due to failure to produce an enhanced DBS certificate. The Chair of the Trust Board must be informed immediately of any police charges, cautions or convictions relating to Trustees and Chairs of Governors must be informed immediately of any police charges, cautions or convictions relating to Academy Governors.
- 6.13 All Trustees/Governors are expected to attend training regularly and training needs will be reviewed annually. This training will be arranged by the Trustee with responsibility for Training.
- 6.14 The Trust Board, Local Governing Board and Local Advisory Board will review their performance annually following a three-year cycle of review.
- 6.15 The term of office for any Trustee or Governor shall be 4 years, save that this time limit shall not apply to the Chief Executive Officer. Subject to remaining eligible to be a particular type of Trustee, any Trustee or governor may be re-appointed or re-elected.

## **Terms of Reference of Forums, Local Governing Boards, Local Advisory Boards and Interim Advisory Boards**

### **7. Leadership Forum**

#### **7.1 Remit**

The Leadership Forum will be instrumental in monitoring the work of the partner schools in Fierté Multi Academy Trust in raising standards and providing a curriculum that is both broad and balanced. It will also be important in the development of the leadership of our schools both senior leadership and middle leadership by encouraging shared practice, joint monitoring opportunities, coaching and mentoring. The Forum will be key to developing and sharing outstanding classroom practice through performance management of all staff, teaching and non-teaching for the benefit of the children in our care. The Leadership Forum will report to the Trust Board termly through the minutes of the meetings and the CEO report.

## 7.2 Terms of Reference

- To meet termly;
- Hold Headteachers and Senior Leaders to account for the standards in their schools;
- To ensure schools have the capacity to drive school improvement;
- Monitor the Standards of achievement and progress in the partner schools;
- Monitor the teaching profile and support each other in the performance management of staff, teaching and non-teaching;
- Encourage moderation between the schools across the curriculum;
- Develop capacity for the MAT to support failing schools;
- To develop succession planning for the leaders of the future through senior leadership development and middle leader development;
- To unify Policies, risk assessments across the MAT;
- To act as a support, mentors and coaches for Headteachers and other Senior Leaders especially for Headteachers and Deputy Headteachers new to the role;

## 8. Governance Forum

### 8.1 Remit

The Governance Forum will be instrumental in monitoring the governance of the partner schools in Fierté Multi Academy Trust in holding the Leadership to account for the standards in their schools. It will also be important in the development of the Governance of our schools by supporting self-review, skills audits and improving practice. It will also be important for training and recruitment of Governors. The Governance Forum will report to the Trust Board termly through the minutes of the meetings and the Chair of the Trust Board report.

### 8.2 Terms of Reference

- To hold LGBs to account for their roles in raising and maintaining standards in their respective schools;
- To ensure schools have the capacity for further improvement;
- Monitor and Review Governor Development Plans from each of the Local Governing Boards;
- Review, monitor and unify Code of Conduct and other policies and procedures relating to governance;
- Ensure succession planning within the Local Governing Boards of the MAT;
- Support Governing Boards in their annual review required for the annual report;
- Monitor governor training opportunities and needs across the MAT including in-house training;
- Undertake Reviews of Governance for new schools joining the MAT and every three years thereafter;
- Discuss current issues in governance e.g. recruitment, induction;
- Produce and monitor Induction Programmes for new Governors and provide a mentoring system for them;

- Support Local Governing Boards of schools in difficulties with Governance;
- To share good practice within the MAT and in collaboration with other MATs;

## **9. Local Governing Board**

### **9.1 Purpose**

The Local Governing Board will be responsible for the strategic governance of the academy to include:

- the management and organisation of the Academy in line with the Fierté Multi Academy Trust and individual Academy Development Plans;
- the management and organisation of the Academy including;
  - monitoring teaching and learning;
  - staff performance and employment ;
  - staffing structure;
  - premises and site issues;
- the implementation of decisions of the Academy Trust Board and the Chief Executive Officer;
- the implementation of policies approved by the Board to include, but not exclusively:
  - Student Welfare
  - Student Behaviour
  - Attendance
  - Uniform
  - Medical
  - Sex Education
  - RE
  - Health and Safety of the site
- Implementation of all extended school activities

### **9.2 Membership**

**9.2.1** The membership of the Local Governing Board will be agreed on an annual basis

**9.2.2** The Chief Executive Officer is an ex officio member of the Local Governing Board

**9.2.3** All governors are to be recruited to fill skills gaps identified by a skills audit of the full Local Governing Board. The membership for the current academic year shall be in the range of **7 to 9** with at least the following:

- 3 Co-opted Governors
- 2 Staff Governors (including Academy Principal)
- 2 Parent Governors

### **9.3 Attendance at Local Governing Board meetings**

- 9.3.1 Any Trustee may attend meetings of any of the Local Governing Board as an observer unless asked by the Chair to contribute.
- 9.3.2 The Local Governing Board may invite attendance at meetings from persons who are not Trustees/Governors to assist or advise on a particular matter or range of issues, including parents and members of Academy staff.

#### **9.4 Quorum**

- 9.4.1 The Quorum is 50% of the membership of the Local Governing Board.

#### **9.5 Voting at Local Governing Board Meetings**

- 9.5.1 Only members of the Local Governing Board may vote at its meetings.
- 9.5.2 The Chair will have a casting vote.

#### **9.6 Appointment of Chair**

- 9.6.1 The Chair of the Local Governing Board will be elected on an annual basis at the Summer Term meeting of the Local Governing Board in order to facilitate hand-over when a new Chair of Governors is elected.
- 9.6.2 No Trustee/Governor who is employed by the Academy Trust will act as Chair to the Local Governing Board.
- 9.6.3 In the absence of the Chair of the Local Governing Board will elect a temporary replacement from among the Trustees/Governors present at the meeting subject to 9.6.2 above.

#### **9.7 Clerk**

- 9.7.1 The clerk of the Local Governing Board will be specifically appointed by the Trust Board to serve the Local Governing Board. The secretary of the Trust will not normally undertake this role
- 9.7.2 In the absence of the clerk the Local Governing Board will appoint a replacement clerk for the meeting.
- 9.7.3 The clerk will upload onto the Cloud an agenda and papers for each meeting at least a week before the Local Governing Board meeting.

#### **9.8 Recording and reporting the proceedings of Local Governing Board meetings**

- 9.8.1 The clerk will record attendance at meetings and these will be posted on the relevant website. Issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the Local Governing Board to the clerk of the Board of Trustees in sufficient time for it to be included in the agenda and papers for the next meeting of the Board of Trustees. This is to meet the statutory requirement to provide information to the

Board of Trustees and to seek ratification of decisions and recommendations.

**9.8.2** A member of the Local Governing Board will be delegated the responsibility to ensure the Academy website is compliant with the DfE expectations including:

- Governors' attendance at meetings
- Minutes of LGB and committee meetings
- Structure and membership of the LGB and Committees
- Roles and responsibilities of Governors
- Meeting dates
- Register of business interests

## **9.9 Frequency of meetings and programme of work**

**9.9.1** The Local Governing Board will meet as often as necessary to fulfil its responsibilities and at least once a term

**9.9.2** Meetings of the Local Governing Board meetings should not exceed 2½ hours and Standing Committee meetings should not exceed 2 hours. If the agendas are not covered in this time frame the remaining items should be carried onto the next meeting. If this occurs frequently the agendas will need modifying

**9.9.3** The Chairs and Vice-chairs of the Local Governing Boards will meet with the Academy Trust Chair and the Academy Trust Vice-Chair termly as the Governance Forum to develop and foster strong governance within the partner schools of the Trust and to plan the annual work of the Governors of partner schools.

## **9.10 Review Date**

**9.10.1** The Local Governing Board meeting arrangements and terms of reference will be reviewed annually by the Trust Board

## **10 Local Advisory Board**

### **10.1 Purpose**

The Local Advisory Board will be responsible for the operational day to day running of the academy to include:

- the management and organisation of the Academy in line with the Fierté Multi Academy Trust and individual Academy Development Plan;
- the implementation of decisions of the Academy Trust Board and the Chief Executive Officer;
- the implementation of policies approved by the Board to include, but not exclusively:
  - Student Welfare
  - Student Behaviour
  - Attendance
  - Uniform
  - Medical

- Health and Safety of the site
- Implementation of all extended school activities

## **10.2 Membership**

10.2.1 The membership of the Local Advisory Board will be agreed on an annual basis

10.2.2 The Chief Executive Officer is an ex officio member of the Local Advisory Board

10.2.3 The membership for the 2017/2018 academic year shall be:

- 3 Co-opted Governors
- 1 Staff Governors
- 2 Parent Governors
- Academy Headteacher
- Chief Executive Officer (ex officio)

## **10.3 Attendance at Local Advisory Board meetings**

10.3.1 Any Trustee may attend meetings of Local Advisory Board

10.3.2 The Local Advisory Board may invite attendance at meetings from persons who are not Trustees/Governors to assist or advise on a particular matter or range of issues, including parents and members of Academy staff.

## **10.4 Quorum**

The Quorum is three members of the Local Advisory Board.

## **10.5 Voting at Local Advisory Board Meetings**

10.5.1 Only members of the Local Advisory Board may vote at its meetings.

10.5.2 The Chair will have a casting vote.

## **10.6 Appointment of Chair**

10.6.1 The chair of the Local Advisory Board will be elected on an annual basis at the first meeting of the Trust Board.

10.6.2 No Trustee/Governor who is employed by the Academy Trust will act as Chair to the Local Advisory Board.

10.6.3 In the absence of the Chair of the Local Advisory Board will elect a temporary replacement from among the Trustees/Governors present at the meeting subject to 8.6.2 above.

## **10.7 Clerk**

- 10.7.1 The clerk of the Local Advisory Board will be specifically appointed by the Trust Board to serve the Local Advisory Board. The secretary of the Trust will not normally undertake this role
- 10.7.2 In the absence of the clerk the Local Advisory Board will appoint a replacement clerk for the meeting.
- 10.7.3 The clerk will circulate an agenda and papers for each meeting at least a week before the Local Advisory Board meeting.

## **10.8 Recording and reporting the proceedings of Local Advisory Board meetings**

- 10.8.1 The clerk will record attendance at meetings and this will be recorded on the website. Issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the Local Advisory Board to the clerk of the Board of Trustees in sufficient time for it to be included in the agenda and papers for the next meeting of the Board of Trustees. This is to meet the statutory requirement to provide information to the whole Board of Trustees and to seek ratification of decisions and recommendations.

## **10.9 Frequency of meetings and programme of work**

- 10.9.1 The Local Advisory Board will meet as often as necessary to fulfil its responsibilities and at least once a term.
- 10.9.2 The Chairs and Vice-Chairs of the Local Advisory Boards will meet with the Academy Trust Chair and the Academy Trust Vice-Chair termly as the Governance Forum to develop and monitor strong governance within the partner schools of the Trust and to plan the annual work of the Governors of partner schools.

## **10.10 Review Date**

- 10.10.1 The Local Advisory Group's meeting arrangements and terms of reference will be reviewed annually.

# **11 Interim Advisory Board**

## **11.1 Purpose**

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

- A school is put into 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 a Local Governing Board.

The Interim Advisory Board will be responsible for the operational day to day



running of the academy and will report directly to the Trust Board on progress and development of the Leadership and Management of the Academy and includes:

- the management and organisation of the Academy in line with the Fierté Multi Academy Trust and individual Academy Development Plan;
- the implementation of decisions of the Academy Trust Board and the Chief Executive Officer;
- the implementation of policies approved by the Board to include, but not exclusively:
  - Student Welfare
  - Student Behaviour
  - Attendance
  - Uniform
  - Medical
  - Health and Safety of the site
- Implementation of all extended school activities

## **11.2 Membership**

11.2.1 The membership of an Interim Advisory Board will be appointed by the Trust Board and will consist of:

- 3 Trustees
- The Headteacher of the Academy
- Chief Executive Officer (ex officio)
- Existing Governor (if appropriate)

## **11.3 Attendance at Interim Advisory Board meetings**

11.3.1 Any Trustee may attend meetings of the Interim Advisory Board

11.3.2 The Interim Advisory Board may invite attendance at meetings from persons who are not Trustees/Governors to assist or advise on a particular matter or range of issues, including parents and members of Academy staff.

## **11.4 Quorum**

The quorum is 3 members of the Interim Advisory Board of which 2 must be Trustees

## **11.5 Voting at Interim Advisory Board Meetings**

11.5.1 Only members of the Interim Advisory Board may vote at its meetings

11.5.2 The Chair will have the casting vote

## **11.6 Appointment of Chair**

11.6.1 The Chair of the Interim Advisory Board will be appointed by the Trust Board or the Chair of the Trust Board under Chair's Power to Act if necessary

- 11.6.2 No Trustee/Governor who is employed by the Academy Trust will act as Chair to the Interim Advisory Board
- 11.6.3 In the absence of the Chair, the Interim Advisory Board will elect a temporary replacement from among the Trustees present at the meeting

#### **11.7 Clerk**

- 11.7.1 The clerk of the Interim Advisory Board will be specifically appointed by the Trust Board to serve the Interim Advisory Board. The secretary of the Trust will not normally undertake this role
- 11.7.2 In the absence of the clerk the Interim Advisory Board will appoint a replacement clerk for the meeting.
- 11.7.3 The clerk will circulate an agenda and papers for each meeting at least a week before the Interim Advisory Board meeting.

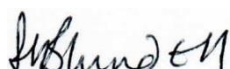
#### **11.8 Recording and reporting the proceedings of Interim Advisory Board Meetings**

- 11.8.1 The clerk will record attendance at meetings and this will be recorded on the website. Issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the Interim Advisory Board to the clerk of the Board of Trustees in sufficient time for it to be included in the agenda and papers for the next meeting of the Board of Trustees. This is to meet the statutory requirement to provide information to the whole Board of Trustees and to seek ratification of decisions and recommendations.

#### **11.9 Frequency of meetings and programme of work**

- 11.9.1 The Interim Advisory Board will meet as often as necessary to fulfil its responsibilities and at least monthly
- 11.9.2 The Chair of the Interim Advisory Board will meet with the Academy Trust Chair termly at the Governance Forum to develop and monitor effective governance within the partner schools of the Trust and to plan the annual work of the Governors of partner schools.

Signed



Chair of Trust Board

Date July 13<sup>th</sup> 2017



## Appendix 1

1.



# Fierté Multi Academy Trust

*Academy Logo*

*XXXXXXXXX Academy*  
**Local Governing Board**  
**Terms of Reference**

**2017- 2018**

**Adopted by Fierté Academy Trust Board on 13<sup>th</sup> July 2017**

**Review Date:** Summer 2018

### **The Role of the Chair of the Local Governing Board**

- To ensure the business of the Local Governing Board is conducted properly, in accordance with legal requirements;
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making;
- To establish and foster an effective relationship with the Headteacher based on trust and mutual respect for each other's roles. The Chair has an important role in ensuring that the Local Governing Board acts as a sounding board to the Headteacher and provides strategic direction;
- To meet with other Chairs at the termly Governance Forum meetings to discuss governance issues and to ensure the effective and deficient development of governance within the Academy Trust;

***Disqualification – the CEO, the Headteacher, Staff Governors, Pupils, Staff Members***

### **The Role of the Clerk to the Local Governing Board**

- To work effectively with the Chair of Governors, the other Governors and the Headteacher to support the Local Governing Board;
- To advise the Local Governing Board on Constitutional and Procedural Matters, duties and powers;
- To convene meetings of the Local Governing Board;
- To attend meetings of the Local Governing Board and ensure minutes are taken;
- To maintain a register of members of the Local Governing Board and report vacancies to the Local Governing Board;
- To give and receive notices in accordance with relevant regulations;
- To perform such other functions as may be determined by the Local Governing Board from time to time;

***Disqualification – Governors, Associate Members, the CEO, the Headteacher***

### **The Role of the Chair of a Committee**

- To ensure the business of the Committee is conducted properly, in accordance with legal requirements;
- To liaise with the Clerk of the Governing Board to devise agendas for meetings;
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making;

***Disqualification – None***

## The Local Governing Board

*The Local Governing Board needs to hold the Headteacher and senior leaders of the school to account for educational standards and be accountable to the Trust Board for its decisions. It should set aims and objectives and agree, monitor and review delegated policies, targets and priorities. In the event of a tied vote the Chair or Acting Chair/Vice Chair will have a second or casting vote.*

### ***Terms of reference:***

- To agree constitutional matters\*, including procedures where the Local Governing Board has discretion
- To recruit new members as vacancies arise and to appoint new governors\* where appropriate
- To hold three Local Governing Board meetings a year\*
- To appoint or remove the Chair and Vice Chair\*\*
- To establish the committees of the Local Governing Board and their terms of reference\*
- To suspend a governor\*
- To decide which functions of the Local Governing Board will be delegated to committees, groups and individuals\*
- To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the Local Governing Board is necessary\*
- To review the delegation arrangements annually\*
- To report to the Governance Forum termly and the Trust Board annually
- To undertake governance reviews annually in line with agreed 3 year plan to be reported in the Trust Board's annual report to the DfE\*
- To draft and keep under review the staffing structure in consultation with the Headteacher and the Trust Finance Officer\*
- To oversee the appointment procedure for teaching and support staff
- To implement the Trust Boards Pay structure and review the performance of all staff and to make recommendations to the Trust Finance Officer with regard to pay gradings and awards\*
- To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence
- To consider any appeal against a decision on pay grading or pay awards
- To meet with Trust Board's nominated Trustee and the External Adviser to discuss the Headteacher's performance targets
- To decide, with the support of the Trust Board's nominated Trustee and External Adviser, whether the targets have been met and to set new targets annually
- To monitor through the year the performance of the Headteacher against the targets
- To make recommendations to the Trust Board's Finance Forum in respect of awards for the successful meeting of targets set;

**\*these matters cannot be delegated to either a committee or an individual**

***Membership – As per the Articles of Association***

***Disqualification – as per Regulation 20 and Schedule 6 of the Constitution Regulations***

## Headteacher's Performance Review Panel

### *Terms of reference:*

- To meet with Trust Board's nominated Trustees and the External Adviser to discuss the Headteacher's performance targets
- To decide, with the support of the Trust Board's nominated Trustee and External Adviser, whether the targets have been met and to set new targets annually
- To monitor through the year the performance of the Headteacher against the targets
- To make recommendations to the Trust Board's Finance Forum in respect of awards for the successful meeting of targets set;

**Disqualification – Headteacher for Headteacher's Performance Review Committee and staff Governors**

## Hearings Committee

### *Terms of reference:*

- To make any determination to dismiss any member of staff (*unless delegated to the Headteacher*) \*
- To make any decisions relating to any member of staff other than the Headteacher, under the Local Governing Board's personnel procedures (*unless delegated to the Headteacher*) \*
- To make any determination or decision under the Trust Board's General Complaints Procedure for Parents and others\*
- To make any determination or decision under the Local Governing Board's Curriculum Complaints Procedure, in respect of National Curriculum dis-applications, and the operation of the Local Governing Board's charging policy\*
- The Chair of the Committee will report back to the full Local Governing Board on the actions of the Committee
- Any appeals on decisions made by the Hearings committee will be passed to the Trust Board who will action them.

***\*cannot be delegated to an individual***

### **Membership – Membership – 3 or 5**

NB. The Local Governing Board may nominate a pool of governors from which three or five will serve as the Discipline Committee to consider particular issues. If a governor has a connection with the incident that could affect their ability to act impartially they should not serve at the hearing. The number appointed to this committee directly affects the number required for an Appeal Committee

**Disqualification – The Headteacher Chair of Governors** (It is suggested that only experienced governors be appointed to this committee)

## Standing Committee (L&M / C&S)

## **Terms of Reference**

The purpose of the XXXXXXXXXX Committee is to discuss raising standards through teaching, learning, monitoring, evaluation and the school development plan.

### **Membership:**

The Teaching and Learning Committee will comprise of at least 3 Governors including the Head Teacher (or Deputy Head Teacher).

The Teaching and Learning Committee may co-opt additional, non-voting members.

The Chair of the Teaching and Learning Committee will be elected annually at the first Autumn term meeting.

When the Chair is absent, members of the Committee will elect an acting Chair.

### **Quorum:**

In order for business to proceed, 3 Governors of the committee including the Head Teacher (or Deputy Head Teacher) need to be present

### **Meetings:**

The Committee shall meet as necessary but not less than once per term.

Chairperson will meet with Head Teacher (or Deputy Head Teacher) 2 weeks prior to the Committee meeting to agree agenda.

An agenda will be circulated at least 7 days before the Committee's meeting date.

Committee meetings will be no longer than 2 hours duration.

Each meeting of the Committee will be minuted. These minutes will record any decision taken by the Committee and will be circulated by the school to all members of the Governing Board before the next full Governing Board Meeting.

At every full Governing Board Meeting the Chairperson of the committee will give a report of all meetings of the XXXXXXXXXXXXX Committee.

Any member (voting or non-voting) will withdraw from a meeting where they have a pecuniary interest in the matter under consideration.

### **The Governing Board delegates the following responsibilities to the Standing Committee:**

- To annually review and update the School Brochure



- Monitor, evaluate, review and update all statutory Teaching and Learning policies. See appendix kept with school policies.
- To advise the Governing Board on matters relating to preparation for an OFSTED inspection and Action Plan following an OFSTED inspection.
- To monitor and evaluate the Key Issues of the School Development Plan/Action Plan and report to the Governing Board on progress, together with any recommendations.
- To advise the Governing Board on all matters relating to the National Curriculum.
- To discuss relevant issues, which may become priorities of subsequent Development Plans.
- To determine the school's targets in relation to the Key Stages of assessment.
- To review and evaluate progress relating to the above targets using school assessment data and analysis, RAISEonline Inspection Dashboard etc.
- To ensure SEF (or alternative) up-to-date and to develop sections relevant to this committee.

**Review:**

These Terms of Reference will be reviewed annually at the Summer Term Trust Board Meeting.

Signed



Chair of Trust Board

Date July 13<sup>th</sup> 2017