

Delegation to committees and individuals

The board of trustees retains accountability for all governance functions across the Trust. It has however, determined to establish the following committees of the Trust Board to distribute decision making and provide more detailed scrutiny of specific areas of its work. The establishment, membership and delegated remit of these committees are reviewed annually.

Standards Committee	Resources Committee	Audit and Risk Committee	Executive Pay Committee	Nominations Committee
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In addition, an Appraisal Panel has been established to undertake the Trust Leader's appraisal.

Panels to undertake or support the recruitment of the Trust Leader, Executive Leaders and Headteacher/Heads of School, or to consider any other matters, for example management process appeals, are established according to need.

Committee membership

The Appraisal Panel will comprise a minimum of 2 Trustees.

Every other committee will comprise of **at least 3 Trustees** but will not normally exceed 6. The Trust Leader is a member of all committees by virtue of role except a) the Audit and Risk committee which he attends along with the CFO to provide information and participate in discussions and b) the Executive Pay Committee, which he attends to make recommendation on relevant staff in line with the pay policy and withdraws when his own pay is being discussed. The Appraisal Panel and Executive Pay Committee will not be identically constituted.

Trust staff members (other than the Trust Leader) are not committee members, but the committee may require them to attend to provide additional information and expertise. Committee membership is agreed at the last meeting of the academic year for the following year but may be modified during the year as circumstances dictate.

The Trust Board may appoint committee members who are not Trustees to any committee. The Trust Board will decide on appointment whether such members are voting members or attend in an advisory capacity only. As detailed in the Articles of Association, the number of Trustees on each committee (except LGBs) must exceed the number of non-Trustees.

The Trust Board appoints the Chairs of its committees. In the absence of the Chair of a committee, the committee will appoint one of its number, who is not the Trust Leader, to chair the meeting and if necessary, act as Chair until the next meeting/next meeting of the Trust Board, whichever is earlier. Where appropriate, e.g. due to resignation, the Trust Board will appoint a new committee chair at its next meeting.

Recruitment panels

Panels to address ad-hoc needs such as recruitment of the Trust Leader, Senior Executives or Headteachers/Heads of School will be populated on demand. It is expected that panels will normally be constituted as follows:

- A. **Panel to recruit a Trust Leader** - 3-5 Trustees agreed at a Trust Board meeting
- B. **Panel to recruit senior Trust leaders** (e.g. Deputy Trust Leader, C(F)OO; Regional Directors) - At least 3 Trustees, appointed by the board as a whole, plus the trust leader (or their nominated representative)

- C. **Panel to recruit headteachers/heads of school** - Trust Leader (or nominated representative) who will lead the process and may involve other Senior Leaders, LGB chair or their nominated representative. In the event that the LGB does not provide a suitable nominated panel member, the Chair of Trustees is delegated to appoint a Trustee to the panel in their place

It is expected that the Trust Board will commission appropriate external advice when seeking to appoint the Trust Leader. The proposed appointment of the Trust Leader and any senior appointments are to be ratified by the full Board prior to any conditional offer of appointment being made.

Quorum and voting

The quorum for a meeting of a committee to take place and any vote to be made is three committee members with voting rights, except in the case of the appraisal panel, when the quorum is two. Trustees who have a business, pecuniary or other conflict of interest in respect of the item being voted on do not form part of the quorum for that item.

Voting shall be by majority decision. The Chair of the committee will have a casting vote, if the vote is tied.

Meetings and minutes

The Standards committee, Resources committee and Audit and Risk committee will each hold at least three meetings in every academic year, where possible at least three weeks in advance of a main Trust Board meeting. The Executive Pay Committee will meet as required but this will not normally exceed twice during the year. Additional meetings of any committee may be convened as required.

Attendance at each committee meeting, issues discussed and recommendations for decisions will be recorded. The written record (minutes) of each meeting will be submitted to the next meeting of the committee for approval. They will also be submitted to the Trust Board and, when approved by the committee Chair, made available to Members and LGBs.

The Chair of the committee will, if necessary, be responsible for giving an oral summary of the committee's deliberations and any subsequent actions at meetings of the Trustees.

LGB member attendance at Trust Board and committee meetings

The Trust Board is committed to open and collaborative governance. It welcomes the attendance of LGB members at any of its meetings subject to any confidentiality considerations. For the purposes of arranging practicalities, attendance is by prior arrangement. If more LGB members wish to attend a meeting than is practical, attendance will be granted on a first come, first served basis, unless there is an overriding reason for alternative selection, as determined by the Chair of Trustees or Committee Chair. LGB members attend such meetings as observers and contribute only at the invitation of the Board or Committee. They do not have any voting rights. LGB members may be asked to leave the meeting if matters deemed as confidential to Trustees are discussed.

Standards Committee

Purpose

The purpose of the Standards Committee is to monitor the overall quality of education across the Inspire Partnership Academy Trust, providing supportive challenge and holding the trust leader to account in respect identifying and addressing educational priorities and the achievement of educational outcomes

The standards committee does not have its own budget and so any expenditure, including capital expenditure, or legal commitments of any sort may only be made with the prior consent of the Resources committee or Trust Board.

Key Responsibilities of the standards committee:

- to ensure that the highest possible standards are set and maintained across the Trust
- to receive a termly report from the Executive Team regarding standards and performance of the Trust against key performance indicators
- to identify any areas of concern in respect of standards and performance and to implement an action plan with the executive team
- to ensure that the curriculum across the Trust is balanced, broadly based and meets the needs of all pupil groups
- to ensure that effective processes are in place for the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the Trust
- to support the trust leader in the creation, implementation and monitoring of the Trust's self-evaluation, strategic development plan and any post-Ofsted action plans
- to advise the Trust Board with respect to targets for student achievement across the Trust
- to ensure that effective arrangements are in place across the Trust for pupil support and representation, for monitoring pupil attendance and for pupil discipline
- to review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness

Policies delegated to this committee (policy schedule 30/03/21)

Anti-bullying

Behaviour

Exclusion

SEND information report

Resources Committee

Purpose

The purpose of the Resources Committee is to ensure oversight of all of the financial and resource affairs of the Inspire Partnership Academy Trust, including advising the Board of Trustees on setting the budget and making recommendations or decisions as appropriate on capital expenditure.

Limitations

The committee has authority to approve the purchase of goods and services (including lifetime value of leases) to a value of £100,000 (subject to procurement limits). Purchases of goods and services above this value must be referred to the Board or Trustees. The committee's approval must be sought for purchases of goods and services made by both the central team and individual academies where the value is at or in excess of £50,000.01

All expenditure by or on behalf of any committee or legal commitments of any sort authorised by the committee shall be recorded and reported promptly to the Trust.

The committee shall not enter into any borrowing arrangements or operating or finance leases without the prior consent of the Trustees and the Education and Skills (ESFA) Funding Agency, where necessary.

Key responsibilities of the Resources committee

Amongst other things relating to the purpose described above, activities of the committee will include:

Finance

- Review and approval of financial policy documents as required, with the exception of the Trust financial regulations (manual), the approval of which is reserved for the Trust Board.
- Examining and making recommendations on the level of delegation to individual schools and their Executive Headteacher/Headteachers or equivalent and the Trust leader for day-to-day financial management via the financial policies.
- Advising the Trustees on the proportion of the budget to be held centrally by the Trust.
- Maintaining oversight of the effective delivery of the Trust's central services.
- Reviewing and recommending to the Trust Board annual and three to five year budgets
- Monitoring the Trust's annual budget, including the budget for each academy as well as
- reviewing reports on financial management, end of year accounts and latest monthly management accounts and termly forecasts.
- Reviewing the efficient allocation of financial resources, reporting regularly to the Trustees on value for money.
- Ensuring production of financial statements and reports in accordance with the requirements of the ESFA's Academy Trust Handbook and ensuring financial compliance and that the Trust fulfils other regulatory duties.
- Reviewing and recommending the Annual audited Trust accounts to the board
- Examining monitoring reports on the income and expenditure of all public funds (i.e. the sources of the Trust's funding) and reporting the financial situation to the Trustees each academic term.
- Ensuring adequate financial and asset management systems are in place across the Trust and all its academies including the internal financial controls that both the Trust and individual academies should have in place.
- To approve bad debt write off in excess of £500.

Premises and Estate

- Deciding on and advising the Trust of priorities, including those related to Health and Safety and conditions, for the maintenance and development of all premises belonging to academies in the Trust.
- Considering and recommending to the Trustees, plans for capital development works.
- Reviewing new builds and refurbishments relating to the academies and any new schools.
- Approving plans for the development of ICT services and resources across schools in the Trust.

Staffing and Human Resources (HR)

- Reviewing and approving HR policies on a planned basis taking account of best practice, legal developments and the culture of the Trust.
- Ensuring there is a fair and lawful recruitment process in place throughout the Trust that is consistent with safer recruitment practices and that staff within the Trust are treated fairly and have excellent conditions of employment.
- Considering and agreeing proposals from the Trust Leader for re-structuring of the Central Team, the creation of new posts within that structure or other expenditure relating to reduction or expansion of staff that falls outside the limits imposed by the scheme of delegation.
- Ensuring implementation of the Trust's Performance Appraisal policy

Risk

- Consider all aspects of the committees work through a risk lens and ensure any emergent risks are reported to the Audit and Risk committee

Policies delegated to this committee (policy schedule 30/03/21)

- Asbestos management
- Allegations against staff
- Charging and remissions
- Gifts, hospitality, awards, prizes or benefits
- Performance appraisal
- Recruitment and selection
- Reserves and investment
- Staff discipline, conduct and grievance

Audit and Risk Committee

Purpose

The purpose of the Audit and Risk committee is to maintain appropriate oversight of the Trust's governance, risk management and internal control framework.

Limitations

The Audit and Risk committee does not have its own budget and so any expenditure, including capital expenditure, or legal commitments of any sort may only be made with the prior consent of the Resources Committee or Trust Board.

Key responsibilities of the Audit and Risk Committee:

- Advising the Trustees on the adequacy and effectiveness of the Trust's and its member academies systems for internal financial control and its arrangements for risk management, control and governance processes and for securing economy, efficiency and effectiveness (proof of good value for money).
- Recommend the appointment of the external auditor to the Board for onward recommendation to Members, including with regard to the terms on which they will be engaged.
- Approve the appointment of internal auditors and the terms on which they are to be engaged.
- Agreeing with the Trustees and Trust Leader the scope of work, relevant annual performance measures and indicators and monitoring of its effectiveness of the external auditors through these measures and indicators. Evaluate effectiveness of the service provided.
- Review the findings with the external auditors including discussion around any major issues and how they can be resolved, considering any key accounting judgments and levels of error.
- Ensure the production of an annual report to inform the governance statement for the Trustees and accounting officer which should include the committee's advice on the effectiveness of the management of risk including the financial controls and the governance processes.
- Recommend the annual auditor's report to the Trustees for approval.
- Advise the Trustees on the relevant reports by the NAO the ESFA and any other funding agencies.
- Advise the Trustees on internal audit management and annual reports responding to any issues raised from the external audit including recommendations, actions and impact.
- Establish and monitor risk management plan and the risk register for the Trust, review this regularly and ensure where necessary there is an effective risk mitigation plan.
- Advise the Trustees on the Risk Management Plan and its adequacy and effectiveness.
- Keep under review the Trustees' register of relevant business and pecuniary interests.
- Report and advise the Trustees on any alleged or proven fraud and irregularity In the Trusts financial and other control systems. To ensure that any concerns are managed and reported through the agreed process.
- Ensure that the Trust's whistleblowing policy is in place, is known by all staff and that it is effective, making recommendation to the Trust Board as necessary

Policies delegated to this committee:

Financial regulations

Risk register (needs presenting to Trust board at least annually)

Executive Pay Committee

Purpose

The purpose of the Executive Pay Committee is to provide a transparent mechanism for agreeing pay awards to the Trust Leadership Group to include Regional Education Leads, Executive Headteachers

Limitations

The pay panel should ensure any award made would stand up to scrutiny from the ESFA or other public scrutiny.

Key responsibilities of the Executive Pay Committee:

- Taking into account recommendations from the Appraisal Panel in the case of the Trust Leader and the Trust Leader in the case of other relevant staff , annually review salaries and consider remuneration, benefits and incentives that should be paid
- In determining awards, seek and take into account evidence of the remuneration, benefits and incentives paid to comparable posts in comparable employment within the academy commercial and voluntary sectors together with any guidance issued by the DfE or related bodies.
- To make recommendations to the Trust Board as necessary in respect of the remuneration, benefits and incentives of newly appointed senior executives.

Nominations Committee

Purpose

The main purpose of the nominations committee is to keep trust governance membership under review and ensure candidates with the skills and attributes the trust needs are sourced for appointment consideration by the relevant body in a timely fashion.

Key responsibilities of the nominations committee

- Keep under review the structure, size and composition (including the skills, knowledge, experience and diversity) of the Members, the Trustee board and local governance arrangements, making recommendations to the relevant group with regard to any recommended changes
- Keep under review and advise the Board in relation to succession plan
- Be the main vehicle for identifying and assessing suitable candidates to fill Trustee or Member vacancies as they are indicated, making recommendations in respect of their appointments in line with the processes detailed on pages 9, 14 and 15 of this framework
- In respect of local governance arrangements, approve the appointment of the Chair and/or any additional Trust appointments taking into account any recommendations from Trust Leaders. (These approvals may be made by email. Any decisions must be reported to the Trust Board at its next meeting) If necessary conduct any formal LGB removal process
- In respect of local governance arrangements, suspend or remove/confirm the suspension or removal of any local governor(s) whose conduct is considered in breach of the trust code of conduct, or whose actions are otherwise considered to have brought, or be likely to bring, the governance of the trust or its schools into disrepute as detailed on page 3 of the nominations toolkit.

Appraisal panel

Purpose

The purpose of the Appraisal Panel is to conduct the annual appraisal of the Trust Leader and where the Trust Leader has a personal interest, any other senior leader, and make recommendations on pay to the Executive Pay Committee.

Key Responsibilities of the appraisal panel:

- To appoint an external adviser to support the appraisal process
- To meet with the Trust Leader, and with the support of the external adviser
 - decide whether the previous year's targets have been met
 - agree appraisal targets for the forthcoming academic year
- To communicate any recommendations on pay to the Executive Pay Committee
- To monitor progress towards the targets set throughout the year such that there are no surprises to the panel or Trust Leader at the point of appraisal