

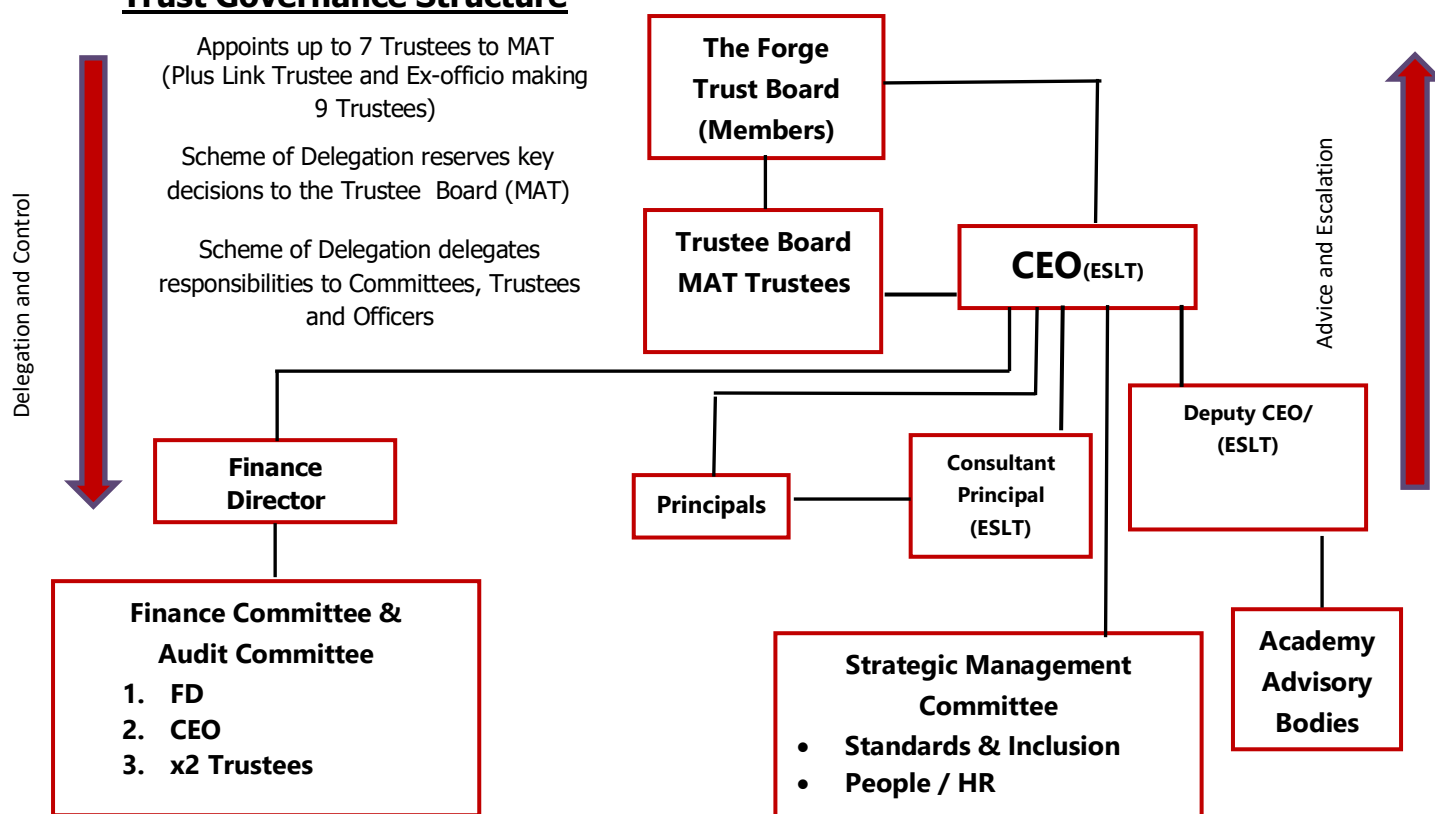
Trust Governance Arrangements

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 that 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 9 Trustees) and its sub-committees.

Trust Governance Structure



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

- CEO / DEPUTY CEO
 - Consultant Principal and Governance Professional
 - Principals
 - Finance Director
- (Trustees 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 (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.

Members

Members have a similar role to the shareholders of a company. They:

- are subscribers to the memorandum of association (where they are founding members);
- may amend the articles of association subject to any restrictions created by the funding agreement or charity law;
- may, by special resolution, appoint new members or remove existing members other than, where there is one, the foundation/ sponsor body and any members it has appointed;
- have powers to appoint trustees as set out in the trust's articles of association and powers under the Companies Act 2006 to remove trustees.
- may, by special resolution, issue direction to the trustees to take a specific action
- appoint the trust's external auditors and receive (but do not sign) the audited annual report and accounts (subject to the Companies Act);
- have power to change the company name and ultimately wind it up

Trustees

The Forge Trust Board is responsible for the overall strategic direction of the trust and holding the Chief Executive Officer to account for delivering agreed priorities. The CEO reports to the full trust board termly.

1. Sue Trentini (Chair of Trustees)
2. Lee Hessey (Ex-Officio)
3. Trish Astill
4. Lynn Murray
5. Susan Bird
6. Linda Sargisson
7. Steve Scawthon
8. Daniel Johnson
9. Declan Barker

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;
- 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;
- Ensuring that appropriate measures are in place to avoid conflicts of interest

Meetings and Responsibilities

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 provides challenge and support in their specialist areas.

Trustee have a very broad range of backgrounds, professions and expertise. The trust undertakes 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 Governor Hub and 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. Lee Hessey	CEO/ Ex-officio (NLE, MA Ed (Dist) Fellow of the Chartered College of Teaching in 2020.
3. Lynn Murray	Community & Safeguarding
4. Linda Sargisson	HR, Administration and SEN
5. Susan Bird	Finance, the Charity Sector and Equality
6. Steve Scawthorne	Construction & Health & Safety
7. Trish Astill	Legal/Premises
8. Daniel Johnson	Project Management, Construction and Health and Safety
9. Declan Barker	Special Educational Needs, Community Engagement, Sport

Finance & Audit Committee

1. Steve Scawthorn 2. Trish Astill 3. Daniel Johnson 4. Susan Bird 5. Sue Trentini

Strategic Management Committee

Includes: Education, Standards & Inclusion & People/HR

1. Lynn Murray 2. Linda Sargisson 3. Declan Barker 4. Sue Trentini

The CEO or Deputy CEO will attend all committee meetings. The Chair of Trustees is also a Member and acts as a link between trustees and members, providing oversight.

Committees

Finance & Audit 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 six times each academic year.

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 Academy Trust Handbook. 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 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.

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 Consultant Principal and a community member (optional).

Principals share the school improvement newsletters with parents.

Academy Open Forums (community)

All academies accommodate Open Forums open to all stakeholders during the year.

Updated 01.09.22 by L. Hessey