

Enriching lives; transforming futures - starting with you.



FAIRFAX
MULTI-ACADEMY TRUST

**GOVERNOR
INFORMATION PACK**

PROSPECTIVE
DIRECTORS



Welcome from the Chair of Fairfax Multi-Academy Board of Directors

Dear Prospective FMAT Director

FMAT is governed by the Board of Directors, a group of individuals who are dedicated to volunteering their professional expertise and time to support the Trust.

The Trust are offering an opportunity for the right person to make a real difference to the outcomes and life chances of young people across Birmingham and Solihull. This is an opportunity to give something back to the local community and use and develop your own skills in a board-level environment. We need individuals willing to commit some of their time and apply their skills and experience to be a director of our Multi-Academy Trust. We would like your help.

FMAT has four secondary academies and one primary academy, delivering education to over 4000 students in total. We serve students from a wide range of backgrounds and our academies have higher-than-average proportions of students from disadvantaged homes and with special educational needs. We firmly believe that every student has the right to realise their full potential, and to do that they need to experience a high-quality education in

a supportive environment to help them achieve their career aspirations and live their lives to the full.

We are seeking to appoint a number of directors with a range of skills including education, finance, human resources, risk management, health and safety, estates and marketing.

Key elements of being a Director include:

- » Providing strategic guidance and drive to FMAT and its academies;
- » Holding leaders to account for the academy's performance; and
- » Overseeing the financial and operational propriety of our organisation.

The role of Director is challenging but hugely rewarding. Information regarding Director responsibilities and personal specifications can be found in this information pack.

For any potential candidates that wish to have an informal discussion, please contact Rachel Sullivan, by email at r.sullivan@fmat.co.uk.

Andrew Best
Chair of the FMAT Board of Directors

Our Trust

OUR MISSION

Our Trust was formed in 2014 and has grown to include four academies, which provide education to over 4000 students within the Birmingham and Solihull regions. The Trust is firmly rooted in its mission to 'enrich lives and transform futures' and our moral purpose ensures that we aim to achieve this within a diverse range of communities, serving children from ages 4-18 years.

We achieve our mission by ensuring our students access a broad and wide-ranging curriculum whilst being supported in a structured, kind and caring environment. Our students have access to extensive extra-curricular opportunities because we place great emphasis on their personal development.

 **BOURNVILLE**
ALL-THROUGH SCHOOL

 **ERDINGTON**
ACADEMY

 **FAIRFAX**
SINCERITAS LABORIS

 **SMITH'S WOOD**
ACADEMY

OUR APPROACH

FMAT's philosophy is that each Principal leads and make decisions within their academy, whilst operating within a framework that adheres to the Trust's Mission, Vision and Values.'

The Trust's Strategic Aims filter down into every area of our organisation, through the Annual Delivery Plan, Academy Improvement Plans, and individual Performance Management Objectives, which ensures that all employees are ultimately working together to achieve our mission to "Enrich Lives and Transform Futures".

Centrally, there is an established business function which includes Finance, HR, Estates, Communications and Marketing, Data and Governance. Within the central Education Team is the School Improvement Team (SIT), which includes Leads in the following areas: Pastoral, Maths, English, SEND and Professional Learning. Following the Trust's Model of School Improvement and using the concept of CSI (Challenge, Support and Intervention), they support our Academies to bring about improvements.

OUR VISION

Our vision is that every child within the Trust, regardless of their background, will attend an academy that offers high-quality education.

This means:

- » Every child is recognised as an individual and has access to first-class pastoral care because we want them to be happy.
- » Every child benefits from a wide range of enriching opportunities because we place great emphasis on their personal development.
- » Every child benefits from dedicated leaders, teachers and staff who are relentless in their ambition to improve the quality of teaching in our academies because we know excellent teaching is key to transforming the futures of our students.

OUR VALUES

Our mission and vision are underpinned by our values which guide all our activities every single day in order to support all our students to achieve their full potential regardless of background.



EXCELLENCE

We strive for the highest quality to ensure excellence outcomes and personal achievements.



DEDICATION

We believe there is dignity in hard work and effort.



AMBITION

We aim to be the best that we can be, in all that we do.



INTEGRITY

We believe in openness, honesty and have a real sense of moral purpose.



TRADITION

We believe in good manners, kindness and respect.

MAT Frequently Asked Questions

What is a Multi-Academy Trust (MAT)?

A MAT is a charitable company which has been set up to operate more than one academy or free school in the English education system.

Who is in charge of a MAT and what do they do?

- » **Members** – Oversee the Trust's constitution, and appoint Trustees/Directors to the Board of Directors and annually hold them to account. Members take no active part in the overseeing and development of a MAT.
- » **Directors (Trustees)** - They are responsible for direction of and overseeing the activities of a MAT and its academies, although the day-to-day leadership and management lies with the CEO and other executives.
- » **Associates (Governors)** - Each academy within the MAT have their own Local Governing Body (referred to as Academy Association), that provides a more detailed oversight at a local level.

The Board of Directors has responsibility for:

- » ensuring clarity of vision, ethos and strategic direction of the MAT;
- » holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff; and
- » overseeing the financial performance of the organisation and making sure its money is well spent.

MATs operate independently of Local Authority (LA) control. They are funded by central government through the ESFA (Education and Skills Funding Agency) and are overseen by the RD (Regional Director).

Directors (Trustees) need to be aware of their obligations to the Department for Education and understand the funding agreement, enabling them to allocate the funding received from government. When taking decisions, members of the board of trustees are expected to act in the best interests of the MAT as a whole, rather than in the interests of one or particular academy.

Directors (Trustees) can delegate duties to local Associations at each of their Academies. Delegated duties are set-out in a scheme of delegation. Regardless of the extent of delegation, the Board of Directors remains accountable for the performance of all its academies.

What are the advantages of MATs?

- » Autonomy to develop extended provision to suit its academies students and their communities;
- » Increased capacity for school improvement thereby improving the quality of teaching and learning and sharing best practice;
- » Economies of scale for resourcing and procurement;
- » Operating infrastructure to manage premises, risk, health and safety and IT;
- » Economic and skill benefits of sharing services;
- » Opportunities for flexible staffing recruitment, retention and development.

Our Benefits

At Fairfax Multi-Academy Trust, we prioritise wellbeing to ensure our Directors feel valued.

- » Perkbox subscription, which includes access to varying mental health support, fitness programmes and flexi perks.
- » Travel and out of pocket expenses.
- » Induction programme and continuing role specific training.
- » Free flu jab.
- » Free annual eye test.





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Being a Director has given me a great deal of pleasure. I feel I am able to contribute to children and young people's futures and have a positive impact in governance across the Trust.

Joanne Charlton, Director

Induction and Training

It is vital that FMAT Directors are highly trained and aspire to learn more about their roles and the education sector in general.

As a Trust, FMAT are committed to supporting new Directors.

A bespoke induction programme is provided to familiarise you with the key roles and aspects of the organisation and provide guidance regarding conduct and expectations for your role.

From induction and throughout the duration of your term, dedicated training will be provided through a variety of Professional Learning platforms both internally and externally.

There will be some core modules applicable to all and others allocated according to specific lead roles.



You will also have access to the National Governance Association and the vast resource of research and training materials available via this platform:

[For Schools & Trusts | National Governance Association \(nga.org.uk\)](https://www.nga.org.uk)



Role Description

Director of Trust Board

Commitment:

- » 5 Board of Directors meetings per annum
- » 5 committee/association meetings per annum (per sub-committee) x 2
- » Circa 100 hours per annum including preparation for and undertaking meetings, ad hoc formal panels, training and academy visits

Responsibilities:

- » Strategic oversight, set the vision and policies for the Trust
- » Ensure appropriate governance and decision-making
- » Set the strategy for the Trust

- » Ensure compliance with all regulatory requirements
- » Hold the executive to account for academic standards and outcomes
- » Oversee the finances and effective use of funds
- » Set appropriate targets and hold the CEO to account
- » Agree and monitor budgets
- » Review performance across the Trust
- » Oversee contractual relationships with third parties
- » Oversee a risk register which actively informs Trust agenda and decision making.

Person Specification

Directors must comply with the Trust's Code of Conduct. Therefore, the Board of Directors considers the following as essential skills and attributes for membership of the board; training will be provided where necessary.

Personal Qualities

- » Commitment to the mission, vision and values of the Trust.
- » Commitment to the education and welfare of all our students.
- » Commitment to equal opportunities, inclusion and the promotion of diversity.
- » Independence of thought and sound judgement.
- » Ability to work as part of a team.
- » Commitment to seeking and taking account of the views of stakeholders (e.g., parents and students).
- » Respect for the work and views of other Directors and staff.
- » Willingness to devote time, enthusiasm and effort to the duties and responsibilities of a Director.
- » Willingness to make and stand by collective decisions.

Aptitude and Skills

- » Willingness to understand and accept the legal duties, responsibilities and liabilities of directorship.
- » Knowledge of education legislation, guidance and legal requirements or a willingness to learn.
- » Willingness to challenge current thinking, the method of governance and management in a constructive manner and in the best interests of all our students.
- » Ability to evaluate and interpret management information and other data/evidence.
- » Ability to play a strategic role successfully to affect change and meet the objectives of the Trust.
- » Ability to remain impartial and to maintain confidentiality.

- » A positive and proactive approach to problem solving.
- » Eagerness to reflect and learn, even in the role of Director.

Knowledge/experience

Specific professional knowledge and experience in at least one of the following:

- » Charity law and governance.
- » Directorship or management of a complex organisation with multiple sites/subsidiaries
- » Financial expertise.
- » Expertise of school education in England.
- » Health & safety expertise/experience.
- » Safeguarding expertise/experience.



- » Data analysis and/or research expertise.
- » The management of change experience/expertise.
- » Monitoring and evaluating performance in the commercial and/or not for profit sectors.
- » Recruitment and Human Resources expertise, including employment legislation.
- » Business development experience/expertise.
- » Risk management experience/expertise
- » Property and estate management expertise.
- » Marketing, media and PR.

Person Specification | Continued

Other Requirements

- » Willingness to attend meetings of the Board and other meetings as required – there will be at least five meetings of the full Board of Directors per year. Directors will be asked to undertake additional meetings to ensure Committees of the Trust are quorate.
- » Willingness to undertake training and participate in evaluation of the board's work.
 - FMAT subscribes fully to the principles described by the work of the Committee on Standards in Public Life (The 'Nolan' principles, 1995). We commit to recognising the importance of these principles and expect all employees, governors, Directors, members and any other officers of the trust to uphold them at all times.
 - Selflessness: Holders of public office should act solely in terms of the public interest.
 - Integrity: Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
- Objectivity: Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- Accountability: Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- Openness: Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- Honesty: Holders of public office should be truthful.
- Leadership: Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.





How to apply

To apply please visit:

[Director Vacancies](#)

Prospective Directors will be invited to interview. All appointments are subject to satisfactory references, DBS clearance and eligibility to work in the UK

FURTHER INFORMATION

Should you have any queries or would like a confidential conversation about the role, please contact our Governance and Compliance Officer, Rachel Sullivan by email on:

r.sullivan@fmat.co.uk or call 0121 788 4100



BOURWILE
SCHOOL

ENRICHING **LIVES;** TRANSFORMING FUTURES

EXCELLENCE.
DEDICATION.
AMBITION.
INTEGRITY.
TRADITION.