



## ACT Multi Academy Trust – Scheme of Delegation (2026 Edition)

### Introduction

This Scheme of Delegation clarifies responsibilities and decision-making powers across the Trust’s governance structure. It aligns roles with the governance review recommendations, draws a clear strategic/operational boundary, removes obsolete concepts, and eliminates duplication.

<p><b>Key Definitions:</b></p> <ul style="list-style-type: none"> <li>• <b>A = Accountable</b> (ultimate ownership of the decision/outcome)</li> <li>• <b>R = Responsible</b> (drives delivery of the task)</li> <li>• <b>D = Deliver</b> (operational enactment)</li> <li>• <b>M = Monitor</b> (checks that the task is being done effectively)</li> <li>• <b>I = Informed</b> (receives information about the outcome)</li> <li>• <b>C = Consulted</b> (is asked for an opinion before the decision is made)</li> </ul>	<p><b>Entities:</b></p> <ul style="list-style-type: none"> <li>• <b>TB = Trust Board</b></li> <li>• <b>CEO = Chief Executive Officer</b></li> <li>• <b>ELT = Executive Leadership Team</b></li> <li>• <b>HT = Headteacher</b></li> <li>• <b>TLGB = Trust Local Governing Body</b></li> <li>• <b>GP = Governance Professional</b></li> </ul>
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The Scheme of Delegation (SoD) is a cornerstone of effective governance. It defines who is accountable for decisions, who is responsible for delivery, and how assurance flows across the Trust. By clarifying these roles, the SoD ensures transparency, efficiency, and compliance with statutory obligations, while supporting the Trust’s vision and strategic priorities.

This draft has been developed following the recent independent governance review and reflects best practice guidance from sector bodies. It replaces four separate, lengthy documents with a single, consolidated matrix covering seven key areas:

- Vision, Ethos & Strategic Direction
- Academy Improvement
- Quality of Education & Curriculum
- Finance & Assets
- Human Resources
- Statutory Compliance & Safeguarding
- Governance Practices & Structures

As Winston Churchill wryly observed:

*“This report, by its very length, defends itself against the risk of being read.”*

This draft avoids that pitfall. It is concise, practical, and designed to be used—not filed away. By simplifying language, removing duplication, and drawing a clear line between strategic governance and operational leadership, the draft SoD strengthens accountability and supports effective decision-making across the Trust. It also embeds the role of the Governance Professional to ensure compliance, training, and continuous improvement.

This version is presented for consultation with Trustees, Executive Leaders, Headteachers, and Local Governing Bodies. Feedback will inform the final document for Board approval and implementation.

## Role of the Members

Members are the **custodians of the Trust’s governance structure**. They hold the ultimate power to ensure the Trust operates within its charitable objectives and complies with company law. Their responsibilities include:

- **Appointing and removing Trustees** to maintain an effective and skilled Board.
- **Amending the Articles of Association** if required to support governance evolution.
- **Receiving the annual report and accounts** to assure themselves of the Trust’s performance and compliance.
- **Acting as a constitutional backstop** in exceptional circumstances, such as resolving governance failure.

Members do **not** engage in day-to-day decision-making or operational matters. Their role is strategic and limited to safeguarding the governance framework, ensuring the Trust remains true to its charitable purpose.

## Purpose & Principles

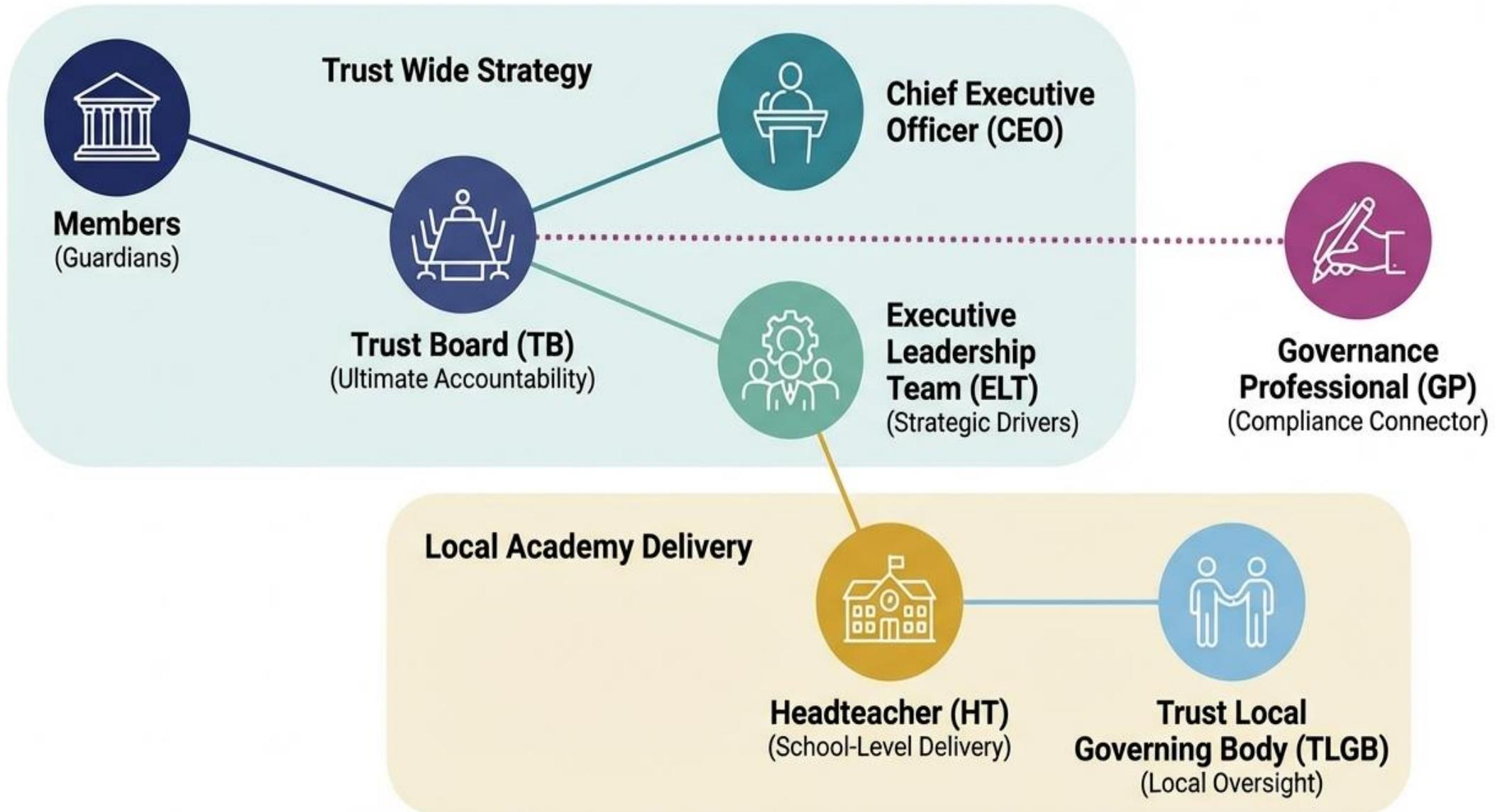
### *Purpose:*

The Scheme of Delegation exists to provide absolute clarity on decision-making authority and accountability across the Trust. It ensures that governance is strategic, leadership is operational, and that every role understands its responsibilities. This clarity underpins compliance with statutory obligations, supports effective risk management, and enables the Trust to deliver its vision for high-quality education.

### *Principles:*

1. Clarity and Simplicity – Governance documents should be concise and practical. As Winston Churchill warned:  
*“This report, by its very length, defends itself against the risk of being read.”* This SoD avoids that risk by replacing lengthy narratives with a clear, actionable matrix.
2. Strategic vs Operational Separation – Trustees govern strategically; the Executive and Headteachers lead operational delivery. This separation prevents duplication and ensures accountability flows logically.
3. Transparency and Accountability – Every decision is mapped to a role using standard descriptors: A = Accountable; R = Responsible; D = Deliver; M = Monitor; I = Informed; C = Consulted.
4. Consistency Across the Trust – All academies operate within the same governance framework, removing ambiguity and promoting equity.
5. Continuous Improvement – The Scheme embeds the Governance Professional role to maintain compliance, coordinate training, and support ongoing governance development.
6. Stakeholder Voice – Local Governing Bodies provide assurance and community insight, not independent decision-making, ensuring local perspectives inform Trust-wide strategy.

# The Ecosystem of Governance



# Decoding the Language of Delegation

## Understanding the ARDMIC Matrix Codes



### **Accountable**

Has ultimate ownership of the decision/outcome.



### **Responsible**

Drives the delivery of the task.



### **Deliver**

Carries out the operational work.



### **Monitor**

Checks that the task is being done effectively.



### **Informed**

Is kept up-to-date on progress or outcomes.



### **Consulted**

Is asked for an opinion before a decision is made.



# ACT's Trust Governance: Who Does What?

## Simplifying the 2026 Scheme of Delegation:

Clarifying Core Responsibilities & Key Roles for Effective Decision-Making



### OUR CORE RESPONSIBILITIES



#### VISION & STRATEGY



Setting our Christian vision, guided by the values of Agape, Courage, and Thankfulness.

#### ACADEMY IMPROVEMENT & EDUCATION QUALITY



Driving performance and ensuring high standards in curriculum, teaching, and learning across all academies

#### FINANCE, HR & STATUTORY COMPLIANCE



Managing resources effectively, overseeing policies, and adhering to all legal and regulatory requirements

#### GOVERNANCE PRACTICES



Establishing effective governance structures and ensuring strong stakeholder engagement at every level.



#### TRUST BOARD (TB): ULTIMATE ACCOUNTABILITY

Sets the vision and long-term strategy, approves budgets, and ensures overall compliance.



#### CEO & EXECUTIVE TEAM (ELT): STRATEGIC DRIVERS

Implement the trust's strategy, manage trust-wide performance, and oversee educational quality.



#### HEADTEACHER (HT): SCHOOL-LEVEL DELIVERY

Translates trust-wide plans into school-specific actions and leads day-to-day operations.



#### TRUST LOCAL GOVERNING BODY (TLGB): LOCAL OVERSIGHT

Monitors progress against targets, provides local challenge, and fosters community engagement.



#### GOVERNANCE CODES: LEVELS OF RESPONSIBILITY

##### Code

##### Meaning

**A**

**Accountable:**

Has ultimate ownership of the decision/outcome.

**R**

**Responsible:**

Drives the delivery of the task.

**D**

**Deliver:**

Carries out the operational work.

**M**

**Monitor:**

Checks that the task is being done effectively.

**C/I**

**Consulted / Informed:**

Is asked for an opinion or receives information.

## Scheme of Delegation Matrix

A = Accountable / R = Responsible / D = Deliver / M = Monitor / I = Informed/ C = Consulted							
Members are the custodians of the Trust's governance structure. They hold the ultimate power to ensure the Trust operates within its charitable objectives and complies with company law. Their responsibilities include: <b>Appointing and removing Trustees. Amending the Articles of Association. Receiving the annual report and accounts. Acting as a constitutional backstop.</b>							
Category	Task	TB	CEO	ELT	HT	TLGB	GP
<b>Vision, Ethos &amp; Strategic Direction</b>	Set and safeguard the Trust's Christian vision, mission and values	A	R	R	D	I, C	C
	Embed vision in school life and monitor its impact		A, R, M	A, R, M	D, M	I, C	
	Define and approve long-term strategy and Trust 3–5-year plan	A, R	D	D	I, C		
	Align individual school plans to the Trust strategy		A, R	A, R	D	I, C	
<b>Academy Improvement</b>	Agree overarching performance targets and priority areas	A, R	D	D	D	I, C	
	Develop a high-level improvement plan trust-wide	M	A, R	A, R	C, D		
	Translate improvement plan into school-specific actions	I	C, M	C, M	A, R, D		
	Monitor progress against agreed targets	A, M	R, M	R, M	R, M	I, C, M	
<b>Quality of Education &amp; Curriculum</b>	Approve the Trust curriculum framework and inclusion policy	A	R	R	C, D	I, C	
	Develop curriculum intent, implementation and assessment approaches	M	A, R	A, R	C, D	I, C	
	Operationalise curriculum in each academy	I	C, M	C, M	A, R, D	I, C	
	Monitor quality of teaching, learning, assessment and outcomes	I, M	A, R, M	A, R, M	R, M	I, C, M	
	Provide for SEND and vulnerable pupils	I	A, R	A, R	D	I, C	

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Category	Task	TB	CEO	ELT	HT	TLGB	GP
	Ensure compliance with statutory requirements	A	R	R	D	I, C	
<b>Finance &amp; Assets</b>	Set financial framework and procurement principles	A, R	C	C	I	I	
	Approve Trust and academy budgets	A	R, D	R, D	D	I, C	
	Oversee financial performance and audit	A, R, M	R, M	R, M	R, M	I, C, M	R, M
	Manage day-to-day finance and assets	I	A, R, D	A, R, D	R, D	I	
<b>Human Resources</b>	Approve HR policy framework and pay scales	A, R	C	C	C	I	
	Appoint CEO and senior ELT posts	A, R	I	I			
	Delegate recruitment of non-senior ELT posts	I	A, R, D	A, R, D			C
	Approve Headteacher appointments and pay	A, R	D, R	D, R	I, C	I	
	Delegate school-level recruitment	I	I, C	I, C	A, R, D		
	Specify performance management framework	A, R	R	R	I, C	I	
	Ensure statutory HR compliance	A	R, D	R, D	D	I	
<b>Statutory Compliance &amp; Safeguarding</b>	Ensure compliance with law and regulations	A, R	C, D	C, D	I, C	I	
	Delegate implementation of statutory requirements	I, C, M	A, R, D	A, R, D	A, R, D	I, C, M	
	Monitor compliance	A, M	R, M	R, M	R, M	I, C	

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Category	Task	TB	CEO	ELT	HT	TLGB	GP
	Follow up on audit findings	A, M	A, R,D	A, R,D	D	I, C	
<b>Governance Practices &amp; Structures</b>	Determine governance architecture	A, R	I, C	I, C		I, C	I, C
	Constitute/review committees and TLGBs	A, R	C	C		I,C	D
	Ensure induction and training for governors	M	I, C	I, C	I, C	I	A, R
	Secure stakeholder engagement	I, C	C	C	A, R	A, R	I, C
	Provide TLGB with reports and briefings	I	A, R, D	A, R, D		R, M	I

Version: 2026-01

Approved by Trust Board on: \_\_ / \_\_ / 20\_\_