

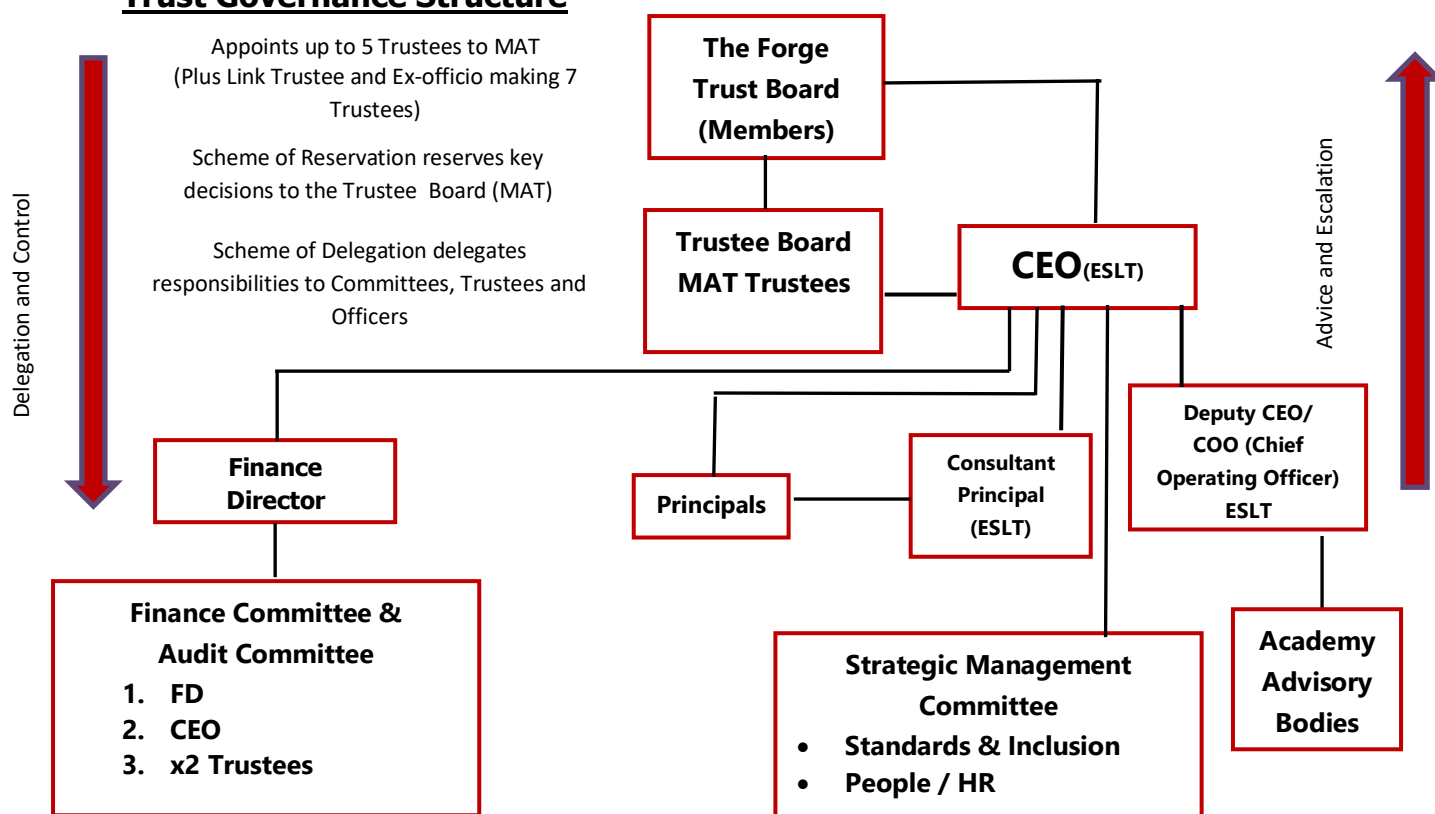
Trust Governance Arrangements

Our Ambition: To be the highest performing MAT in the country
Our Mission: To improve the communities we serve for the better

The Forge Trust is the legal entity which promotes and sponsors Academies within the Trust. The Forge Trust establishes and maintains Academies and acts as a sponsor.

The Trust has established a clear organisational structure with identified lines of accountability and reporting for all its operations. This includes defining the responsibilities of the Trust Members Board (Trustee Board) and those responsibilities delegated to its committees and officers within the Trust. The diagram below sets out the relationship of the Sponsor (The Forge Trust Board Members, consisting of 5 Members) to the MAT (The Trustee Board, consisting of 7 Trustees) and its sub-committees.

Trust Governance Structure



NOTE: The ESLT (Executive Senior Leadership Team) will meet bi-weekly to support and challenge each academy. This team consists of:

- CEO / DEPUTY CEO
 - Executive Principal
 - Principals
 - Executive Assistant Principal (taking minutes)
 - Finance Director
- (Trustees & Members can also attend)

Scheme of Delegation

The responsibilities of the MAT (Trustees) are set out below. The Trust Board has agreed Terms of Reference for each committee, which are summarised below. The different roles of Trustees and Company Directors (Members) are clearly laid out below to ensure that there is no room for doubt about where responsibilities rest. This document makes it clear how methods of escalation happen between officers, committees and the Trust Board and on what matters committees are required to make recommendations or provide advice to the Board.

Trust Board (Members)

The Forge Trust Board, through its body of, largely, non-executive trustees, is responsible for the overall strategic direction of the Trust and holding the Chief Executive Officer to account for delivering agreed priorities. They are 'guardians of the constitution', and protect the ethos of the trust, and have authority over the trustees. The CEO reports to the members termly. In line with the latest DfE guidelines, there are 5 members.

1. Sue Trentini (Chair of Trustees & Link with members)
2. Trev Puttergil (Community)
3. Peter Towner (Ofsted)
4. Haley Berry (Business)
5. Jack Tarr (Education)

Specific responsibilities include:

- priority setting and ratification of new projects;
- holding the CEO to account for delivery of strategic objectives and the overall performance of the Trust and its academies through receiving regular performance data and analysis;
- appointment, appraisal, discipline and dismissal of the Chief Executive Officer and Deputy Chief Executive Officer;
- approval of the annual budget, Medium Term Financial Plans, the Trust's Business Plans and risk management policy;
- approval of the Trust's annual report and statutory accounts receiving the annual management letter and governance report of the External Auditor and agreement of proposed action;
- continuous appraisal of the affairs of the Trust and its Academies;
- consideration of the Trust's overall performance, including financial performance
- approval of significant management policies, including SEND and Safeguarding (incorporating PREVENT) and receiving assurance from the CEO that such policies are being implemented;
- requiring and receiving the declaration of Board members' interests that may conflict with those of the Trust and determining the extent to which that member may remain involved with the matter under consideration and maintaining a register(s) of pecuniary interests for Board members, Academy Advisory Body representatives and staff.

Trustee Board (MAT Trustees)

The Trustee Board meets at least 3 times annually (termly). Ultimately the Trustee Board holds each Academy to account for its performance through the Chief Executive Officer, and provide challenge and support in their specialist areas.

Present Trustees do have a very broad range of backgrounds, professions and expertise. The Trust does undertake a skills audit and Trustees are kept up to date in order for them to be equipped to fulfil their role. There is periodic training on topical issues and Trustees have access to The Key website and guidance, to allow them to, amongst other things, access a significant amount of training materials.

Name of Trustee	Specialist Area
1. Sue Trentini (Chair)	Education & Governance
2. Tim Woodman-Clarke	Finance
3. Lynn Murray	Community & Safeguarding
4. Linda Sargisson	HR, Administration and SEN
5. Steve Scawthorne	Construction & Health & Safety
6. Trish Astill	Legal/Premises
7. Lee Hessey	CEO/ Ex-officio (NLE, MA Ed (Dist) Fellow of the Chartered College of Teaching in 2020.

Finance & Audit Committee

1. Trish 2. Steve 3. Trish 4. Sue Trentini

Strategic Management Committee

Includes: Education, Standards & Inclusion & People/HR

1. Lorraine 2. Lynn 3. Linda 4. Sue T

The CEO, Deputy CEO and Finance Director will attend all committee meetings. The Chair of Trustees is also a Director (Member) of The Forge Trust, and oversees the entire operation, providing a link between the Trustees and the Trust Board.

Committees

Finance & Audit Committee (The Finance Director will lead the Finance Committee)

The main purpose of the Finance Committee is to assist the decision making of the Trustee Board, by enabling more detailed consideration of the Trust's and individual Academies' planning, control and monitoring of finances and resources. This includes making recommendations to the Trust Board in relation to annual budgets, Medium Term Financial Plans, financial policy, spending performance etc. The Finance & Audit Committee meets Termly.

The 'Audit' aspect of this committee provides independent advice and assurance to the Trust Board, primarily in relation to matters of probity, propriety and the effective stewardship of public funds. The risk register identifies all risks for the trust, focusing on the key requirements set out in the Academies Financial Handbook. The Audit Committee meets at least 3 times a year. Specific responsibilities of the Audit Committee include:

- considering the appointment of the external auditor and assessing independence of the external auditor, reviewing the external auditor's management letter and management's response;
- reviewing the internal assurance programme and individual reports including reports on the effectiveness of systems for internal financial control, financial reporting and risk management;
- considering management's response to any major external audit or internal assurance recommendations;
- reviewing the Trust's procedures for handling allegations from whistleblowers and allegations of fraud, bribery and corruption;
- reviewing, and challenge where necessary, the actions and judgements of management, in relation to the annual financial statements before submission to the Trust Board;
- reviewing the adequacy and effectiveness of the Trust's governance, risk management and internal control arrangements, as well as its arrangements for securing value for money.

The Strategic Management Committee (Standards, Inclusion, People/HR)

This committee provides assurance to the Trust Board in relation to education outcomes at the trust's academies, and meets termly, and its responsibilities include monitoring:

- the performance of individual academies and the Trust as a whole, against agreed KPIs;
- the quality of leadership in each individual academy to account for academic performance, quality of SEND provision, quality of teaching and learning, exclusions and pupil and staff attendance;
- development plans and progress made against targets of any Academy within the Trust that receives an Ofsted judgement that is less than 'good' or is considered a risk;
- any Ofsted or DfE Inspection reports;
- the effective use of SEND, Pupil and Sport Premium funding by the Trust as a whole and by academies individually;
- pupil progress as a whole and academies individually;
- how any changes to national legislation with regard to curriculum, examinations, SEND and reporting to parents may affect individual academies and the trust as a whole.

The 'People' aspect of this committee considers the workforce-related aspects of the trust. Responsibilities include:

- receiving proposals regarding policies on performance and pay;
- monitoring and evaluation of the performance of the Chief Executive Officer;
- to advise on the strategic planning of the Trust's human asset.

Academy Advisory Bodies (Academy Partnership)

Each Academy within the Trust has an Academy Advisory Body (Academy Partnership) that provides oversight at a local level. The remit and terms of reference are established by the Trust Board. The AABs will now meet once per year in the summer term, and have responsibilities which include:

- considering and exploring the extra-curricular activities and opportunities that may be of benefit to pupils at the Academy and facilitate their delivery;
- considering how standards, facilities and practice at the school could be improved;
- to review the academy's financial position, staffing and development plans and ensure they are set up to deliver successful pupil outcomes.

Academy Advisory Boards (Partnership Meetings) happen once a year in year in June. Membership of the AABs includes the Academy Principal (and Vice Principal), a member of staff (optional), a parent representative (optional), the trust's SENCO, the Chief Operating Officer/Deputy CEO, the Executive Assistant Principal and a community member (optional). Principals share the school improvement newsletters with parents.

Academy Open Forums (community)

All academies hold an open forum once a month. Anybody can attend these meetings.

Updated 01.09.21 by L. Hessey