

CIDARI EDUCATION LIMITED
(A Company Limited by Guarantee)

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 5 times during the year.

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

Trustee	Meetings attended	Out of a possible
Rev. Nicholas John McKee, Chairman	4	5
Peter Ashworth, Chief Executive	5	5
Stephen Whittaker, Trustee	5	5
Sam Johnson, Trustee	4	5
Graham Warnock, Trustee	4	5
Jo Venn, Trustee	5	5
Laurence Upton, Trustee	2	5
Michaela Underwood, Trustee	5	5
Rev. Emma Jane Swarbrick, Trustee	4	5
Gary Sharp, Trustee	2	3
John McClelland, Trustee	5	5
Rev Simon Christopher Lloyd, Trustee	5	5
Cornelius Asghar, Trustee	1	1
Paul Howard, Vice Chair	1	1

The Board of Trustees reviewed its strategy direction and also that its governance arrangements were fit for purpose at the conclusion of one of its meeting during 2022.

Plans are in place to undertake a review of the governance arrangements early in the 2022/2023 cycle of meetings.

The Cidari Trust Board now comprises 12 Directors (of which one is the Chair of the Trust Board) and meets a minimum of five times each year.

Chair of the Board: Simon Lloyd
Board Member: Sam Johnson (resigned 31 August 2022)
Board Member: Graham Warnock
Board Member: Michaela Underwood
Board Member: Stephen Whittaker
Board Member: Peter Ashworth
Board Member: Jo Venn
Board Member: Laurence Upton (Resigned 31 August 2022)
Board Member: Emma Swarbrick
Board Member: John McClelland
Board Member: Corenlius Asghar (Appointed 13 July 2022)
Board Member: Paul Howard (Appointed 13 July 2022)

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GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

Reporting into the Trust Board are 3 sub-committees, the membership of which is derived from the Trust Board

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|-----------------------------------|-------------------------|
| 1. Ethics and Audit Committee: | Chair – John McClelland |
| 2. Quality & Standards Committee: | Chair – Sam Johnson |
| 3. Our People Committee: | Chair – Laurence Upton |

The Committee structure and membership was effective from 1 June 2015 as detailed below. The Board assumed detailed responsibility for all areas of governance prior to the 1 June 2015.

Ethics & Audit Committee

The Ethics & Audit Committee has clear terms of reference outlining its constitution and responsibilities which can be summarised as:

- Subject to the responsibilities of the Board and the Scheme of Delegation to advise the Trust on all aspects of the Company's finances, financial policies, controls and strategy, strategic planning (relating to finance) and capital development.
- Ensure that the internal control systems of the Trust, including audit activities and risk management and any of its subsidiaries are monitored actively, independently and objectively in order to:-
 - consider the adequacy and effectiveness of the Trust's internal control systems and the extent to which they can be relied upon;
 - reinforce the independence and effectiveness of the internal audit function;
 - provide a sounding board for management on issues of concern in connection with the internal control systems and risk management;
 - advise on the reliability of the Trust's information and risk management systems; and
 - underpin the objectivity and independence of the external auditors.
- To provide a medium of communication from the Trust's auditors which is not controlled by management.

Attendance at meetings in the period 1 September 2021 to 31 August 2022 was as follows:

Trustee	Meetings attended	Out of a possible
John McClelland	4	4
Stephen Whittaker	3	4
Peter Ashworth	4	4
Nick McKee	4	4
Simon Lloyd	2	3

Quality and Standards Committee

The Quality and Standards Committee has clear terms of reference outlining its constitution and responsibilities which can be summarised as:

'To monitor and review the quality and performance of education in all the Trust's academies.'

Attendance at meetings in the period 1 September 2021 to 31 August 2022 was as follows:

Trustee	Meetings attended	Out of a possible
John McClelland	4	4
Stephen Whittaker	3	4
Peter Ashworth	4	4
Nick McKee	4	4
Simon Lloyd	2	3

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GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

Our People Committee

The Our People Committee has clear terms of reference outlining its constitution and responsibilities which can be summarised as:

'The Committee will ensure that all matters in relation to staff, their pay and performance, have policies and procedures in place and are regularly reviewed and monitored.'

Attendance at meetings in the period 1 September 2021 to August 2022 was as follows:

No meetings of the Committee were held due to awaiting the completion of negotiations with the various Trade Unions and the curtailment of activity due to the Covid-19 lockdown.

Review of value for money

As Accounting Officer, the Chief Executive Officer has responsibility for ensuring that the Academy Trust delivers good value in the use of public resources. The Accounting Officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

- The performance of academies in the Trust are set out on pages 10 and 11. Due to the Corona virus pandemic the DfE decided not to use any Primary or Secondary performance data to be a part of any national performance data set. As a result the Trust's own data stands as a record of performance for the interrupted academic year.
- All academies are above the previous 2018-19 progress floor standard set by the DfE. By definition no Cidari Academy is reported as being 'coasting'.
- The centralisation of payroll has allowed the Trust to monitor staff costs and remove duplication from the payroll processing cycle. All academies in the Trust are paid by a single payroll provider and fortnightly and mid-month payrolls have been transferred to a single monthly payroll. This has improved efficiency, control and value for money across the Trust.
- Monthly financial reporting and budget monitoring is carried out by the Trust's central team with the support of Business Managers in each Academy. This standardised approach to financial reporting has allowed greater comparability across schools which lays a foundation for delivering savings through centralised procurement of goods and services in the year ahead.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of academy trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The system of internal control has been in place in Cidari Education Limited for the year ended 31 August 2022 and up to the date of approval of the annual report and financial statements.

Capacity to handle risk

The Board of Trustees has reviewed the key risks to which the Multi Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal on-going process for identifying, evaluating and managing the Multi Academy Trust's significant risks that has been in place for the year ended 31 August 2022 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees.