

Company Registration Number: 10253931 (England & Wales)

Whinless Down Academy Trust
(A company limited by guarantee)

Annual report and financial statements

For the year ended 31 August 2019

Whinless Down Academy Trust
(A company limited by guarantee)

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Reference and administrative details for the Year Ended 31 August 2019

Members

Mrs Rhian Potts
Mrs Claire Jones
Mrs Patricia Sherling
Mrs Alison Mackintosh
Mr Gordon Newton (resigned 25 January 2019)

Trustees

Mr Malcolm Bowler (resigned 24 January 2019)
Mrs Alison Mackintosh, Chair of Trustees
Mrs Michelle Noden
Mrs Carol Rayfield
Mrs Patricia Sherling, Vice Chair
Mrs Anne Siggins
Mrs Victoria Smith
Mr Michael Ashley (appointed 24 January 2019)
Mrs Kathy Howell (appointed 24 January 2019)
Mr David Mellon
Mrs Claudia Sawyers (resigned 24 January 2019)

Company registered number

10253931

Company name

Whinless Down Academy Trust

Principal and registered office

Priory Fields School
Astor Avenue
Dover
Kent
CT17 0FS

Senior Management Team

Mrs Anne Siggins, Executive Head Teacher
Mrs Michelle Noden, Academy Business Manager
Mrs Helen Seeley, Head of School, Priory Fields School
Miss Rachel Appleby (Suckling), Head of School St Martin's
Miss Kelly Brown, Head of School Vale View
Mrs Shara Wheeler, Assistant Headteacher, Priory Fields
Mrs Helen Thompson, Assistant Headteacher, St Martin's
Mrs S Harris, Assistant Headteacher, Vale View

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Reference and administrative details for the Year Ended 31 August 2019 (continued)
For the year ended 31 August 2019

Independent auditors

Kreston Reeves LLP
Chartered Accountants
Statutory Auditor
37 St Margaret's Street
Canterbury
Kent
CT1 2TU

Bankers

Lloyds Bank plc
25 Gresham Street
London
EC2V 7HN

Whinless Down Academy Trust
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Trustees' report
For the year ended 31 August 2019

The Trustees present their annual report together with the financial statements and auditors' report of the charitable company for the period 1st September 2018 to 31 August 2019. The Annual Report serves the purposes of both a trustees' report, and a director's report under company law.

The trust operates 3 primary academies for pupils aged 4 to 11 in Dover Kent. Priory Fields School has been part of the Priority School's Building Project and the new build was completed in September 2018 when the school transferred from the old building into the new one. Vale View requested to join the Academy and this was achieved in January 2018. Its academies have a combined pupil capacity of 896 and had a roll of 804 pupils in the main school and 37 pupils in the Nursery in the school's autumn census 2019.

Structure, Governance and Management

Constitution

The academy trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association dated 28 June 2016 are the primary governing documents of the Academy Trust.

The Trustees of Whinless Down Academy Trust act are also the directors of the charitable company for the purposes of company law. The charitable company is known as Whinless Down Academy Trust.

The Academy Trust also trades under the individual names of each school within the Multi-Academy Trust;

- Priory Fields School
- St Martins School
- Vale View School

Details of the Trustees who served during the period are included in the reference and administrative details on page 1.

Members' Liability

Each member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a member, or within one year after they cease to be a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member as required in the Academy Trust's Funding agreement and memorandum and Articles of Association.

Trustees' Indemnities

The Academy Trust has opted into the Department of Education's risk protection arrangement (RPA), an alternative to insurance where a UK government funds cover losses that arise. This scheme protects the Trustees and officers from claims, arising from negligent acts, errors or omissions occurring whilst on academy business, and provides cover up to £10,000,000.

Principal Activities

The Academy's main objective is to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing, by establishing, maintaining, carrying on, managing and developing the schools within the Trust. This is achieved by offering a broad and balanced curriculum within settings and providing an ethos where everyone is able to achieve, feel valued and safe and secure.

Method of Recruitment and Appointment or Election of Trustees

The Members of the Academy Trust shall comprise the signatories to the Memorandum and Articles of Association.

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Trustees' report (continued)
For the year ended 31 August 2019

The number of Trustees shall not be less than three, but shall not be subject to a maximum.

The Charity's Articles of Association set out the constitution and method of appointment of the Trustee body, including parent Trustees who are elected in accordance with Department of Education guidelines. Suitability of Trustees is determined by their interest in the work of the charity, eligibility and personal competence and to ensure the Trustee body has the breadth of skills and knowledge necessary to advance the Academy in all areas.

The Board of Trustees is made up of 9 trustees:

- Seven Co-opted Trustees (of which one is a Local Governing Body Chair)
- The Executive Headteacher.
- One staff Trustee,
- (Parent representation is provided on the Local Governing Body).

Policies and Procedures Adopted for the Induction and Training of Trustees and Governors

The Trustee body and Executive Headteacher believe that it is essential that all directors and governors receive an appropriate induction process. This would include a tour of the academy and a chance to meet staff, pupils, the Head of Schools and the Chair of the Board with a view to ensuring the Trustee has good understanding of the Academies vision and values and the day to day operation. All Trustees and LGB Members are required to complete a Skills audit to enable the board to identify training needs and gaps within our skills base.

Although no formal training programme exists for the Trustees within the Academy they are allocated a 'Buddy' for support. Trustees are encouraged to participate in training programmes, through participation in appropriate and relevant training courses arranged by the Academy. Training that has taken place over the year includes, ISDR training, SEF workshops, understanding data and the Chair has successfully completed the Training for Chairs provided by the National Governance Association (NGA) and the Clerk to the Trust and LGBs have successfully completed the NGA clerk training.

We see training and development of Trustees and Governors as an important requirement to ensure they are able to undertake their duties which will lead to more effective governance. As part of the KMA (Kent MAT Alliance) both Trustees and Governors are able to access training programmes provided by the KMA, they also attend Local Authority briefings and training sessions as appropriate.

The Trust has a comprehensive policy schedule which ensures that policies are reviewed in a timely manner. Statutory policies are available on the Whinless Down Academy Trust website which is also linked to each of the schools own websites and a range of other policies are also available both on the website and via the school office.

Organisational Structure

The management structure of the academy consists of four levels: The Members The Whinless Down Academy Trust Board, The Finance and Strategic Audit Committee (FSAC), The Local Governing Bodies and the Academy Executive and Leadership Teams.

The members have a similar role to shareholders of a company limited by shares and their key roles and responsibilities can be found in the Academies Financial handbook.

The Board of Trustees role in the Academy Trust is essentially a strategic one acting on advice from the Executive Headteacher and other external monitoring bodies. The Board of Trustees are responsible for setting general policy, adopting an annual plan and budget monitoring for the Academies by the use of budget reports and making strategic decisions about the direction of the Whinless Down Academy Trust, capital expenditure, growth and senior staff appointments.

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Trustees' report (continued)
For the year ended 31 August 2019

The Board of Trustees has delegated the day to day management of the schools in the Trust to the Executive Headteacher. The key role of the Executive Headteacher is setting the strategic vision for the Trust, building its culture and the creation and development of teams that work in and across the Trust. The Board holds the Executive Headteacher to account.

The Trust Board delegate functions to the FSAC committee as per the Scheme of Delegation. They meet at least three times a year and are involved in the monitoring and preparation of the budgets for each school. They ensure that both internal and external audits are completed and actions are promptly addressed.

The Trust Board delegate functions to the Local Governing Bodies as per the Scheme of Delegation. They meet six times a year and are involved in the monitoring of standards, the quality of teaching and learning and personal development, behaviour and welfare. The Local Governing Body feed information to the Trustees via the Trustee with the relevant responsibility.

The Academy Executive and Leadership Team consists of Executive Headteacher, Head of Schools, Assistant Headteachers and the Academy Business Manager. These leaders control the Academy at school level implementing the policies laid down by themselves, the Local Governing Bodies or the Board of Trustees. As a group, the senior leadership team is responsible for the authorisation of spending within agreed budgets and the appointment of non-senior staff. Appointments for the post of Executive Headteacher and Academy Business Manager requires trustee's authorisation and the Heads of School, require the Local Governing Body's authorisation.

The Executive Headteacher is the accounting officer.

Arrangements for setting pay and remuneration of key management personnel

The Trustees will agree the salary level prior to the commencement of the recruitment process of a new Executive Headteacher. Trustees are required to review the Executive Headteacher's performance against previously set targets and to set new targets for the upcoming year. All pay increases must be linked to performance targets. This is delegated to a panel responsible for the Executive Headteacher's appraisal and they will be supported by an external consultant.

Heads of School pay is set using the formula within the pay and conditions document applicable at the time of appointment and within a range set by the Trust Board.

With existing members of the leadership team (including Head of School) the executive headteacher is required to review the leadership's team's performance against previously set targets and set new targets for the coming academic year. The Executive Headteacher may apply an inflationary increase and any discretionary increase as authorised by the Trustees. All pay increases must be linked to performance targets.

The Academy adheres to the School Teachers Pay and Conditions Document.

Clear expectations form the basis for all good performance relationships. The executive Headteacher feeds back to the Local Governing Body on pay awards for staff other than senior leaders and feeds back to the Trustees for senior leaders. The committee responsible for the Executive Headteacher's appraisal feeds back to the Trustees regarding any pay decisions having consulted with an external advisor.

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Trustees' report (continued)
For the year ended 31 August 2019

Trade union facility time

Relevant union officials

Number of employees who were relevant union officials during the relevant period	Full-time equivalent employee number
0	0

Percentage of time spent on facility time

Percentage of time	Number of employees
0%	0
1%-50%	0
51%-99%	0
100%	0

Percentage of pay bill spent on facility time

Provide the total cost of facility time	£0
Provide the total pay bill	£3,503,999
Provide the percentage of the total pay bill spent on facility time, calculated as: (total cost of facility time ÷ total pay bill) × 100	0%

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as: (total hours spent on paid trade union activities by relevant union officials during the relevant period ÷ total paid facility time hours) × 100	0
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Related Parties and other Connected Charities and Organisation

Owing to the nature of the Academy Trust's operations and the composition of the Board of Trustees being drawn from a cross section of the local and wider community, transactions may take place with organisations in which a Trustee has an interest. In the event of any transactions involving such connected organisations, interests are declared and transactions conducted at arm's length and in accordance with the Academy Trust's financial regulations and normal procurement procedures.

Objectives and Activities

The main objective of the Academy during the period ended 31st August 2019 are summarised below;

Objects and Aims

The principal object of the Academy is specifically restricted to the following; to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing schools offering a broad and balanced curriculum.

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Trustees' report (continued)
For the year ended 31 August 2019

The goal of the Whinless Down Academy Trust is to improve the quality of education provided to all children in all schools within the trust. The schools within the Trust use each other as a resource to;

- Improving the quality of teaching and learning
- Improving the quality of leadership
- Improving the breadth of curriculum opportunities

These will lead to our ultimate goal: To improve and sustain the best Educational Outcomes for Primary Aged Children in our local communities.

The Trust values children's wellbeing and their education above all else, and puts the needs of children at the centre of its decision making.

Objectives, Strategies and Activities

The vision is for all Academies within the Trust to provide an education that prepares each and every child well for the next stage of their learning journey which in turn will ensure success throughout their adult life. To achieve this, the ethos within each academy is every child matters and every lesson counts. To realise this The Whinless Down Academy Trust is:

- Committed to providing a quality first education for pupils in our local area.
- Committed to improving the life chances of every child with whom they work.
- Committed to developing a culture in which the quality of teaching is seen as central.
- Committed to developing school leaders ensuring the highest quality leadership systems that work on drawing expertise across the Academy Trust and wider educational establishments.
- Committed to ensuring that all staff and children without fear of discrimination will be able to achieve success, feel safe, lead a healthy lifestyle and accomplish beyond original expectations.
- Committed to provide a wide range of sporting, cultural, musical and artistic experiences as well as an absolute understanding of the core skills.

The Whinless Down Academy Trust values diversity and seeks to give everyone an equal chance to learn, work and live free from discrimination or prejudice. We will work together to develop the potential of all pupils across all areas of learning, social, moral and cultural experiences and opportunities.

Pupils will be happy and motivated by the wider curriculum experienced at school. They will become independent learners, aware of how to learn and to manage their emotions to maximise their own learning experiences enabling them to face challenge and difficulty and improving their cultural capital.

All staff will have the opportunity to develop further as self-directed, reflective learners, through working collaboratively with others to enhance their own expertise and to work on their own initiative. Through their passion and research, teachers will enthuse and inspire others to explore new ideas.

Public Benefit

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on Public Benefit when reviewing the charity's aims and objectives and in planning future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

The Trust runs a Multi-Academy Trust for pupils in the nursery and primary phase (2-11) aspiring towards the highest possible standards for approximately 850 main stream pupils and 40 Nursery Pupils. The schools within the Academy Trust are situated in the centre of Dover which has high social deprivation and many pupils are at the early stages of learning English.

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Trustees' report (continued)
For the year ended 31 August 2019

The Academy aims to contribute benefit to the local community and has supported various community events during the year including the following;

- A range of local and national Charity events with donations going to, Race for Life, End Polio, NSPCC Shout campaign, lifeboat, Children In Need, Porchlight, Age UK, Wildlife Trust, Dover Foodbank The Poppy Appeal, Christmas Jumper Day
- Our Christmas and Summer Fairs are open to the local community and stalls are available to sell a variety of gifts and produce.
- Opportunities for pupils to participate in a range of sporting opportunities through The Dover School Games and The Kent School Games.
- The MAT is part of the Kent MAT Alliance (MAT) which enables all staff to benefit from professional development, the sharing of good practice, providing support mechanisms when required and through moderations and monitoring activities.
- Links with local churches to support community events such as coffee mornings, carol concerts and harvest festivals.
- Age UK – weekly visits, Priory Panthers
- Pupils lay Poppy Wreaths at the Memorial in the town centre.
- Music events – Canterbury Pageant, Bold As Brass Project, Harmonia Choir for new Dementia village,
- The MAT supports many local activities organised by a range of different organisations including, The Astor Dance Festival, Christmas singing to the Aged, Music in the Town hall and the Local 'Switch On' event.
- The Academy offers a Holiday Sports Camp for pupils.

The Trust adopts the admission policies of the Local Education Authority in which it works. For full details see the individual school websites.

Strategic Report

Achievements and Performance

Pupils enter the Schools from a wide range of social, cultural and economic backgrounds; All Schools pride themselves on being inclusive Schools.

EYFS 2018 Attainment Outcomes at Good Level of Development

School	All	Pupil Premium
Priory Fields	70%	67%
St Martin's	76.7%	50%
Vale View	72.4%	61.5%

Year 1 Phonics 2018 Outcomes

School	% Achieving expected (all Children)	% Achieving expected (Pupil Premium)
Priory Fields	72.4%	61.5%
St Martin's	80%	100%
Vale View	73.3%	60%

Key Stage 1 Attainment Outcomes 2018

School	Reading (All)	Writing (All)	Maths (All)	Reading (PP)	Writing (PP)	Maths (PP)
Priory Fields	76.3%	74.6%	78%	67%	62%	71.4%
St Martin's	70%	73%	73%	60%	60%	60%
Vale View	53.3%	50%	60%	50%	33.3%	66.7%

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Trustees' report (continued)
For the year ended 31 August 2019

Key Stage 2 Attainment 2018 Outcomes Combined – Reading, Writing and Mathematics, GPS

School	% Achieving expected (all Children)	% Achieving expected (PP)	GPS (All Children)
Priory Fields	57%	51.4%	71.7%
St Martin's	50%	33%	73%
Vale View	58%	63%	67%

To ensure that standards are continually raised the Academy operate a programme of internal and external reviews of curriculum areas and standards of teaching. This is externally quality assured through a rigorous monitoring programme with our external partners who include educational consultants and headteachers and leadership teams from other schools. Results often reflect the high mobility and are cohort specific.

Both St Martins and Priory Fields Schools were inspected in the 2018-2019 academic year and were graded as good schools. Vale View Inspection window opens from January 2020 when the school will have been part of the Whinless Down Academy Trust for a period of two years.

Going Concern

After making appropriate enquiries, The Board of Trustees has a reasonable expectation that the academy trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

Key Financial Performance Indicators

The Trustees are of the opinion that the following are key financial performance indicators for the Trust:

- Percentage of income received from the Education and Skills Funding Agency (ESFA) spent on teaching staff and total staff costs being 76%
- Pupil numbers which leads directly to the ESFA funding level, and;
- General funding expenditure.

Financial Review

Most of the Academy's income is obtained from the Education and Skills Funding Agency (ESFA) and the Local Authority in the form of recurrent grants, some of which are restricted to particular purposes. In addition, the schools receive funds through lettings and funds raised by parents. The budgets for the schools are prepared by the FSAC and approved by the Trust Board. The budgets reflect the priorities of each school and The Trust. The financial position of each school is monitored by the Board's Finance Strategic and Audit Committee and thereafter the Trustee Board. The financial policies and procedures which have been approved by the Trustees comply with the Academies Financial Handbook and are implemented by the Trust and the schools.

When the accounts are consolidated, there is an overall deficit of £727,438. This is following an actuarial valuation of pension deficit figure for the local government pension service of £2,823,000.

A loan of £250,000 from KCC was transferred to the Academy on conversion to contribute to additional facilities as part of the PSBP for Priory Fields and is currently held in a 'short-term' investment bank account in preparation for the commencement of the repayment schedule. Repayments for the loan commenced in August 2016 which is reducing the capital borrowed and will continue to do so to a period of 10 years.

The new building and the demolition have now been completed although ground works are still being established.

Reserves Policy

The Academy aims to maintain a level of reserves sufficient to provide a buffer against future funding uncertainties and to provide a fund to pay for any unexpected or unplanned for asset or maintenance need. The Trust will always ensure that they stay within the EFSA guidelines on levels and appropriate use of reserves.

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Trustees' report (continued)
For the year ended 31 August 2019

The Trust's level of free reserves (total funds less the amount held in fixed assets and restricted funds) at the end of 31st August 2019 is £506,983. this includes restricted funds of £122,088.

Investment Policy

Investments must be made only when approved by the Trustees.

The Trustees' current policy is to invest surplus funds in low risk short term bank deposits that are easily accessible.

Principal Risks and Uncertainties

The Governors have assessed the major risks to which the Academy is exposed, in particular those relating to teaching, provision of facilities and other operational areas of the Academy and its finances. Appropriate systems, policies, procedures and controls have been put in place so as to ensure that the various risks do not impact adversely on the Academy's operations including any operational procedures and internal financial controls. Appropriate insurances are in place.

The principal Risks to the Whinless Down Academy Trust have been identified as:

- 1) Failure to achieve the highest quality standards for children. In order to mitigate this risk Trustees ensure high quality recruitment and appraisal systems for all staff. Rigorous monitoring and accountability systems identify concerns promptly allowing for rapid interventions and swift actions to make the required changes.
- 2) Pupil numbers particularly should the EU Migrant Workers return to their homelands following Brexit. The Trustees are aware of fluctuations in pupil numbers and the ratios of teachers to pupils and regular reports ensure that these are kept within the parameters to prevent any future financial difficulties.
- 3) Maintenance budget for St Martin's School – Trustees are aware of the age of building and the need to ensure that a quality first education can be provided in a building designed for a 19century system. Regular site walks and a maintenance programme support the upkeep. Application for CIF funding to be initiated in a timely manner should major works be required.
- 4) Health and Safety issues for Vale View School – Poor learning accommodation from a 20 year old mobile unit.
- 5) The effect of changes to future funding methodologies and general reductions in educational budgets. The Trustees produce and maintain budgets on a regular basis so that should any anticipated funding shortfalls occur suitable plans can be put in place to mitigate their effect.
- 6) The recruitment and retention of Local Governors with the necessary skills for the role.
- 7) Management effectiveness within school affected by loss of key staff.
- 8) Technological risks from outside organisations particularly around GDPR.

Fundraising

All Schools within the Whinless Down Academy Trust engage in local fund-raising activities such as Christmas and Summer Fairs and activities initiated by the school council. This is complemented with several national events such as Children in Need, Red Nose Day and Christmas Jumper Day. Engagement for parents is voluntary which ensures there is no expectation that parents will contribute if they prefer not to or have hardship problems, this does not preclude pupils from participating. Monies collected are carefully monitored and counted conforming to standards to ensure that there is a rigorous process for collection and distributing as required. Receipts for monies donated are always received and displayed; this is also announced in the individual schools' newsletters. The Trust does not work with any commercial participators or professional fundraisers. At Vale View the process of fundraising is managed by a parent, teacher association and documentation is in place to ensure that the process is as rigorous as the internal systems. No complaints with regard to fundraising have been made.

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Trustees' report (continued)
For the year ended 31 August 2019

Plans for Future Periods

The Trust is not planning to grow in the very near future. The Trust has considered becoming a sponsor academy, but has rejected this currently to allow for a period of consolidation following the addition of Vale View to the MAT in January 2018. This is to ensure that good practice is embedded and leadership growth can be maximised enabling the MAT the capacity before expansion. This will help when the decision is reversed to be well prepared, well planned and to have the capacity to ensure success. It is expected that the decision to look to become a sponsor academy will be in the academic year 2020-2021.

The Executive Headteacher provides the Trustees a strategic plan for the whole Trust and these are linked to the individual school's improvement plans.

The Senior Leadership Team of the Academy Trust provides all Trustees with a copy of each of the individual school's Improvement Plan which is a working document with seasonal milestones and Key Performance Indicators for the Trustees to benchmark against their own strategic plans for each school within the Multi-Academy Trust enabling them to assess achievements and next steps.

Each of the schools knows their strengths and areas of development based on continual self-assessment and the School Improvement plans are developed through the self-assessment process. Individual subject leaders assess their outcomes and plan developments accordingly.

The Trust will continue striving to improve the levels of performance for all its pupils at all levels and continue to prepare pupils for the next steps in their learning journey.

The culture is one of openness and senior staff, teaching staff and support staff are clear about the need to collaborate and commit to their own professional development.

Funds held as Custodian Trustee on behalf of others

The Academy Trust does not hold such funds.

Political donations

The Academy does not receive any political donations.

Provision of information to auditor

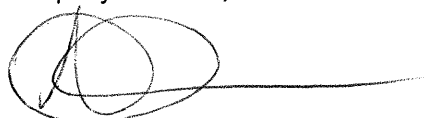
In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

The auditor, Kreston Reeves LLP, has indicated its willingness to continue in office. The Trustees will propose a motion re-appointing the auditor at a meeting of the Trustees.

The Trustees' report, incorporating a strategic report, was approved by order of the board of Trustees, as the company directors, on 5 December 2019 and signed on its behalf by:



Mrs Alison Mackintosh
Chair of Trustees

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Governance Statement

Scope of responsibility

As Trustees, we acknowledge we have overall responsibility for ensuring that Whinless Down Academy Trust has an effective and appropriate system of control, financial and otherwise. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

The board of Trustees has delegated the day-to-day responsibility to the Executive Headteacher, as accounting officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between Whinless Down Academy Trust and the Secretary of State for Education. They are also responsible for reporting to the board of Trustees any material weaknesses or breakdowns in internal control.

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Governance Statement (continued)

Governance

The information on governance included here supplements that described in the Trustees' report and in the Statement of Trustees' responsibilities. The board of Trustees has formally met 4 times during the year and had a Trust wide meeting including LGB. Financial oversight of funds was maintained by the Board with a Finance, Strategy and Audit sub-committee.

Attendance during the year at meetings of the Board of Trustees was as follows:

Trustee	Meetings attended	Out of a possible
Mrs Alison Mackintosh, Chair of Trustees	4	4
Mrs Patricia Sherling, Vice Chair	4	4
Mrs Carol Rayfield	3	4
Mrs Victoria Smith	4	4
Mr Malcolm Bowler (resigned 24/01/2019)	0	2
Mrs Anne Siggins	4	4
Mrs Michelle Noden	4	4
Mrs Claudia Sawyers (resigned 24/01/2019)	2	2
Mr David Mellon	1	4
Mrs Kathy Howell (appointed 24/01/2019)	2	3
Mr Michael Ashley (appointed 24/01/2019)	3	3

Currently there are no vacancies on the Trust Board.

Although improved over the year, The Board are aware that the separation of duties between the Trust and Local Governor committees requires further work to strengthen the governance structure and this is still an aim for the coming year. The Board are aware of the skills required for the Board and are resolute to ensure that any appointment to the Trust Board will only be selected if the necessary skill set is evident. It is the continued recruitment of highly skilled Trustees that will support the development of the Trust.

Presentation and format of data has needed to be adapted in the prior year with the third school joining the MAT to recognise the performance of the whole MAT as opposed to the individual schools data. This enables Trustees to understand the position of each school within the Trust and the Trust as a whole. Trustees are aware of where significant improvement needs to be realised and the data helps to channel staff to secure the improvements. Financial reports are prepared for the individual schools but presented to allow analysis, discussion and challenge across the schools supporting the MAT as a whole.

Governance Statement Reviews:

- The Trust Board uses the Competency Framework for Governance Matrix to ensure that we are able to provide appropriate training and to recruit Trustees with skills that have been highlighted as requirement or desirable by the Trust Board.
- The roles and responsibility document ensures that all levels of governance are aware of their roles within the Trust structure. This is supported with the delegation of functions document which specifies both the statutory and non-statutory duties.
- A comprehensive Review with two other MATS using the MAT Development Programme resource has helped identify both the strengths and the areas that the MAT needs to improve. The process involved the Chair of the Trust, the Academy Business Manager, the Clerk, The Executive Headteacher through a thorough and rigorous programme and this has been shared with all Trustees.
- The Clerk to the Trust Board and the Clerks to the Local Governing Body Committees have successfully completed the clerk's National Training programme.
- The Trust Board will complete its governance self-evaluation in May 2020.

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Governance Statement (continued)

Governance (continued)

The Finance Strategy and Audit Committee (FSAC) is a sub-committee of the Trust Board and with Members from the LGB. Its purpose is to:

- To Prepare and set the Budget for the schools within the MAT.
- To monitor expenditure and income in line with set budget and school priorities as agreed within the individual school improvement plans.
- The school monitors the budget monthly and this is shared with both the finance trustee and the chair of the Trust Board
- To challenge decisions and agree procurement routes through the consideration of competitive quotations and tendering process ensuring Best Value.
- To Benchmark school performance (both financial and academic) with local and national data and with 'like schools.'
- To be strategic in future planning and to assess potential risks to enable both sustainability and to plan for any funding implications.

During the year the Finance Strategic and Audit Committee had 3 meetings:

Trustee	Meetings attended	Out of a possible
Alison Mackintosh	3	3
Patricia Sherling	1	3
Mike Ashley	3	3
Carol Rayfield	3	3
Stacey Wells	3	3
Anne Siggins*	3	3
Michelle Noden*	3	3
Stuart Duggan	3	3
Kathy Howell	3	3
Vicky Smith	2	3

* except when the meeting is in 'Audit' mode, when they are considered in attendance only.