Inspire Education Community Trust Academy Trust Membership and Terms of Reference

Reviewed and Adopted: 14.09.2026

Current version as at:
19.10.2026 Board meeting

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Academy Trust Membership
2026/2027 Academic Year

Members
DR NASIR AWAN MBE
ROSAMUNDE LEE
ELIZABETH PRITCHARD
ZAFAR ALI
JENNIE WEBBER

Trustees			
Name	**Category**	**Appointing body**	**End of office**
SHAUKAT ISLAM	TRUSTEE	MEMBERS	EXOFFICIO
SHAMSUL ARIFEEN	CO-OP TRUSTEE	TRUST BOARD	14.12.2028
IRUM NAZ	TRUSTEE	MEMBERS	04.06.2027
BUSHRA KHAN	TRUSTEE	MEMBERS	04.06.2027
MICHELLE HERBERT	TRUSTEE	MEMBERS	30.06.2028
JENNIE WEBBER	TRUSTEE	MEMBERS	31.08.2028
EDRIS GAIBEE	TRUSTEE	MEMBERS	27.01.2030
JAMES HILL	TRUSTEE	MEMBERS	16.09.2029
SARVJEET JANDU	TRUSTEE	MEMBERS	09.09.2030
BASIT MOHAMMED	TRUSTEE	MEMBERS	30.09.2029
MOHINOOR MOHAMMED	TRUSTEE	MEMBERS	09.09.2030
SONIA NISA	TRUSTEE	MEMBERS	09.09.2030

Accounting Officer:	SHAUKAT ISLAM
Chief Financial Officer:	NAZNEEN ALAM
Governance Professional to the board:	JENNIFER WILLETT
Auditors:	FELTONS

Chair of trustees: James Hill **Vice Chair of trustees:** TBC

Meeting Dates 2026-2027

	Autumn Term	Spring Term	Summer Term
Trust Board	14.09.2026 14.12.2026	01.02.2027	26.07.2027 19.07.2027
AGM	-	11.01.2027	-
Finance, Audit & Risk	16.11.2026	15.03.2027	07.06.2027

Roles and Responsibilities

Trustees must have the skills, knowledge and experience to run the academy trust. Understanding the difference roles will help ensure the trust complies with legal and contractual duties.

Members have a similar role to shareholders of a company limited by shares. They:

- are the subscribers to the memorandum of association (where they are founding members)
- may amend the articles of association subject to any restrictions created by the funding agreement or charity law
- may, in certain circumstances, appoint new members or remove existing members
- have powers to appoint and remove trustees in certain circumstances
- may, by special resolution, issue direction to the trustees to take a specific action
- appoint the trust's auditors and receive the audited annual accounts (subject to the Companies Act)
- have power to change the company's name and, ultimately, wind it up

See individual trust Articles of Association for members powers.

Trustees

The trustees of the academy trust are both charity trustees and company directors. These terms of reference refer to them as trustees. However, in some academy trusts, such as church academies, those on the board are known instead as directors. In church academies, the term 'trustees' is reserved for those on the board of the separate trust owning the land.

Board purpose

The academy trust is the legal entity with the board having collective accountability and responsibility for the academy trust and assuring itself that there is compliance with regulatory, contractual, and statutory requirements.

The academy trust board provides:

• Strategic leadership of the academy trust: the board defines the trust vision for high quality and inclusive education in line with its charitable objects. It establishes and fosters the trust's culture and sets and champions the trust strategy including determining what, if any, governance functions are delegated to the local tier.

• Accountability and assurance: the board has robust effective oversight of the operations

and performance of the academy trust, including the provision of education, pupil welfare, overseeing and ensuring appropriate use of funding and effective financial performance and keeping their estate safe and well maintained

• Engagement: the board has strategic oversight of relationships with stakeholders. The board involves parents, schools and communities so that decision-making is supported by meaningful engagement.

The trustees must apply the highest standards of conduct and ensure robust governance, as these are critical for effective financial management. Trusts should consider the features of high-quality governance as described in the trust quality descriptions. Commissioning high-quality trusts - GOV.UK (www.gov.uk). Trustees should also review to the Charity Commissions guidance , The Essential Trustee and Companies House – Chapter 2 General duties of directors

Academy trusts must not have de facto trustees (defined in appendix 1 of the Charities SORP) or shadow directors (defined in section 251(1) of the Companies Act 2006).

Academy Trust Handbook

The Academies Trust Handbook sets out governance and compliance requirements placed on trusts. Academy trusts must comply with the handbook as a condition of their funding agreement. It provides an overarching framework for implementation of effective financial management and control.

Academy trust handbook 2026: effective from 1 October 2026 - GOV.UK

Governance guidance

The trustees must apply the highest standards of conduct and ensure robust governance.

Academy trusts: governance guide - GOV.UK

Terms of Reference

The board of trustees and its committees must meet regularly enough to discharge their responsibilities and ensure robust governance and effective financial management. Board meetings must take place at least three times a year (and business conducted only when quorate).

The board has delegated functions to the committees as detailed. Each committee must contain a majority of trustees, but it may also include other people the board chooses to appoint.

The quorum for meetings is specified in the trusts articles of association.

Committees

Each committee must contain a majority of trustees, but it may also include other people the board chooses to appoint.

The governance professional to the board will undertake the clerking of the committees.

The committee minutes shall be included as an agenda item for consideration/information at the next meeting of the board of trustees appropriate.

All decisions made by committees with delegated powers should be reported to the next meeting of the board of trustees. If the minutes are not finalised a brief statement of the conclusions reached should be given.

The chair of the committee will be appointed at the first board of trustees/committee meeting of the academic year.

Committees will have delegated powers to approve policies as relevant to that committee as per the scheme of delegation.

The board cannot delegate overall responsibility for the academy trust's funds. However, it must approve a written scheme of delegation of financial powers that maintains robust internal controls.

Review of committees and delegation

The board of trustees must review the committee structure, terms of reference for each committee and the membership of each committee on an annual basis.

Virtual meeting arrangements

The board of trustees has approved the use of "virtual attendance" at meetings (approved at trust board meeting on 30.09.2024). All Full trust board boards are to be held face to face and all committees will be held remotely.

For full details, please refer to the Virtual Governance Policy.

Annual General Meeting

The AGM must be held annually to:
• Approve annual report and financial statement for submission to ESFA. • Appoint auditors for next financial year. • Propose amendments to articles of association (if applicable). • Appointment/retirement of members (if applicable). Consider the appointment of trustees (if applicable).
Membership
As per articles of association

Chair of Committee	
Clerk	Jennifer Willett

Finance, Audit, Risk and HR Committee

The academy trust must establish an audit committee, appointed by the board. Trusts with an annual income over £50 million must have a dedicated audit & risk committee. Other trusts must either have a dedicated audit committee or can combine it with another committee. The audit committee should meet at least three times a year.

Please refer to separate terms of reference document.

Personnel Committee – constituted as required

The committee has responsibility delegated by the board of trustees for hearing:	
➢ Staff grievance and discipline (in line with school policies) ➢ Staff dismissal, redundancy and redeployment ➢ Staff capability/management of absence	
Membership	
• To be made up of members who have no awareness of the original incident and are not known personally to the member of staff ***Minimum of three members required***	
Chair of Committee	To be elected at each meeting
Clerk	Jennifer Willett

Pupil Discipline Committee – constituted as required

The committee has responsibility delegated by the board of trustees to:	
Consider and decide on the reinstatement of a suspended or permanently excluded pupil within 15 school days of receiving notice of a suspension or permanent exclusion from the headteacher if: ➢ • it is a permanent exclusion; ➢ • it is a suspension which would bring the pupil's total number of school days out of school to more than 15 in a term; or ➢ • it would result in the pupil missing a public examination or national curriculum test ➢ Receive and consider any representations lodged by parents of pupils who have been suspended or permanently excluded. ➢ Comply with exclusion procedures in accordance with DfE guidance ***Any item referred by the board of trustees***	
Membership • To be made up of members who have no awareness of the original incident and are not known personally to the appellant parents or pupils ***Minimum of three members required***	
Chair of Committee	To be elected at each meeting
Clerk	Jennifer Willett

Complaints Committee – constituted as required

The committee has responsibility delegated by the board of trustees to:	
➢ At the relevant stage hear any complaint made under the school complaints procedures ***Any item referred by the board of trustees***	
Membership • To be made up of members who have no awareness of the original incident and are not known personally to the complainant ***Minimum of three members required – one of whom must be independent of the running and management of the academy***	
Chair of Committee	To be elected at each meeting
Clerk	Jennifer Willett

Appeals Committee – constituted as required

The committee has responsibility delegated by the board of trustees for hearing appeals with regard to:	
➢ Pay ➢ Redundancy ➢ Staff grievance ➢ Leave of absence – if appropriate ➢ Staff dismissal ➢ Any Item referred by the full governing board ***When dealing with an appeal the committee should be equal to or greater than the original committee that made the decision***	
Membership	
• To be made up of members who have no awareness of the original incident and are not known personally to the appellant ***Minimum of three members required***	
Chair of Committee	To be elected at each meeting
Clerk	Jennifer Willett

Executive Head Teacher Appraisal

The committee has responsibility delegated by the board of trustees to:	
➢ Meet the external advisor to discuss the Head Teacher's performance targets ➢ Decide whether targets have been met and set new targets annually ➢ Recommend pay progression to the relevant committee and in accordance with the pay policy ➢ Undertake mid-year monitoring of the Head Teacher's performance against targets	
Membership	
Minimum of two members required • *Mohammed Basit* • *Jennie Webber* • *James Hill*	
Chair of Committee	To be elected at the meeting
Clerk	Jennifer Willett

Pay Committee * This function is performed by the FAR committee

The committee has responsibility delegated by the board of trustees to:
➢ Undertake functions in relation to appraisal and pay progression as determined in the pay policy. ➢ Ensure that decisions about levels of executive pay (including salary and any other benefits) follow a robust evidence-based process and are a reasonable and defensible reflection of the individual's role and responsibilities. The board must discharge its responsibilities effectively, ensuring its approach to pay and benefits is transparent, proportionate and defensible. ***Committee to meet once per year in the autumn term***
Membership
1. 2. 3. ***Minimum of three members required.*** *Minimum of three trustees, with relevant HR or leadership experience where possible.* *· The Committee may invite senior leaders, including the CEO, HR Director, and CFO, to attend meetings (excluding discussions about their own remuneration).*

Chair of Committee	
Clerk	

Recruitment & Selection Panel – constituted as required

The panel has responsibility delegated by the board of trustees for the:
➢ Selection of the CEO/head teacher/principal and deputy head teacher/vice principal (check the scheme of delegation) ***The appointment must always be ratified by the board of trustees***

Membership	
1. 2. 3. ***Minimum number of members as per appointment of staff delegations. All members must be available at all stages of the process***	
Chair of Committee	To be elected at each meeting
Clerk	

Special Responsibility Trustees

Safeguarding/Child Protection trustee *	Sarvjeet Jandu
Inclusion and SEND trustee	Jennie Webber
Health and Safety/ Estates Management trustee	Mohinoor Mohammed
Safer Recruitment trustee	Sarvjeet Jandu
Whistleblowing trustee**	James Hill
Training Trustee	Shaukat Islam
Digital and Technology Standards Trustee	Mohammed Basit
Mental Health Trustee	Jennie Webber
Attendance Trustee	Michelle Herbert
Allergies Trustee	Mohinoor Mohammed
Pupil Premium	Edris Gaibee
Sport Premium	Edris Gaibee

**In accordance with Keeping Children Safe in Education 2026 'Governing bodies and proprietors should have a senior board level (or equivalent) lead to take leadership responsibility for their schools or college's safeguarding arrangements.' The DfE have confirmed that this can be a member of staff, but that person must be a member of the board as well (for example, the headteacher or a staff governor)*

and that this must be a separate person from the DSL, in order to ensure there is sufficient challenge to the organisation's safeguarding arrangements and performance.

*** In accordance with the Academies Trust Handbook 2026 'The trust should appoint at least one trustee and one member of staff who other staff can contact to report concerns.'*

Items Delegated to an Individual(s)

Delegation of expenditure and virements

That sums below **£20,001** be delegated to the CEO/head teacher/principal.

Disposal of surplus stock

Delegated to CEO/Head Teacher/Principal with the approval of the chair of the board of trustees.

Delegation of Suspension

That suspension be delegated to the chair of the board of trustees in instances where the CEO/ head teacher/principal is the person in question or involved in the case. That the chair of the board of trustees be given delegated powers to lift the suspension after taking advice from Human Resources or any other organisation providing the service to the school.

Approval for Expenditure

The chair of the board of trustees or chair of the Finance committee be given approval for expenditure above the set limit prior to the next committee meeting – **only in cases of emergency**

Appointment of Staff (ensure no appointment is carried out by one person alone)

Appointing the Senior Executive Leader

The board of trustees has legal responsibility for appointing the Chief Executive Officer in a MAT and a Principal in a Single Academy Trust according to article 107 of the Department for Education's model articles of association. In multi-academy trusts (MATs), some responsibility may be delegated to local governing bodies (LGBs) in individual schools. Check the trusts articles of association and scheme of delegation.

Appointing other members of staff

Academy trusts are free to decide which staffing functions they want to delegate. This **must** be recorded in the scheme of delegation.

Single Academy Trusts

Trustees can be involved in the recruitment process for staff under the headteacher or deputy headteacher, such as sitting on an interview panel. For example, if:

- It is small academy that doesn't have enough senior staff members available to make up the panel
- The post being interviewed for is within the school's senior leadership team (SLT)
- Other members of the panel feel they could use the skills and experience of the governor, such as HR experience

Multi Academy Trusts

It's unlikely trustees would be involved in the appointment of any members of staff under the CEO.

The exception might be if there are any special circumstances, such as Ofsted placing the academy in special measures and then recruiting a member of the SLT.

Outline below the agreed delegations in line with the scheme of delegation.

Lunchtime/Cleaning/Administration Support Staff	CEO
Educational Support Staff	CEO
Business Manager	CEO
Teaching Staff	CEO
Senior Management Team* ** Senior Executive Leader appointments must be ratified by the relevant body.*	CEO