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SCHEME OF DELEGATION

SEPTEMBER 2026

Lowfields Avenue, Ingleby Barwick, TS17 0RJ

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Vision & Values

Purpose

Ignite the potential in young people and prepare them to be the trail blazers of tomorrow.

Vision

Informed young people enjoying the present and being optimistic for their future.

Mission

Create the environment and provide the opportunity for young people to flourish.

Values

We stand for:

Mutual respect	We are inclusive of all. We listen to all perspectives.
Hearty collaboration	We are stronger together. We share. We are collaborative. We are partners.
Courageous ambition	We strive for the best. We have high aspirations – for ourselves, our schools and our young people. We are positive about the future.

Scheme of Delegation

The Scheme of Delegation sets out the delegation by the Trustees under Article 105 of the Articles of Association. The Scheme defines the lines of responsibility, accountability and key decision making in respect of the governance and management of the Trust and its Academies.

The Scheme clearly sets out the roles and responsibilities across all layers of governance and should be read in conjunction with the Trust's Articles of Association, which form the constitution of the Trust and take precedence over this Scheme in the event of any dispute.

The Scheme of Delegation will be reviewed on an annual basis by the Trust Board, or more frequently if required. In the event that any material changes are proposed to this Scheme of Delegation, the Board of Trustees will have regard to any representations of the Local Governance Committees. However, this Scheme of Delegation may only be altered or revoked by the Board of Trustees. The Board of Trustees delegates responsibility for the performance of the Trust, including the performance of the Academies within the Trust, to the Chief Executive Officer (CEO), who is accountable to the Board for the overall performance of the Trust and will report to Trustees on its performance and the performance of the Academies within it.

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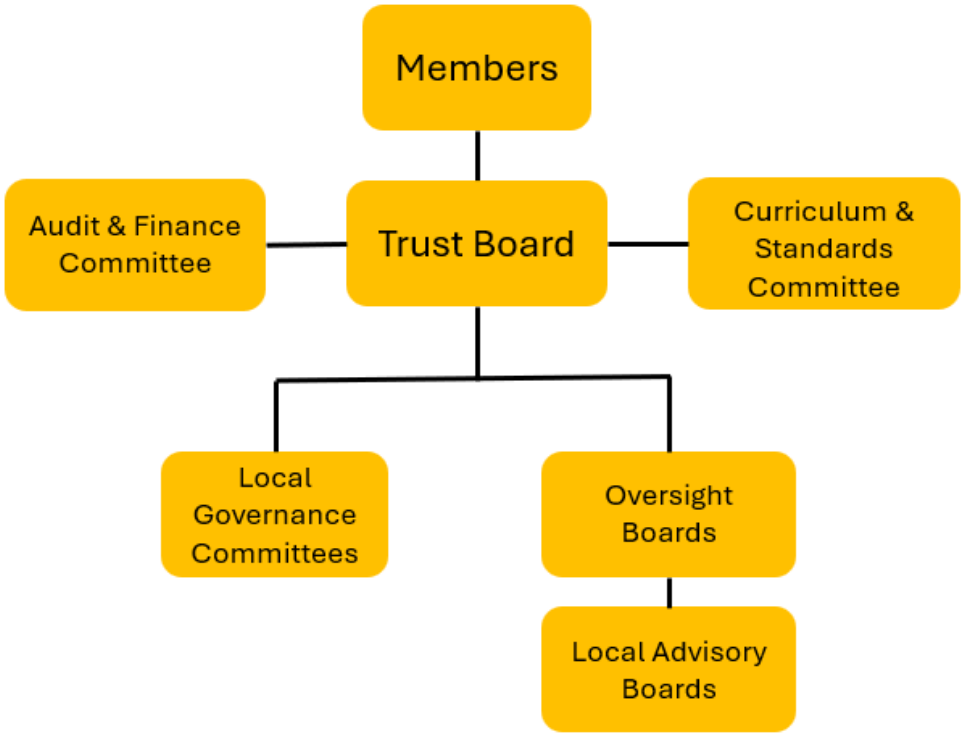
Governance & Accountability Structure



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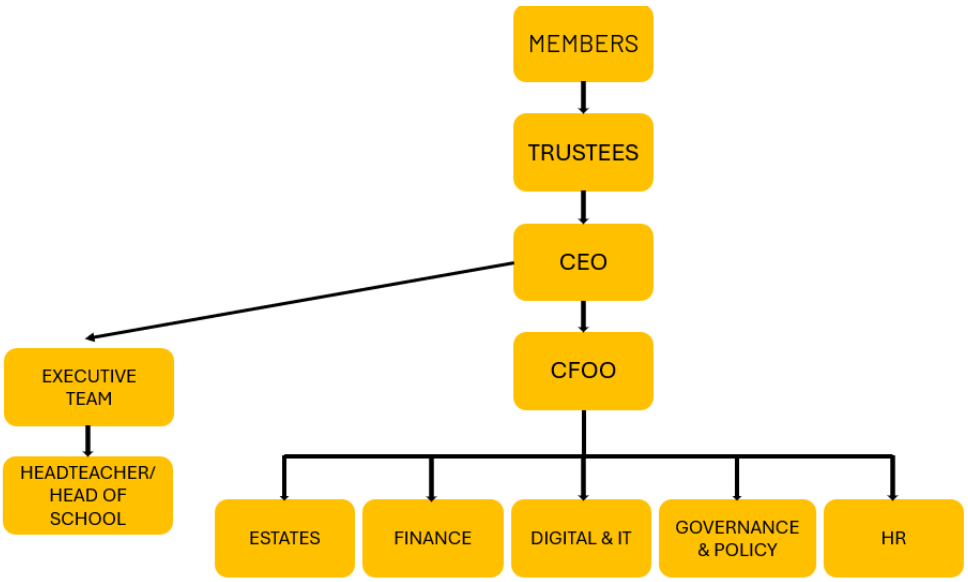
Spark Education Trust Structure



Layers of Governance: Key Roles & Responsibilities

The Trust is a company limited by guarantee and in accordance with the Academies Act 2010 is an exempt charity.

The Trust's three core layers of governance are Members, Trustees and Local Governance Committees. Some trust schools use the term Local Governing Board and others Local Governing Committee/Council. Trust schools are free to use either term, for the purposes of this document Local Governance Committee encompasses both.

We have set out below an overview of the key roles and responsibilities across the different layers of governance.

Members

The Members are akin to the shareholders of a company and are often referred to as the 'gatekeepers'. However, unlike shareholders of a company, Members cannot take money or assets from the company. The

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Members are the 'conscience' of the Trust, with the remit to ensure the Trust is effectively delivering on its charitable object.

The Members have ultimate control over the Trust, with the ability to appoint and remove Trustees and the right to amend the Trust's Articles of Association (a document that sets out the powers of the Trust, Members and Trustees). The Articles of Association describe how Members are recruited and replaced and how many Trustees can be appointed to the Trust Board by the Members.

The Trust Board submits an annual report to the Members on the performance of the Trust.

Trustees

The Trustees are the charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and are responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the Memorandum, Articles of Association and this Scheme of Delegation.

The Trust Board is the accountable body for the performance of all Academies within the Trust and, as such, must:

- Ensure clarity of vision, ethos and strategic direction;
- Evaluate and provide strategic challenge in all areas for the purposes of achieving the charitable objective;
- Hold the CEO to account for the educational performance of the Academies and their pupils, and the performance management of staff;
- Oversee the financial performance of the Trust, ensuring financial probity and value for money; and
- Hold the LGC to account for the effective Governance at the level 'knowing and understanding the school' as outlined in this Scheme of Delegation and in line with the Code of Conduct.

As mentioned above, the Trust is a company limited by guarantee and an exempt charity. Therefore, Trustees must comply with company, education and charity law requirements. This results in the terms 'Trustees' and 'Directors' being used interchangeably. However, the Articles of Association refer to 'Trustees'. The use of the term Trustee also distinguishes these individuals from those who are Executive Officers with the job title of Director but who are not actually Companies House registered Directors.

While Trustees can serve as Members, best practice recognises that the Members are responsible for holding the Trustees to account. Therefore, there should be separation between the Members and Trustees.

The Trustees may establish committees either with delegated authority to make decisions, or for the purpose of providing advice and support informing the overall work of the Trust Board. However, these committees are not legally responsible or accountable for statutory functions - the Trust Board retains overall accountability and responsibility. The responsibilities of board committees are set out in their terms of reference and the responsibilities for school local governance committees are set out in the relevant section of this scheme of delegation. The Trust Board may appoint to the governance committees.

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The Trust Board is permitted to exercise all the powers of the Trust. The Trust Board will delegate to the CEO responsibility for the day-to-day operations of the Trust.

The Trustees (with the consent of the Members where the Trust Board structure requires adjustment) have the right to review and adapt the Trust's governance structure at any time, which includes revoking delegation.

Payment of Trustees

Very importantly, because the Trust is a company and an exempt charity, Trustees are bound to comply with charity and company law as well as the requirements of the Academy Handbook. Charity law expects individuals and organisations to become involved with a charity purely for altruistic purposes. The law does not envisage, or normally allow, for a profit to be made by a Trustee or a Member simply for acting in accordance with the role that he or she has taken on.

The Trust's Articles of Association set out specific provisions relating to payment of Trustees. In short, there are three circumstances in which Trustees may be paid by the Trust:

- Reimbursement of reasonable expenses properly incurred when acting on behalf of the Trust. Please note that this is at the discretion of the Trust Board. Permission should be sought in advance of incurring any expenses and receipts must be provided. Only reasonable expenses can be reimbursed and any expenses incurred may be subject to scrutiny by the Department for Education (Dfe).
- Payment for services provided outside the role of a Trustee This is subject to very strict rules and legal advice must be sought when considering payment of this kind.
- Payment of salary to staff Trustees or Executive Leaders in their capacities as employees and not as Trustees.

In summary, payment of Trustees must be considered carefully and properly documented, considering the Articles of Association and the Academy Trust Handbook. This Scheme of Delegation only sets out a very brief summary of the issues surrounding payment of Trustees and is not intended to be a substitute for detailed advice on this subject.

Trustees' Conflict of Interests

A conflict of interests is any situation in which a Trustee's personal interests (or those of a person or body connected to them), influence or appear to influence or affect that individual's decision making.

As Trustees of an exempt charity, the Trustees have two sets of similar duties to avoid conflicts of interest. The first duty derives from the charity law duty imposed on Trustees by virtue of their positions as charity law Trustees. The second duty arises from company law and is imposed on Trustees by virtue of their position as Directors under company law.

Essentially, the Trustees have a legal obligation to act in the best interests of the Trust and in accordance with the Trust's Articles of Association, and to avoid situations in which there is an actual conflict of interests or where it is reasonably perceivable that an actual conflict could emerge.

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Trust Board Meetings

The Trust Board meets a total of twelve times per academic year (from September to July of the relevant year). The schedule comprises a total of 5 Full Trust Board meetings, 4 Trust Audit and Finance Committee meetings and 3 Trust Curriculum and Standards Committee meetings.

Subject to the consent of the Trust Board, external advisors, LGC representatives, Executive Leaders, staff and parent representatives may also attend any committee meetings to make recommendations to the Trust Board. These additional attendees shall not have voting rights at committee meetings.

Quorum for Trust Board meetings: 50% of the total membership

Trust Board Remit and Role

1. To determine the governance structure for the Trust and each Local Governance Committee (LGC). To determine terms of reference for all Trust and LGC Committees. To appoint and remove Committee and LGC Chairs.
2. To review the effectiveness of governance on an annual basis and develop effective succession plans for the trust. To agree arrangements for Trustee monitoring.
3. To develop the vision and strategy for the trust agreeing key priorities and key performance indicators against which progress can be measured.
4. To determine the annual staffing establishment and structure including teaching and support staff across the Trust, and to appoint the Headteacher/Head of School of Trust Schools.
5. To ensure the conduct of a review of the staffing establishment in the Spring Term in conjunction with an audit of curriculum requirements in order to inform the annual budget setting across all schools in the Trust.
6. To ensure procurement decisions comply with the Procurement Act 2023 and Academy Trust Handbook requirements. The Trust Board delegates procurement authority through this Scheme and will comply with the Procurement Act 2023, associated regulations and the Academy Trust Handbook. Appropriate due diligence will be undertaken and procurement decisions will demonstrate value for money and proper use of public funds.
7. To retain responsibility for compliance with DfE School Estate Management Standards and retain oversight of estate strategy, compliance, health and safety via the Trust Board or a delegated Committee as appropriate. Executive Leaders are responsible for day-to-day estate management, risk assessments, and escalation of significant risks.
8. To update on an annual basis the Pay Policy and Appraisal Policy for all Trust schools.
9. To undertake the annual salary review of teachers including those on the leadership spine in the context of the Pay Policy and statutory criteria.
10. Ensures appropriate internal scrutiny and where the Trust's annual income exceeds £50m (based on last audited accounts) will convene a separate Audit & Risk Committee. Executive Leaders will provide information to enable Trustees to assess whether this threshold has been met.
11. To appoint a minimum of three trustees to carry out the annual Appraisal of the Chief Executive (with the assistance of an external adviser). To agree the CEO pay award.
12. To consider such staffing issues as are highlighted by the Chief Executive.

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13. To determine and approve Trustwide policies which reflect the Trust's ethos and values, at the Trust Board or its Committees as part of the Trust Policy Framework.
14. To consider such matters relating to Health & Safety, Premises, Asset Management, Spark Sport and any trading subsidiaries as are highlighted by the Chief Executive or Audit and Finance Committee.
15. To agree auditing and reporting arrangements for matters of compliance, including the receiving of monthly management accounts.

The Trust's Committees

The Trust Board and committees meet in line with the Academy Trust Handbook, with a focus on school improvement, finance, resources, audit or ethos.

The Trust will work with the Executive team to set the overall vision and mission for the Trust and hold the Executives to account on school improvement.

The Trust ensures that the financial, human, IT/digital, estates resources and governance of the MAT are being effectively managed. Executive Leaders with oversight from the Board are responsible for estate management, health & safety compliance and delivery of the Trust's Climate Action Plan, as well as implementing and reporting on digital strategy and compliance with DfE Digital and Technology Standards (2030).

The Board, Audit & Finance Committee and designated senior staff are responsible for financial oversight, risk management and incident response, including adherence to cybersecurity policies and prohibition of ransom payments.

Executive Leaders will report to the Board as required and provide guidance to the Trust Board and CEO on all matters relating to trust resources.

The Board ensures all executive pay decisions are transparent, defensible, and published as required.

The Trust has Safeguarding at the top of its list of priorities. It delegates the day-to-day management of Safeguarding standards to School Local Governance Committees, who work closely with the Trust to ensure that standards are high.

The Audit & Finance Committee

The Audit and Finance committee oversees and reviews the Trust's finances, estates/premises, HR and internal audit, risk management and statutory reporting ensuring compliance with Academy Trust Handbook thresholds and requirements. Membership comprises 5 or 6 Trustees, supported by The Chief Executive Officer and the Chief Finance and Operations Officer. It acts as an Audit Committee that oversees and reviews the financial management of the Trust in line with the requirements of the Academy Trust Handbook.

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Remit & Role

1. To establish financial procedures policy statements, ensure that they are regularly reviewed and where necessary updated.
2. To consider consultations under any applicable regulations and advise the trustees accordingly.
3. To ensure that the Trust operates within all Financial Regulations including the requirements of the Dfe and Academy Handbook, Company's Act and Charity Commission guidance.
4. To appoint the Chief Finance and Operations Officer (CFOO) for the delivery of the Trust's accounting processes.
5. To establish and review the scheme of financial delegation for the Trust and each school.
6. To oversee the Trust's programme of internal scrutiny and provide assurance to the Board regarding the effectiveness of financial and operational controls.
7. To act as the audit committee for the Trust and receive and respond to the external auditor's reports, in particular the annual report and accounts.
8. To establish and maintain an up to date three year financial plan.
9. To agree any central support services budget and/or charge to each school within the Trust.
10. To approve the formal annual budget plan for each school, as presented by the CFOO.
11. To manage risk through the provision of a risk register which is reviewed and monitored regularly.
12. To receive monthly management accounts and the termly 'Forecast Outturn Reports' for each school's budget.
13. To review annually trust policies related to the Committee's area of work.
14. To ensure robustness of benchmarking and trust wide value for money.
15. To review and approve such payments and contracts, in line with the financial scheme of delegation, which are above the level of authorisation by the Headteacher/Head of School, Chief Finance and Operations Officer and Chief Executive Officer.
16. To monitor compliance with the Trust's statutory digital and technology standards in line with the Academy Handbook, monitor progress and consider any significant updates received from Executive Leaders as necessary.
17. To ensure ransom payments are not authorised in response to a cyber-attack and have oversight of cyber risk management and incident response. Executive Leaders manage operational response and will escalate incidents immediately.
18. To consider any other matter requested by the trustees.
19. The day to day management of the budget of each school is delegated to the Head teacher/Head of School.
20. The Headteacher/Head of School will be guided by the professional advice and support of the Chief Finance and Operations Officer.

Quorum for Trust Committee Meeting: 3
Trustees Meetings per year: 4

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The Curriculum & Standards Committee

The Curriculum and Standards Committee monitor the work of the schools in the Trust and supports the work of the Local Governance Committees in holding their schools to account and encouraging improvement at all levels.

The key areas of scrutiny and accountability for both primary and secondary are safeguarding, academy curriculum, outcomes and progress (all, SEND and PP), attendance, behaviour, school improvement, personal development and quality assurance.

The committee also focuses on the use of additional funding including pupil premium, sports premium and the inclusive mainstream fund. with regard to impact on curriculum, outcomes and wider engagement, and attendance. Membership comprises 5 or 6 Trustees, supported by The Chief Executive Officer and Directors of Education.

Remit & Role

1. To monitor the work of the schools and support the work of the Local Governance Committees or Committees in holding schools to account and encouraging improvement at all levels.
2. To scrutinise and hold leaders to account on the following key areas: safeguarding, curriculum, outcomes and progress (all, SEND and PP), attendance, behaviour, school improvement, personal development and quality assurance.
3. To monitor the use of additional funding (pupil premium, sports premium, the inclusive mainstream fund) with regard to impact on curriculum, outcomes and wider engagement, and attendance.

Quorum for Trust Committee Meeting: 3
Trustees Meetings per year: 3

Staffing Committees

The operational management of HR resources across the whole remit of HR policies will be delegated to Executive Leaders with oversight from the Trust Board and the Trust Staffing Committee as appropriate and in line with HR policies.

Quorum for Trust Committee Meeting: 3 Trustees
Meetings: As required

Pay & Appraisal Committee

The Committee determines and agrees with the Trust Board the framework for the remuneration of the Trust's CEO and such other members of the Executive Management of the Trust as it is designated to consider.

The Trust Board retains responsibility for setting and approving Executive pay. The Committee reviews evidence, ensures transparency, and records the rationale for decisions. Executive Leaders provide

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information but are excluded from decisions about their own pay. The Board reviews the pay and appraisals for Trust employees through the annual appraisal cycle.

Complaints Committees

Trust Complaints Committees may be held in circumstances where it may be necessary to:

1. Hear complaints and determine whether these are valid and what, if any, action is to be taken.
2. Hear complaints that have been escalated from Trust Local Governance Committees, as appropriate and in line with Trust policy.

Quorum for Trust Committee Meeting: 3
Trustees Meetings: As required

Other Committees as required by the Trust

Other committees may be held when necessary and agreed by the Board of Trustees.

Local Governance Committees

Local Governance Committees are subcommittees of the Trust. Careful consideration of the composition of Local Governance Committees is undertaken with regards to skillset, and to ensure that the number of Governors who are paid employees of the Trust does not exceed one third of the total. In light of this, due consideration should be given when a Governor changes status to become an employee of the Trust.

The Trust Board will establish an LGC for each school where it has determined to delegate powers to it using the earned autonomy principles, and ensure arrangements are in place for the appointment of a Chair, a minimum of two elected Parents Governors and elected Staff Governors (no more than one third of its membership).

Quorum for LGC meetings – 50% of total membership.

There are a number of elements of an effective LGC:

- The right people around the table;
- Understanding their role and responsibilities as set out in the Scheme of Delegation and Code of Conduct;
- Good chairing;
- Professional clerking;
- Good relationships based on trust and rapport;
- Knowing the school – its data, its quality of education, staff, parents, children and community; Commitment to supporting and asking challenging questions, and pursuing the outcome and impact of these;
- Confidence to have courageous conversations in the interests of the pupils.

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The LGC ensures that the schools that it has responsibility for are compliant with all statutory policies and procedures. Governors are elected to contribute to the work of the governance committee to ensure high standards of achievement for all children in the school contribute to strategic discussion, holding senior leaders to account by monitoring school performance and ensuring money is well spent.

The Board of Trustees will determine what will be delegated to the LGC. As a committee of the Trust Board, delegation can be altered at any time.

Each LGC meeting shall be formally minuted and a copy of those minutes shared with the Chair of the LGC and the Headteacher/Head of School, for review and approval. The Chair or relevant person acting as the Chair of the meeting will sign and approve the final version of the minutes which will be saved and securely stored electronically.

The minutes shall include a record of all appointments of officers made by the school. They shall also include a record of all proceedings at meetings of the LGC including the names of all persons present at each meeting.

The Chair/Clerk shall ensure that copies of minutes of all meetings of the LGC shall be provided promptly to the Board of Trustees once agreed by the Local Governance Committee.

Local Governance Committee Appointment Process

All interested applicants will be referred to the LGC Clerk who will outline the process of application and appointment. It is good practice for the interested party to visit the school with school leaders and/or the Chair of the LGC. Applications will be managed by the Clerk and Trust appointed personnel.

Community and Co-Opted Governors are appointed by the Board of Trustees. Once the Governor is appointed and notified, a letter of appointment will be issued by the Clerk. A DBS must be completed and entered onto the single central register.

Parent and Staff Governors will follow a nomination and election process managed by the school with support from the Clerk.

Composition of Local Governance Committees

The Governance Committee is made up as follows:

- A minimum of two elected Parent Governors;
- Up to four Staff Governors elected by the workforce of the school;
- The Headteacher/Head of School;
- Up to nine Co-opted Governors appointed by the Board of Trustees.

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Type of LGC Governor	Number	Term of Office	How they are appointed
Headteacher/Head of School	1	Indefinite	
Parent LGC Governors	Minimum of 2	4 years	Parent LGC governors shall be appointed or elected by the parents of the school. In the event that the number of parents standing for election is less than the number of vacancies, the Board of Trustees may appoint Parent LGC governors.
Staff LGC Govrnors	Up to 4 but no more than 1/3 of membership	4 years	Staff LGC governors shall be elected by the staff of the school. In the event that the number of staff standing for election is less than the number of vacancies, the Board of Trustees may appoint staff LGC governors.
Co-Opted Governors	Up to 9	4 years	Co-opted governors can be recommended by the LGC but are subject to approval by the Board of Trustees.

Each Local Governance Committee will include, as a minimum:

- Chair
- Vice Chair
- Safeguarding Link
- SEND and CIOC Link

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Election of Chair

The Board of Trustees is responsible for ratifying Local Governance Committee Chair and Vice Chair appointments. Local Governance Committees will provide recommendations for the Chair and Vice-Chair to the Board of Trustees in July of the relevant academic year.

LGC members employed at the school will not act as Chair. Local Governance Committee Chairs do not usually exceed an 8 year tenure.

Working Groups

The Local Governance Committee shall be entitled to establish working groups and challenge meetings to support, inform and challenge school improvement. Decision making powers, duties and responsibilities remain with the Local Governance Committee delegated to them.

Local Governance Committee Removals and Disqualifications

An LGC governor shall no longer serve on the LGC if they:

1. Resign by giving notice in writing to the LGC Chair, who must forward a copy of the letter to the Clerk;
2. Are removed by the Board of Trustees, with notice given in writing. A copy of the notice is then forwarded to the Chair of the LGC;
3. Are the subject of a recommendation to be removed, sent to the Board of Trustees by the Chair of the Trust. The Governor is then removed by the Board of Trustees, with notice provided in writing, and a copy of the notice is then forwarded to the Chair of the LGC;
4. Become incapable, by reason of mental disorder, illness or injury, of managing or administering his or her own affairs;
5. Are absent without the permission of the Chair of the LGC from all meetings of the LGC held within a period of six months, and the LGC resolves that his or her office be vacated;
6. Are a staff LGC governor and no longer work for the school in which they are a governor;
7. Are a parent LGC governor but their child no longer attends the school they are a governor;
8. Has had their estate sequestrated and the sequestration has not been discharged, or is subject to a bankruptcy restrictions order;
9. Are subject to a disqualification order under the Company Directors' Disqualification Act 1986, or to an Order made under the Insolvency Act 1986;
10. Are subject to an order of the Charity Commission removing them from the office of charity trustee, on the grounds of misconduct or mismanagement in the administration of the charity for which they were responsible, or to maladministration of which their conduct contributed;
11. Are included on the list kept by the Secretary of State under Section 1 of the Protection of Children Act;
12. Are disqualified from working with children in accordance with Section 35 of the Criminal Justice and Court Services Act 2000;
13. Are barred from regulated activity relating to children within the meaning of the Safeguarding of Vulnerable Groups Act 2006;

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14. Has a direction made against them under section 142 of the Education Act 2002, or are subject to a prohibition order which takes effect as if contained in this direction;
15. Has at any time been convicted of any criminal offence excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence, except where a person has been convicted of an offence which falls under the Charities Act 1993, section 72; and, does not provide the Trust with a criminal records certificate at an enhanced disclosure level. In the event the certificate discloses information which in the opinion of the Chair or Headteacher/Head of School confirms the person's unsuitability to work with children, that person shall be disqualified. The removal and disqualification of Trustees is set out in the Trust's Articles of Association.

School Oversight Boards

The Trust is ultimately responsible for all aspects of the provision of education in accordance with its legal obligations. The Trust desires to delegate many areas of decision making to individual schools but reserves the right to change the level of authority delegated in order to fulfil its legal obligations.

For Academies Ofsted rated level 1 (Outstanding) and level 2 (Good) the Board of Trustees delegates high levels of autonomy to the LGC as set out in section 10 (Table of Responsibilities).

Where the Board of Trustees has concerns with regards to quality of education, behaviour, safeguarding, overall strategic governance or otherwise, it may implement an Oversight Board to address those concerns.

Potential indicators of a school's underperformance may include but are not limited to:

- Weaknesses in published assessment information, external reports, parent view, parental complaints or critical incidents.
- Ofsted grade the school as a level 3 (Requires Improvement) or 4 (Inadequate). The school is predicted to have or has an in-year material deficit budget except where any such deficit is planned and has been approved in advance by the Board of Trustees. An event occurs at or in relation to the school which is significantly damaging to the reputation of the Trust.
- The School Committee does not act in a way which would be considered appropriate behaviour for A School Committee; or
- Any event analogous to the above events occurs at or in relation to the School.

The Board of Trustees may alter or revoke the authority delegated to the LGC until such time as the Board is satisfied that the event that has occurred has been rectified or ceases to cause concern. When making such decisions, the Board of Trustees shall have regard to any representations made by the LGC.

Where powers are withheld from a Local Governance Committee, the Trust will exercise those powers through a School Oversight Board. Membership will comprise Trustees, the CEO, the Headteacher/Head of

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School, other Trust Officers as required and the Chair and Vice Chair of the LGC. Only Trustees may vote in the event of a formal decision. The school Local Governance Committee will continue to operate in an advisory capacity as an Advisory Council.

The Board of Trustees will regularly review the requirement for an Oversight Board, taking into account the areas for improvement specific to the school.

Specific criteria regarding the disbandment of an Oversight Board will be confirmed with the Chair and Headteacher/Head of School of the relevant school at the time of Oversight Board implementation.

School Advisory Councils

The Trust Board will establish a School Advisory Council and will appoint the chair, where delegation has been withheld from a school, under the principles of earned autonomy or mixed delegation. A minimum of two Parent Governors will be elected to the Council and other Governors appointed as required, including staff representative(s).

Those serving on the Council will be called Governors. The Council may:

- Seek to understand how the school is led and managed: the Headteacher/Head of School will report termly on how the school is fulfilling the trust's ethos, vision and strategy.
- Act as the panel when reviewing the Head's decisions on exclusions, and parental complaints.
- Be the consultative body for the school's stakeholders.
- Represent the school's stakeholders.
- Forge links with the community.
- Act as an ambassador for the school.
- Seek to build up the capacity of the School Advisory Council, with the intent of being able to demonstrate to the Trust that reverting to a Local Governance Committee is practical, and that there is no longer a need for an Oversight Board.

It is the intent of the Trust to seek to build up capacity and address any issues within an individual school that is operating under an Advisory School Council, to enable that school to disband the Oversight Board and move to a Local Governance Committee with delegated powers.

Spark Education Trust: Key Roles, Responsibilities & Teams

The role of the Chief Executive Officer (CEO)

The CEO has the delegated responsibility for the operation of the Trust including the performance of the Trust's academies and is responsible for all staff across the Trust. The CEO will performance manage the Headteachers/Heads of School. This may be delegated to Directors of Education, Executive Headteachers or other Senior Trust Leaders.

The CEO is the designated Accounting Officer of the Trust. The CEO has overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial

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probity, effectiveness and stability, avoiding waste and securing value for money. The Chief Finance and Operations Officer (CFOO) will manage the finances of the Trust, on behalf of the CEO.

The role of the Headteacher/Head of School

The Headteacher/Head of School is responsible for the delivery of the Trusts aims, vision, values and promoting and achieving excellent outcomes. They also work with their Local Governance Committees to ensure accountability for excellent standards, school improvement plans, self- evaluations and robust quality assurance. The Chief Executive and the Directors of Education are responsible for the management of the Headteacher/Head of School.

The Trust Executive Team

The CEO leads the Trust Executive Management Team of the Trust. The Trust Executive Team comprises the CEO, CFOO and Trust Directors of Education. This Team manages the strategic planning of the Trust and supports the operation of the Trust Board.

The Trust Operations Team

The Trust Operations Team comprises the CEO, CFOO, Finance Director, HR Director, Digital Director, Director of Estates and Governance and Policy Manager. The Operations Team will ensure all Academy Trust Handbook Regulations and operational matters are in place.

The Trust Education Team

The Trust Education comprises the CEO, Directors of Education and Executive Headteachers. This team meet with the CEO regularly and work collectively to deliver school improvement priorities across the trust by sharing expertise and transforming practice.

The Governance Clerk

The Board of Trustees and each LGC has a Clerk. Clerks to the LGCs are given a window of time within which meetings must be arranged, to allow flexibility. LGC meeting minutes must be available for Trust Board meetings and for any relevant LGC sub-committee meetings. The meeting minutes must be sent to the Trust Governance & Policy Manager no later than a week before the relevant Trust Board meeting. This enables all meetings to interlink which facilitates a robust, clear reporting structure.

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Table of Responsibilities

Strategy

Governance Layer	Key Responsibilities
Members	Appoint and remove Trustees, approve changes to the Articles of Association. Receive annual report on Trust performance.
Trust Board	Set the Trust vision, values and strategic direction. Approve strategic plans, KPIs and growth decisions. Monitor delivery of Trust objectives.
CEO / Executive Team	Develop and deliver the Trust Strategic Plan. Lead school improvement and organisational development. Report progress to Trustees.
CFOO	Ensure financial and operational resources support strategic priorities.
Local Governance Committee	Monitor delivery of strategic priorities at school level. Provide challenge and local context.
Headteacher / Head of School	Deliver school improvement priorities and School Development Plan.
Oversight Board	Exercise delegated powers where intervention is required and monitor improvement plans.

Governance and Accountability

Governance Layer	Key Responsibilities
Members	Hold Trustees to account. Appoint and remove Trustees. Amend Articles of Association.
Trust Board	Approve Scheme of Delegation, governance structure, committee structure and Trust policies. Review governance effectiveness and succession planning.
CEO / Executive Team	Support governance arrangements and provide professional advice to governance bodies.
CFOO	Ensure governance compliance in financial and operational matters.
Local Governance Committee	Provide local governance, challenge and assurance. Monitor compliance with governance standards and Code of Conduct.
Headteacher/Head of School	Support governance processes and provide accurate information to governors.

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Oversight Board	Assume governance responsibilities delegated by the Trust Board where required.

School Improvement and Curriculum

Governance Layer	Key Responsibilities
Trust Board	Hold leaders to account for educational performance across the Trust. Receive assurance on standards, outcomes and safeguarding.
CEO / Executive Team	Lead Trust-wide school improvement strategy. Monitor curriculum quality, standards, attendance, behaviour and outcomes.
CFOO	Provide operational support to enable educational priorities.
Local Governance Committee	Monitor safeguarding, attendance, behaviour, SEND, Pupil Premium, curriculum and educational outcomes. Provide challenge to school leaders.
Headteacher / Head of School	Lead curriculum implementation, school improvement, safeguarding and day-to-day educational performance.
Oversight Board	Monitor and challenge school improvement activity where intervention arrangements are in place.

Finance, Risk and Resources

Governance Layer	Key Responsibilities
Trust Board	Approve budgets, annual accounts, financial policies and risk management arrangements. Ensure value for money and financial compliance.
CEO / Executive Team	Oversee financial performance and ensure resources are aligned to strategic priorities.
CFOO	Lead budget setting, financial reporting, procurement, audit, risk management and compliance with Academy Trust Handbook requirements.
Local Governance Committee	Monitor financial performance and value for money within individual schools.
Headteacher/Head of School	Manage delegated budgets and resources in accordance with Trust policies and financial regulations.
Oversight Board	Monitor financial recovery plans or enhanced financial oversight arrangements where required.

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People and Workforce

Governance Layer	Key Responsibilities
Trust Board	Appoint, appraise and determine remuneration for the CEO via the Pay & Appraisal Committee. Approve Trust-wide staffing policies and workforce strategy.
CEO / Executive Team	Lead operational HR including conduct issues, workforce planning, leadership development and performance management. Appointment of Headteachers/Head of School in consultation with the Trust Board.
CFOO	Support workforce planning, staffing structures and operational HR compliance.
Local Governance Committee	Monitor staffing effectiveness.
Headteacher/Head of School	Recruit, manage and develop school staff. Implement HR policies including appraisal, capability and performance management processes.
Oversight Board	Support leadership capacity and workforce improvement where intervention arrangements are in place.

Safeguarding, Compliance and Statutory Duties

Governance Layer	Key Responsibilities
Trust Board	Maintain ultimate accountability for safeguarding, statutory compliance and risk management.
CEO / Executive Team	Ensure Trust-wide safeguarding arrangements are effective and compliant.
CFOO	Ensure compliance with statutory requirements relating to finance, estates, health and safety, data protection and operations.
Local Governance Committee	Monitor safeguarding effectiveness and statutory compliance within schools.
Headteacher/Head of School	Maintain safeguarding culture, implement statutory policies, manage safer recruitment and ensure compliance with all legal duties.
Oversight Board	Provide additional scrutiny where concerns exist regarding safeguarding, compliance or school performance.

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