

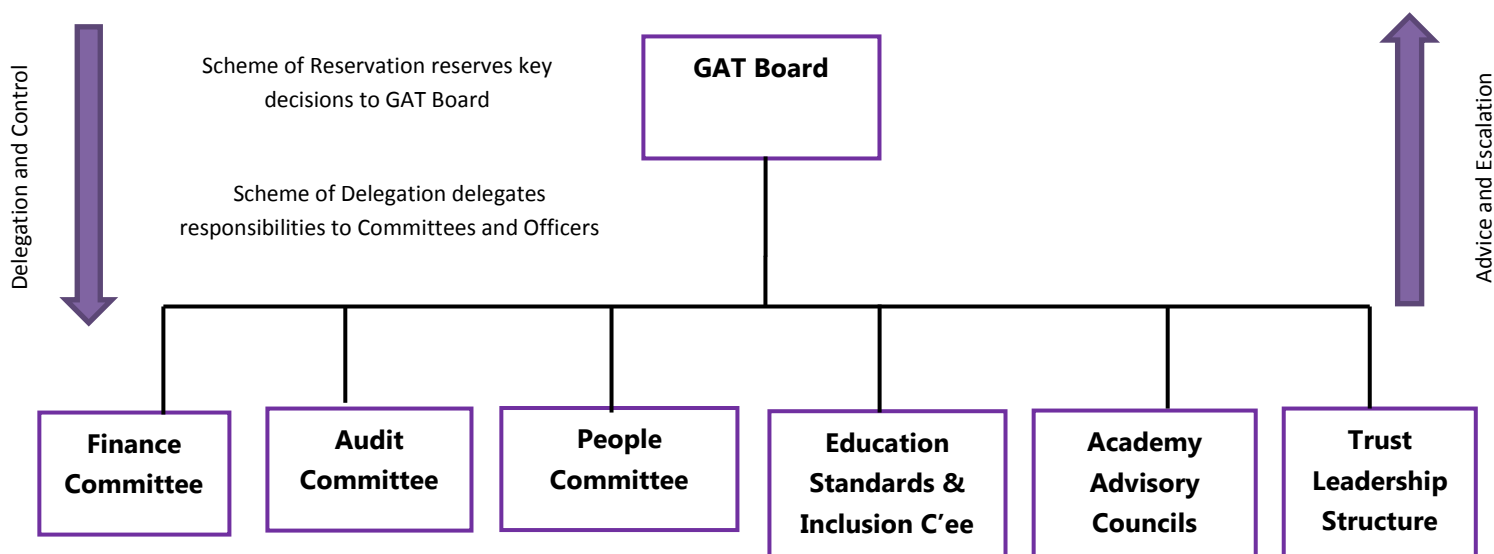


GREENWOOD ACADEMIES TRUST

Trust Governance Arrangements

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 Board and those responsibilities delegated to its committees and officers within the Trust. The diagram below sets out the governance structure of Greenwood Academies Trust (GAT) and its committees.

Trust Governance Structure



Scheme of Delegation

The responsibilities of the GAT Board and its committees are set out in the Trust's Scheme of Delegation. Decisions reserved for the Trust Board are set out in a Scheme of Reservation. The Trust Board has agreed Terms of Reference for each committee, which are summarised below. The different roles of Trustees and Company Officers are clearly laid out in the Scheme of Delegation to ensure that there is no room for doubt about where responsibilities rest. The Scheme 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.

The Appendix identifies the meeting attendance of Trustees at the Trust Board and committee meetings for the 2017/18 Academic year.

GAT Members

The Members of GAT are the subscribers to the Trust's memorandum of association. They have oversight of the governance arrangements of the Trust and have the power to appoint trustees and remove these trustees.

The Members that served during the 2017/18 academic year are shown in the table below. Greenwood Dale Foundation ceased to be a Member from July 2018.

GAT Members	Appointed by	Appointed
Trevor Frost	GDFT members	01-Sep-13
David Shelton	GDFT members	01-Sep-13
Kate Ransom	GDFT members	01-Sep-13
John Dunstan	GDFT members	01-Sep-13
Business Supporter (Experian)	GAT Articles	since incorporation
Principal Sponsor (Greenwood Dale Foundation)	GAT Articles	since incorporation

Trust Board

The Trust Board, which is mainly comprised of non-executive trustees, is responsible for the overall strategic direction of the Trust and holding the executive trustees to account for delivering agreed priorities.

Specific responsibilities include:

- priority setting and ratification of new projects
- holding the executive 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 and Deputy Chief Executive
- 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 GAT, its Academies and subsidiary companies
- 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 executive 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 Council representatives and staff.

The Trust Board meets at least four times annually. Ultimately, the Trust Board holds each Academy to account for its performance through the Chief Executive.

Present Trustees 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 a private intranet to allow them to access a significant amount of training materials.

Finance Committee

The main purpose of the Finance Committee is to assist the decision making of the Trust 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, budget monitoring, etc. The Finance Committee meets termly.

Audit Committee

The Audit 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. A key input to this committee is the Internal Assurance Team, which has a dual reporting line into the committee and the executive. The annual Internal Assurance programme is a risk based programme which not only focuses on the key requirements set out in the Academies Financial Handbook but all key risk areas.

The Audit Committee meets at least three times a year. Specific responsibilities of the Audit Committee include:

- considering the appointment of the external auditor, assessing their independence, and reviewing their 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
- reviewing the Trust's procedures for handling allegations from whistle-blowers and allegations of fraud, bribery and corruption
- reviewing and challenging 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.

Education Standards & Inclusion Committee

The Education Standards & Inclusion Committee provides assurance to the Trust Board in relation to education outcomes at the Trust's academies, meets termly, and its responsibilities include monitoring:

- the performance of individual academies, and the whole Trust, 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 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.

People Committee

The People Committee considers the workforce-related aspects of the Trust, meets termly, and has responsibilities which include:

- receiving proposals regarding policies on performance and pay
- monitoring and evaluation of the performance of the Chief Executive
- advising on the strategic planning of the Trust's human asset

Academy Advisory Councils

Each Academy within the Trust has an Academy Advisory Council (AAC) that provides oversight at a local level. The remit and terms of reference are established by the Trust Board. The AACs meet three times a year, and have responsibilities which include:

- providing feedback to the Principal on the appropriate day to day procedures of the Academy
- considering and exploring the possibilities for work experience, work placements and other similar opportunities that would benefit pupils at the Academy
- considering and exploring the extra-curricular activities and opportunities that may be of benefit to pupils at the Academy and facilitate their delivery

Membership of the AACs includes the Academy Principal, members of staff, parents and other members of the community. Membership details are included on the websites of individual academies.

Appendix – 2017/18 Meeting Attendance

Trust Board

Trustee	Term (yrs)	Appointed by	Relevant Dates		Number of Meetings	
			Appointed	Resigned / End of term	Attended	Out of possible
Tim Render	4	Sponsor Director	04-Jul-14	03-Jul-18	3	3
Edwina Grant	4	Sponsor Director	12-Dec-14	-	1	4
Wayne Norrie	n/a	n/a	01-Jan-16	-	4	4
Graham Feek	n/a	n/a	20-Apr-12	-	4	4
Mike Hamlin	4	Sponsor Director	01-Sep-16	-	4	4
Nigel Hastings	4	Sponsor Director	01-Sep-16	13-Jul-18	4	4
Andrew Walker	4	Sponsor Director	01-Sep-16	-	4	4
Professor Christine Hall	4	Co-opted Director	01-Sep-16	-	4	4
Tim Guyler	4	Co-opted Director	01-Sep-16	-	2	4
Jane Spencer	n/a	Business Supporter	01-Sep-16	28-Feb-18	1	2
Mark Rutherford	4	Co-opted Director	01-Mar-17	-	3	4
David Anstead	4	Co-opted Director	15-Dec-17	-	2	2
Jo Forrester	n/a	Business Supporter	28-Feb-18	-	2	2
Lesley Odell	4	Co-opted Director	23-Mar-18	-	1	1
Ken Gill	4	Co-opted Director	23-Mar-18	-	0	1
Simon Massarella	4	Co-opted Director	12-Jul-18	-	1	1
Shahbaz Haque	4	Co-opted Director	12-Jul-18	-	1	1
Joanne Smart	4	Co-opted Director	13-Jul-18	-	0	0

Finance Committee

Trustee	Relevant Dates		Number of Meetings	
	Appointed	Resigned / End of term	Attended	Out of possible
Tim Render	04-Jul-14	03-Jul-18	3	3
Jane Spencer	21-Oct-16	28-Feb-18	2	2
Jo Forrester	28-Feb-18	-	1	1

Audit Committee

Trustee	Relevant Dates		Number of Meetings	
	Appointed	Resigned	Attended	Out of possible
Nigel Hastings	21-Oct-16	13-Jul-18	3	3
Andrew Walker	01-Sep-16		3	3
Mark Rutherford	01-Mar-17		1	3

Standards & Inclusion Committee

Trustee	Relevant Dates		Number of Meetings	
	Appointed	Resigned	Attended	Out of possible
Edwina Grant	12-Dec-14		3	4
Mike Hamlin	21-Oct-16		4	4
Professor Christine Hall	21-Oct-16		4	4
Tim Guyler	21-Oct-16		4	4
David Anstead	15-Dec-17		1	2
Lesley Odell	23-Mar-18		1	1

People Committee

Trustee	Relevant Dates		Number of Meetings	
	Appointed	Resigned	Attended	Out of possible
Edwina Grant	21-Oct-16		4	4
Mike Hamlin	21-Oct-16		4	4
Tim Guyler	21-Oct-16		4	4