INSPIRE PARTNERSHIP ACADEMY TRUST SCHEME OF DELEGATION



Inspire Partnership

www.inspirepartnership.co.uk

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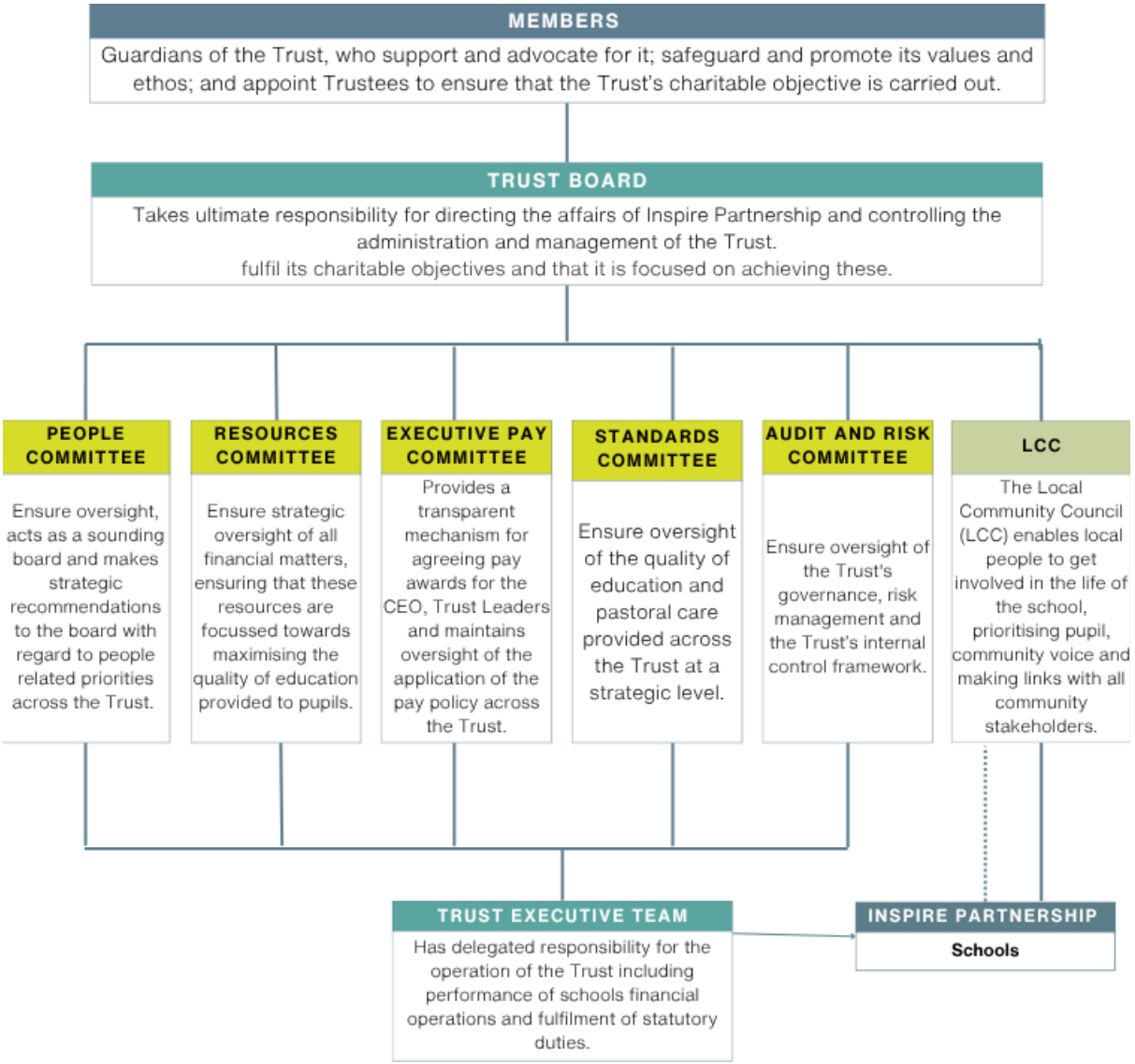
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LAYERS OF GOVERNANCE

Layers of Governance

This Scheme of Delegation sets out a clear framework to ensure that Trustees, Trust Board Members, Local Community Councils, Trust Executive Leaders and Headteachers understand who is responsible for which decisions across the Trust. It applies to all decision-making within the Trust and supports—but does not override—our Articles of Association. All governance and executive decision-making must comply with the current Academy Trust Handbook, including the Schedule of Musts, procurement requirements, financial delegations and statutory responsibilities.



MEMBERS

Members

Members act as the guardians of the Trust's purpose, ensuring the Trust stays true to its charitable objectives, values and ethos.

While not involved in day-to-day governance, Members hold the Trust Board accountable for the overall effectiveness of the Trust.

Collectively, Members are responsible for:

- Appointing and removing Members and Trustees in accordance with the Articles of Association.
- Approving changes to the Articles of Association (with DfE approval, usually on the Trust Board's recommendation).
- Receiving the Trust's audited Annual Report and Financial Statements and the external auditor's report.
- Holding the Trust Board to account for effective governance and the furtherance of the Trust's charitable objects.
- Exercising any other reserved powers strictly in accordance with the Articles of Association and company and charity law.

THE TRUST BOARD

The Trust Board

The role of the Trust Board

The Trust Board is the accountable body for Inspire Partnership. It is ultimately responsible to the Trust Members, the Department for Education (DfE), and the wider community for the proper governance, leadership and oversight of the Trust. This includes ensuring compliance with the Articles of Association and all relevant legal and regulatory frameworks.

The Trust Board focuses its efforts on three core functions:

- Setting and maintaining clarity of vision, ethos and strategic direction.
- Holding Executive Leaders to account for the ethical and effective leadership of the Trust, including the use of resources.
- Leading and participating in effective strategic engagement.

To support this, the Trust Board has agreed to the delegated responsibilities outlined in the following pages.

Matters reserved to the Trust Board

While many decisions are delegated, the following key responsibilities are retained by the full Trust Board:

- Appointing and removing Trustees in accordance with the Articles of Association (excluding member-appointed positions).
- Appointing and removing the chairs of the Local Community Councils (LCCs).
- Appointing and removing the Governance Professional, who provides independent governance advice, supports compliance with the current Academy Trust Handbook and other applicable requirements, maintains statutory governance records, supports effective decision-making, and ensures the accurate and timely submission of required governance information.
- Approving the Trust's vision, values, ethos, strategic priorities and curriculum intent.
- Approving the annual Trust budget, 3-year financial plan and any expenditure above limits set in the Trust's financial regulations.
- Agreeing Trust-wide development priorities and strategies.
- Approving Trust-wide targets for academic and non-academic pupil outcomes and holding Executive Leaders to account for progress towards them.
- Approving the entry or exit of schools from the Trust (subject to DfE approval where required).
- Approving the annual accounts, Trustee report, statement of going concern and the management response.
- Appointing, setting pay for and (where necessary) dismissing members of the Executive Leadership team through relevant panels constituted by the whole Trust Board for this purpose.
- Defining the governance framework, including committee structures and functions.

- Overseeing Trust Board self-evaluation, training and development.
- Approving the Trust's policy schedule and those policies reserved for Trust Board approval.
- Designating individual Trustees to ensure that the Trust Board fulfils its duties in relation to SEND and safeguarding.
- Ensuring that the Trust has effective safeguarding arrangements that comply with current statutory guidance, including Keeping Children Safe in Education, and receiving assurance on safer recruitment, safeguarding audits and the implementation of resulting action plans.
- Ensuring that the Trust has an effective estates strategy and receives assurance that its buildings are safe, compliant, appropriately maintained and managed in accordance with applicable requirements.
- Approving any novel, contentious or repercussive transactions and ensuring that prior DfE approval is obtained where required by the current Academy Trust Handbook and its Schedule of Musts.
- Ensuring that all governance, financial and other information required by law, statutory guidance or funding requirements is published accurately and within the required timescales, including information explaining the Trust's approach to the allocation of funding across its schools.
- Determining the admissions arrangements for each Trust school annually, following any required consultation, and ensuring compliance with the current School Admissions Code.
- Ensuring that Trustees and relevant senior leaders are informed of, understand and act upon changes to the Academy Trust Handbook and other applicable governance requirements.

Use of delegated authority

Any matters not specifically delegated remain the responsibility of the Trust Board. Even where delegation is in place, the Trust Board may choose to exercise that function directly.

Those with delegated authority must:

- Consult relevant colleagues to inform their decisions.
- Report any action taken under delegation to the next committee or Trust Board meeting, unless more immediate reporting is necessary due to significance.
- Ensure affected staff or stakeholders are informed of any relevant decisions.
- Provide verbal or written reports, including minutes where appropriate, to support accountability and transparency.

Financial Regulations and Delegations

The Trust must prepare monthly management accounts, including an income and expenditure account showing variances against budget, a balance sheet and cash-flow forecasts. These must be shared with the Chair of Trustees each month. The Resources Committee will scrutinise the accounts in accordance with its terms of reference, and the Trust Board will consider them whenever it meets. The Trust Board must be assured that appropriate and timely

action is taken in response to significant variances, financial risks or concerns about financial sustainability.

The Trust Board retains overall responsibility for the Trust's financial affairs and cannot delegate this accountability. It approves the annual budget, three-year financial plan, Financial Regulations, Reserves Policy and any significant changes to the approved budget.

Detailed financial delegations, including authority for expenditure, procurement, virements, capital expenditure, write-offs, disposals, staffing commitments and other financial transactions, are set out in the Trust's Financial Regulations and associated financial policies. These documents are approved by the Trust Board and form part of the Trust's framework of delegation.

All individuals exercising delegated financial authority must act within the limits and conditions set out in the Trust's Financial Regulations, the approved budget and applicable legal and regulatory requirements. Delegated authority must not be further sub-delegated unless expressly permitted in writing.

Where a financial matter is not expressly delegated, or where there is uncertainty or inconsistency between documents, the matter must be referred to the Chief Financial Officer and Accounting Officer and, where necessary, to the Trust Board before any commitment is made.

The Resources Committee provides detailed scrutiny of financial planning, management accounts, cash flow, reserves and significant financial decisions, and makes recommendations to the Trust Board in accordance with its terms of reference.

Financial limits apply to the total anticipated value of a transaction or contractual commitment, including extensions and related purchases (excluding VAT), and not only to an individual invoice. Transactions must not be divided to avoid an approval or procurement threshold. All expenditure remains subject to available budget, procurement requirements, segregation of duties and the Trust's Financial Regulations.

Land and leases

The Trust must obtain prior DfE approval before entering into a leasehold or tenancy agreement on land or buildings for a term of seven years or more, or granting a leasehold interest or tenancy agreement on land or buildings to another party for any duration. Other leases requiring approval must be managed in accordance with the current Academy Trust Handbook and Financial Regulations.

Electric vehicle salary-sacrifice schemes

Before entering into or expanding an electric vehicle salary-sacrifice scheme, the Trust must follow current DfE guidance, complete and record appropriate due diligence and ensure that comprehensive mitigations prevent any cost or liability falling on the Trust. Prior DfE approval must be obtained where those conditions cannot be met or where the Trust is subject to a Notice to Improve.

Review of the Scheme of Delegation

The Trust Board will review this Scheme of Delegation at least annually. It will also review the Scheme at the next available Trust Board meeting following any significant change to the Trust's management, governance or organisational structure that could affect the appropriateness or effectiveness of its delegations.

THE CHAIR AND THE TRUST LEADER

The Chair and the Trust Leader

Role of the Chair of the Trust Board

The Chair (or Vice Chair in the Chair's Absence) of the Trust Board leads and supports the work of the Board in partnership with the Trust Leader and the Governance Professional. They represent the Board where appropriate but act as a *first among equals*, holding no individual decision-making power on behalf of the Board.

However, in exceptional circumstances—where a timely meeting cannot be convened—the Chair may exercise a Board function if, in their judgment, a delay would seriously harm the interests of the Trust or its community. Any decision must be recorded, notified to all Trustees at the earliest opportunity and reported formally at the next Board meeting.

Urgent action may not be used to approve executive remuneration, the annual budget, significant financial commitments above agreed limits, or any matter that legislation, regulation, the Articles or this Scheme expressly reserves to the full Board.

The Vice Chair may exercise this limited authority only when the Chair is unavailable or conflicted.

Any such urgent decisions must be reported to the full Board without delay and formally recorded at the next relevant meeting.

Role of the Trust Leader

The Trust Leader is responsible for the day-to-day leadership and management of the Trust, operating within the strategic framework, plans, budgets and policies approved by the Trust Board.

As the Trust's designated Accounting Officer, the Trust Leader is personally responsible to the Trust Board, Parliament and the public for the regularity, propriety and value for money of the Trust's use of public funds, and for compliance with the current Academy Trust Handbook and other applicable requirements.

While the Trust Leader may sub-delegate specific responsibilities, they remain fully accountable to the Trust Board for all actions taken under their authority. All delegated functions must be carried out in line with the Trust Board's approved policies and instructions.

Key responsibilities delegated to the Trust Leader include:

- Implementing the strategic vision and priorities set by the Trust Board.
- Approving and overseeing the delivery of school development plans.
- Recruiting staff (excluding the CFO, Education Leaders or other senior roles requiring Trust Board approval) within agreed structures.

- Managing staff deployment, performance and discipline (except for dismissal of the CFO or Education Leaders).
- Making pay decisions within the approved policy and budget, excluding those reserved to the Trust Board.
- Leading and overseeing educational provision and standards across all Trust schools.
- Ensuring compliance with financial procedures and Trust-wide statutory obligations.
- Approving expenditure within limits set out in the Financial Regulations.
- Supporting and facilitating effective governance across the Trust.



COMMITTEES OF THE TRUST BOARD

Committees of the Trust Board

Audit and Risk Committee

The Audit and Risk Committee advises and reports to the Trust Board on the effectiveness of the Trust's internal control systems—both financial and non-financial—and its risk management processes. Its responsibilities are exercised through scrutiny, assurance, recommendation and approval, in accordance with the authority delegated to the Committee. Its main responsibilities include:

- Overseeing the Trust's internal scrutiny arrangements, including recommending the annual programme of internal scrutiny to the Trust Board, ensuring that those carrying out the work have appropriate independence, authority and expertise, receiving and reviewing their reports, and monitoring the timely implementation of agreed actions.
- Scrutinising the strategic risk register each term and recommending it to the Trust Board for approval, with the Trust Board retaining ultimate oversight of strategic risk.
- Reviewing findings from external assurance activities such as DfE financial and governance reviews, audits and investigations.
- Commissioning internal audits or reviews as needed, evaluating their results and taking appropriate action, including referring matters to the Resources Committee or Board for required expenditure (e.g. health and safety, safeguarding).
- Monitoring audit findings and the Trust leadership's responses and ensuring that recommendations are implemented or that any decision not to implement them is robustly justified.
- Receiving assurance on the Trust's compliance with applicable DfE digital and technology standards, including cybersecurity, network infrastructure, filtering and monitoring, and scrutinising progress towards meeting those standards within the DfE's recommended timescales.
- Reviewing management responses to internal scrutiny and audit findings and monitoring the timely implementation of agreed actions.
- Annually assessing the quality of external audits and advising the Trust Board and members on auditor reappointment, dismissal or retendering.
- Scrutinising the Annual Report and Financial Statements and recommending them to the Trust Board for approval, having considered the Trust's financial position, going-concern assessment and compliance with applicable reporting requirements.
- Ensuring the Annual Report and accounts comply with the Academies Accounts Direction and the current Academy Trust Handbook requirements.
- Overseeing statutory compliance related to audit and risk.
- Reviewing, recommending or approving audit and risk-related policies, as appropriate, in accordance with the Trust's policy schedule and delegated authority.
- Receiving assurance that the Trust Board and its committees maintain sufficient financial, audit, risk and cybersecurity expertise to discharge their responsibilities effectively, and identifying any related development needs.

Resources Committee

The Resources Committee provides strategic oversight of all financial matters, ensuring resources are effectively used to maximise the quality of education for pupils. Its responsibilities are exercised through scrutiny, assurance, recommendation and approval, in accordance with the authority delegated to the Committee. Its key responsibilities include:

- Making recommendations to the Trust Board on whether it should approve the budget and three-year financial plans, and reporting to the Trust Board on:
    - The impact of the budget on the Trust's overall financial health.
    - Recommendations on whether the Trust Board should approve the budget and plan for submission to the Department for Education (DfE).
- Reviewing any proposed novel, contentious or repercussive transaction and referring it to the Trust Board for approval, ensuring that prior written DfE approval is obtained before the Trust enters into or commits to the transaction.
- Approving unbudgeted expenditure within the limits expressly delegated to the Committee in the Financial Regulations/Reserves Policy and referring expenditure above those limits to the Trust Board.
- Scrutinising monthly management accounts, cash-flow forecasts and significant budget variances, and receiving assurance that the Trust's cash position is being managed effectively and that no bank account becomes overdrawn.
- Reviewing and recommending the Trust's Estates Management Strategy and Health and Safety Policy to the Trust Board, and receiving assurance that the Trust's buildings are safe, compliant, appropriately maintained and managed in accordance with statutory duties and approved plans.
- Monitoring compliance with current DfE requirements for the procurement of energy and management information systems, including the use of required or approved procurement arrangements and the recording of any permitted value-for-money justification.
- Ensuring statutory compliance across all financial functions within its remit.
- Approving finance-related policies as set out in the Trust's policy schedule and monitoring their compliance and effectiveness.
- Reviewing and recommending the Trust's reserves policy, ensuring compliance with the current Academy Trust Handbook requirements.

Standards Committee

The Standards Committee provides strategic oversight of the quality of education and pastoral care throughout the Trust. Its responsibilities are exercised through scrutiny, assurance, recommendation and approval, in accordance with the authority delegated to the Committee. Its key responsibilities include:

- Recommending Trust-wide targets, in conjunction with the Executive Leaders, for pupil academic and non-academic outcomes for approval by the Trust Board, and monitoring progress against these targets, with a focus on vulnerable schools and groups at risk of underachievement.

- Reviewing and scrutinising how effectively the Trust's curriculum and teaching strategies align with the Board's vision and support the achievement of targeted outcomes.
- Receiving assurance that every Trust school has appointed a designated teacher with responsibility for promoting the educational achievement of looked-after and previously looked-after children, and monitoring their attendance, attainment, progress and wider educational outcomes.
- Receiving assurance that all Trust schools maintain accurate admission and attendance registers and fulfil the associated statutory reporting, monitoring and follow-up requirements.
- Overseeing and scrutinising the quality and effectiveness of pastoral care, including safeguarding throughout the Trust.
- Approving and reviewing education-related policies as outlined in the Trust's policy schedule.

People and Culture Committee

The role of the People and Culture Committee is to strategically address organisational culture, workforce planning, equity, diversity and inclusion, board effectiveness and talent management, driving people-led performance and the high-level or core 'people' and 'culture' business risks. Its key responsibilities include:

- reviewing the Trust's workforce strategy and workforce-planning arrangements;
- scrutinising workforce information, including recruitment, retention, absence, turnover, wellbeing and workload;
- reviewing significant staffing restructures and making recommendations where Trust Board approval is required;
- monitoring organisational culture, equality, diversity and inclusion;
- overseeing leadership succession, talent development and relevant professional development;
- scrutinising significant workforce and employee-relations risks;
- reviewing and recommending relevant HR policies, or approving them where this is expressly delegated in the policy schedule;
- receiving assurance on the recruitment for Headteachers and Executive Leaders; and
- reporting significant workforce risks or recommendations to the Trust Board.

Executive Pay Committee

The Executive Pay Committee is delegated to determine and approve annual pay awards for the Trust Leader, Deputy CEO and Trust Education Leader based on the recommendations arising from their appraisals.

Local Community Council

The Local Community Council (LCC) reflects our belief in the power of local voices and partnerships. The LCCs give LCC members meaningful opportunities to engage with school life and help strengthen each school's standing in its wider community. This structure and process ensure that Inspire Partnership schools remain firmly embedded within their communities,

governed through an inclusive, transparent framework focused on achieving the best possible outcomes for all pupils.

LCCs serve as vital links between schools and their local communities. Their primary function is to gather and represent the views of pupils, staff, parents, carers and community members, thereby fostering collaboration and supporting informed decision-making. Additionally, LCCs assist schools by organising and participating in celebration events, building partnerships with local businesses, services and councils, and championing the achievements of individual schools and the wider Trust.

LCCs do not hold formal decision-making powers, except when convening panels related to exclusions, complaints or appeals.

Engagement and support

- Effective performance by LCC members requires active presence and engagement, including regular school visits, relationship-building and attentive listening to the experiences of children, families, and staff.
- The Trust provides ongoing support and prioritises training for all LCC members, ensuring they are fully equipped to fulfil their roles—this includes mandatory annual safeguarding training and other essential development.

Feedback and collaboration

- LCCs maintain a continuous, two-way feedback process with the Executive Leaders and the Trust Board.
- LCC members gather insights and concerns directly from parents, carers and the wider school community through visits, surveys and informal engagement. Feedback is shared initially with Headteachers and then with Executive Leaders via regular reports, meetings and direct discussions. This provides valuable grassroots perspectives to inform strategic decision-making.
- Headteachers and the Trust update LCCs on actions taken, strategic developments and areas for further focus. This fosters a collaborative relationship where both parties work together to support school improvement and pupil wellbeing.

LCCs are delegated to:

- Hold an LCC meeting once a term.
- Monitor attendance of LCC members.
- Ensure LCC members attend LCC meetings in person.
- Ensure minutes approved by their Chair are submitted to the next Trust Board meeting.
- Visit schools at least three times annually for specific, pre-planned activities, as well as attend key school events and celebrations.
- Use community voice to provide supportive challenges to Headteachers, Executive Leaders and Trustees in pursuit of the highest standards across all aspects of the Trust.

- Collaborate with other LCCs, Executive Leaders and the Trust Board, sharing good practice, resources and information, while providing and receiving support to strengthen and maximise governance effectiveness.
- Form panels required to consider pupil disciplinary matters or parental / community complaints. Individual LCCs may draw on LCC members from other LCCs to form panels. Where applicable, the chair of any panel will represent the LCC at any subsequent stage, such as independent review. Full training will be provided for all LCC members. Only appropriately trained LCC members may serve on a suspension, permanent-exclusion, complaints, review or appeal panel. Additional role-specific training must be completed where required. Panels considering suspensions and permanent exclusions must operate in accordance with current statutory guidance. Complaints and other review or appeal panels must operate in accordance with the Trust's approved procedures and any applicable legal or regulatory requirements. All panel members must be appropriately trained, impartial and free from conflicts of interest.
- If required by the Trust Board, prepare to participate in the Ofsted inspection process and follow up. Full training and support will be provided by the Trust.
- Review the school's safeguarding action plan and receive assurance on progress in addressing actions arising from Trust safeguarding reviews and audits.
- Maintain an up-to-date register of interests and eligibility to serve as an LCC member.
- The Headteacher and LCC Chair, supported by the Governance Professional, jointly recruit and appoint LCC community members in accordance with the Trust's agreed eligibility, appointment and safeguarding requirements.
- The Headteacher and LCC Chair may jointly remove an LCC member for persistent non-attendance, a serious or repeated breach of the Code of Conduct, loss of eligibility or another reason permitted by the LCC terms of reference. The decision and reasons must be recorded and reported to the Governance Professional.

They must ensure that all LCC members:

- Act as champions for children and families within their schools and across the Trust.
- Develop a deep understanding of their school(s) and leadership to confidently fulfil their governance role.
- Receive and review reports, providing constructive challenge on pupil and parent engagement, staff wellbeing, attendance and behaviour.
- Act as a sounding board to gather the views of parents, carers, pupils, staff and LCC members, contributing to stronger collaboration and more informed decision-making.
- Support the school by attending celebration events.
- Help build partnerships with local businesses, services and councils.
- Champion and celebrate the successes of each school and the wider Trust.

To do this well, LCC members will need to be present and engaged: visiting the school regularly, building relationships and actively listening to the experiences of children, families and staff. The Trust offers ongoing support. It places great importance on training and is committed to providing all LCC members with the essential learning opportunities they need, including

annual compulsory safeguarding training, to equip LCC members with the skills and knowledge necessary to carry out their role effectively.

DELEGATION MATRIX

Delegation Matrix

The matrix identifies the final decision-maker, the principal role responsible for development or delivery, and the route for scrutiny or assurance. Detailed financial thresholds and policy ownership sit in the Financial Regulations and policy approval schedule.

Governance and strategy

Responsibility	Approve or decide	Develop or deliver	Scrutiny or assurance
Trust vision, values, culture and strategy	Trust Board	Trust Leader and Executive Leadership Team	Trust Board Committees; Members receive assurance
Annual strategic priorities and targets	Trust Board	Trust Leader; Standards Committee recommends educational targets	Trust Board committees
School development plans	Trust Leader	Headteacher with Executive Leaders support	Standards Committee; LCC receives relevant local information
Governance structure and committee terms	Trust Board	Trust Chair and Governance Professional	All Committees; Members
Chair and Vice Chair of Trust Board appointments	Trust Board	Governance Professional supports process	Members receive assurance
Trustee appointments	Members or Trust Board as set out in Articles and terms	Trust Chair and Governance Professional	Members
LCC Chair appointment	Trust Board	Trust Chair and Governance Professional	Trust Board
LCC appointments	Headteacher and LCC Chair jointly	Headteacher and LCC Chair, supported by the Governance Professional	Governance Professional confirms eligibility, required checks, terms of office and central records
Removal of LCC chair	Trust Board	Trust Chair and Governance Professional	Trust Board
Removal of LCC member	Headteacher and LCC Chair jointly	Headteacher and LCC Chair, supported by the Governance Professional	Governance Professional confirms that the process and decision are properly recorded
Governance checks, induction and development	Trust Board	Governance Professional	People and Culture Committee
Governance evaluation and external review	Trust Board	Chair and Governance Professional	People and Culture Committee; Members receive outcomes
Stakeholder and community engagement strategy	Trust Board	Executive Leaders and Headteachers	LCCs provide insight; Trust Board receives assurance

Education, inclusion and safeguarding

Responsibility	Approve or decide	Develop or deliver	Scrutiny or assurance
Trust curriculum intent and assessment approach	Trust Board	Trust Leader and Education Leaders	Standards Committee
School curriculum and assessment delivery	Trust Leader	Headteacher	Education Leaders and Standards Committee

Responsibility	Approve or decide	Develop or deliver	Scrutiny or assurance
EYFS statutory delivery	Trust Leader	Headteacher and EYFS Leaders	Education Leaders and Standards Committee
School standards and improvement intervention	Trust Leader within approved strategy; Board for structural decisions	Education Leaders and Headteacher	Standards Committee and Trust Board
Safeguarding policy and assurance framework	Trust Board	Trust Leader; Safeguarding Leaders; Headteachers and DSLs	Standards Committee and Safeguarding Trustee; LCC reviews local action plan
SEND and Trust-wide inclusion approach	Trust Board	Trust Leader; Inclusion and Education Leaders; Headteachers	Standards Committee and SEND Trustee
Attendance and admission registers	Trust Leader	Headteachers	Education Leaders Standards Committee
Admissions arrangements	Trust Board	Executive Leaders and Headteachers	Standards Committee or Board
Behaviour, suspensions and exclusions approach	Trust Board or delegated policy approver	Trust Leader and Headteachers	Standards Committee; trained panels for individual cases
Pupil premium and PE and sport premium/Inclusion strategy	Trust Leader within approved budget and policy	Headteachers and Education Leaders	Standards Committee; Board receives assurance
Looked-after and previously looked-after children	Trust Leader	Headteachers and designated teachers	Standards Committee
School day, school year and uniform	Trust Leader unless Board approval is required by policy or material impact	Headteachers and the Executive Leaders; stakeholder consultation as required	Standards Committee or Board receives assurance
Ofsted and regulatory inspections	Trust Leader	Executive Leaders and Headteachers	Trustees and LCC representatives attend as determined

Finance, audit and risk

See link to Financial Regulations Manual.

Responsibility	Approve or decide	Develop or deliver	Scrutiny or assurance
Appointment of Chief Financial Officer	Trust Board	Trust Leader leads recruitment	Resources Committee and Audit and Risk Committee as appropriate
Annual budget and three-year financial plan	Trust Board	Trust Leader and CFO and Trust Finance Lead	Resources Committee recommends
Financial authority limits and Financial Regulations	Trust Board	Developed by CFO; recommended by the Accounting Officer	Resources Committee
Budgeted and unbudgeted expenditure	As set out in Financial Regulations and Reserves	Approved in accordance with the Financial Regulations.	Resources Committee; Audit and Risk Committee assures controls
Monthly management accounts and forecasts	Trust Leader and CFO deliver; Board acts on material issues	CFO and Trust Finance Lead	Resources Committee; Chair monthly; Trust Board whenever it meets
Cash, investments and reserves	Trust Board for strategy; delegated decisions per Financial Regulations	CFO and Trust Leader	Resources Committee

Responsibility	Approve or decide	Develop or deliver	Scrutiny or assurance
Internal scrutiny programme	Trust Board	Executive Leaders and internal scrutiny provider	Audit and Risk Committee recommends and oversees
External auditor appointment	Members, or Trustees where company law permits	Governance Professional and CFO support process	Audit and Risk Committee recommends
Annual report and accounts	Trust Board	CFO and Trust Leader	Audit and Risk Committee recommends
Risk appetite and strategic risk	Trust Board	Trust Leader and risk owners	Audit and Risk Committee
School-level and operational risks	Trust Leader	Executive Leaders and Headteachers	Relevant committee; LCC may identify local risks
Related parties and conflicts	Trust Board or delegated authority subject to DfE rules	CFO, Governance Professional and relevant budget holder	Audit and Risk Committee
Novel, contentious or repercussive transactions	DfE approval before commitment; Trust Board approval internally	Trust Board approval and prior DfE approval before any commitment is made.	Audit and Risk and Resources Committees as appropriate
Procurement, assets and special payments	As set out in Financial Regulations and DfE requirements	Approved in accordance with the Financial Regulations.	Resources Committee; Audit and Risk Committee assures controls

People and leadership

Responsibility	Approve or decide	Develop or deliver	Scrutiny or assurance
Trust Leader appointment and dismissal	Trust Board	Trust Chair and appointed panel manage process	People and Culture Committee or Trust Board panel
Trust Leader appraisal	Trust Board	Chair and appointed Trustees, with external advice where appropriate	Executive Pay Committee determines pay outcome
Executive appointments reserved by the Board	Trust Board	Trust Leader leads process	People and Culture Committee or appointed panel
Headteacher appointment and dismissal	Trust Board or formally delegated panel	Trust Leader and Head of HR manage process	People and Culture Committee receives assurance
Other staff appointments and dismissals	Trust Leader, with sub-delegation to Headteachers and managers	Headteachers and managers with HR support	People and Culture Committee receives assurance
Pay policy and executive pay framework	Trust Board	Trust Leader and Head of HR	People and Culture Committee recommends; Executive Pay Committee applies
Individual pay decisions	As set out in pay policy	Relevant manager and HR support	Executive Pay Committee for reserved posts; appeals panel where required
Appraisal and performance management framework	Trust Board or delegated policy approver	Trust Leader, Head of HR, Headteachers and managers	People and Culture Committee
Workforce planning, wellbeing and workload	Trust Leader within approved strategy and budget	Executive Leaders and Headteachers	People and Culture Committee; LCC provides local insight
HR policies and employee relations	As set out in policy approval schedule	Head of HR, Executive Leaders and Headteachers	People and Culture Committee

Compliance and operations

Responsibility	Approve or decide	Develop or deliver	Scrutiny or assurance
Health and safety policy and estates strategy	Trust Board	Trust Leader, Operations Lead and Head of Estates and Resources, Headteachers	Resources Committee
Premises compliance and maintenance	Trust Leader within budget and authority limits	Head of Estates and Resources and Headteachers	Resources Committee; Audit and Risk Committee for control concerns
Capital projects and significant disposals	Trust Board or delegated authority subject to DfE consent	Trust Leader, CFO and Estates Leaders	Resources Committee
Digital strategy and DfE technology standards	Trust Board	Trust Leader, Operations and Digital Innovation and Technology Leader	Resources Committee; Audit and Risk for cyber risk
Cybersecurity, filtering and monitoring	Trust Leader within Trust Board-approved framework	Digital Innovation and Technology Leader, DSLs and Headteachers	Audit and Risk and Standards Committees
Data protection, information sharing and FOI	Trust Board or delegated policy approver	Trust Leader, Data Protection Lead and Headteachers	Audit and Risk Committee
Complaints procedure	Trust Board or delegated policy approver	Central Team and Education Leaders	Trained panels where required; Trust Board receives assurance
Whistleblowing procedure	Trust Board	Trust Leader and named staff contact	Named Trustee and Audit and Risk Committee
Policy schedule and statutory publication	Trust Board	Governance Professional and policy owners	Relevant committee and Trust Board
Compliance with DfE and statutory requirements	Trust Board remains accountable	Trust Leader, Executive Leaders and Leadteachers	Relevant committee and Trust Board