



Governance and Accountability Structure (Functional Overview)

Oversight and Assurance Roles

Members – Constitutional Oversight

- Custodians of the Trust's constitution and charitable objectives
 - Appoint and remove Trustees to ensure effective governance
 - Approve changes to the Articles of Association
 - Receive and scrutinize the Trust's annual accounts
 - Hold the Trust Board to account for overall performance and compliance
 - Ensure the Trust remains true to its founding mission and values
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Diocese – Strategic & Spiritual Oversight

- Upholds the Christian ethos and spiritual character of the Trust and its schools
- Appoints foundation governors to Trust Board and Local Governing Bodies
- Provides guidance on religious education, collective worship, and pastoral care
- Collaborates on governance structures and school improvement

- Ensures alignment with diocesan policies and Church of England educational standards
- Acts as a strategic partner in academisation, growth, and mission delivery

DfE – Statutory Oversight & Capacity Assurance

- Sets the regulatory framework for academies and Multi Academy Trusts
 - Monitors compliance with statutory guidance (e.g., safeguarding, finance, governance)
 - Assesses Trust capacity for growth, school transfers, and improvement
 - Approves significant changes to Trust structure and governance
 - Provides funding and strategic support for development and improvement
 - Holds the Trust Board accountable for educational standards, financial probity, and statutory compliance
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Governance & Leadership

Trust Board

- The legally accountable body for all ACT schools.
- Responsible for the strategic direction, educational standards, financial integrity, risk management, and Christian ethos of the Trust.
- Holds all statutory responsibilities for education, safeguarding, and financial probity.
- Delegates specialist oversight to its subcommittees and receives reports directly from the CEO and TLGBs.
- Accountable to the **Members**, the **Diocese**, and the **Department for Education (DfE)** for the performance and conduct of the Trust.

Subcommittees of the Trust Board:

- **Finance, Audit & Risk (FAR) Committee** – Oversees finance, estates, HR, ICT, procurement, compliance, and risk. Receives reports from the CFOO.
- **Standards Committee** – Oversees educational standards, safeguarding, inclusion, Christian distinctiveness, and pupil outcomes. Receives reports from the Deputy CEO (Education) and the Inclusion Director.

Chief Executive Officer (CEO)

- Reports directly to the **Trust Board**, and through it to the **Members**, **Diocese**, and **Department for Education (DfE)**.
- Attends both subcommittees of the Trust Board.
- Accountable for the overall performance, sustainability, and Christian distinctiveness of the Trust.
- Provides strategic leadership, direction, and assurance across all Trust operations.
- Line manages:
 - **All Headteachers** through the **Headteacher Performance Management (HTPM)** process
 - **Deputy CEO (Education)**
 - **Chief Finance & Operations Officer (CFOO)**

- **Inclusion Director**
 - Oversees:
 - Governance and compliance
 - Pupil Premium and equality strategy
 - Digital strategy and innovation
 - Strategic partnerships and external relations
 - Ensures that all reports and assurance from the Executive Team are appropriately escalated to the relevant committees and the Trust Board.
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Deputy CEO (Education)

- Reports to the **CEO** and provides assurance to the **Standards Committee**.
 - Line manages:
 - **All Headteachers** for day-to-day operational and educational leadership
 - **ACT Leaders of Excellence (ALEs)**
 - Responsible for:
 - School improvement and quality of education
 - Leadership development and capacity building
 - Curriculum quality and teaching standards
 - Educational outcomes and performance analysis
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Chief Finance & Operations Officer (CFOO)

- Reports to the **CEO** and provides assurance to the **Finance, Audit & Risk (FAR) Committee**.
 - Line manages:
 - **Finance Team**
 - **HR Director**
 - **Premises Director**
 - Accountable for:
 - Financial planning, budgeting, and reporting
 - Estates management, HR, ICT, and operational efficiency
 - Procurement, audit, and statutory financial compliance
 - Trust-level risk management and mitigation
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School Leadership & Local Governance

Headteachers

- Line managed operationally by the Deputy CEO (Education).
- Formally line managed by the CEO through the Headteacher Performance Management (HTPM) process.
- Responsible for the day-to-day leadership, management, and outcomes of their school.
- Provide reports to TLGBs for local assurance and context.
- Implement Trust strategy, policy, and curriculum at school level.

Trust Local Governing Bodies (TLGBs)

- Advisory and assurance bodies **reporting directly to the Trust Board**.
- Provide local monitoring, evidence, and assurance across:
 - Standards and quality of education
 - Safeguarding and welfare
 - Christian ethos and community engagement
 - Compliance with Trust and statutory expectations
 - Compliance with all Trust policies and procedures therefore **TLGBs** are expected to:
 - Monitor compliance with these statutory policies.
 - Hold the headteacher and school leadership to account for implementation.
 - Provide assurance to the Trust Board that statutory and Trust-wide policies are being followed.
 - Engage with Ofsted and ensure inspection readiness, including evidence of policy compliance.
 - Engagement with Ofsted and support for inspection readiness
- Submit three key assurance items per term to the Trust Board via the Governance Team.
- Do not hold executive or decision-making authority.

Support & Delivery

Inclusion Director / Inclusion Team

- Reports to the CEO and provides assurance to the Standards Committee.
- Line manages:
 - Inclusion Manager
- Responsible for leading the Trust's inclusion and safeguarding strategy, including:
 - SEND provision and statutory compliance
 - Safeguarding assurance and training
 - Attendance and behaviour across schools
 - Equality, diversity, and pupil wellbeing

Provides regular assurance to the CEO and Standards Committee, and supports TLGBs and Headteachers in embedding inclusive practice.

Central Team

- Reports through the relevant Executive Leads (CEO, CFOO, Deputy CEO, or Inclusion Director).
- Provides specialist expertise in:
 - Governance, finance, HR, estates, SEND, and administration
 - Safeguarding, communications, and digital development
 - SEND, Attendance and Behaviour
 - Include the ALEs
- Supports TLGBs and Headteachers but does not report to them.
- Accountability flows exclusively to the CEO and Trust Board.

School Staff

- Report to Headteachers and deliver teaching, learning, and support in line with Trust policies.

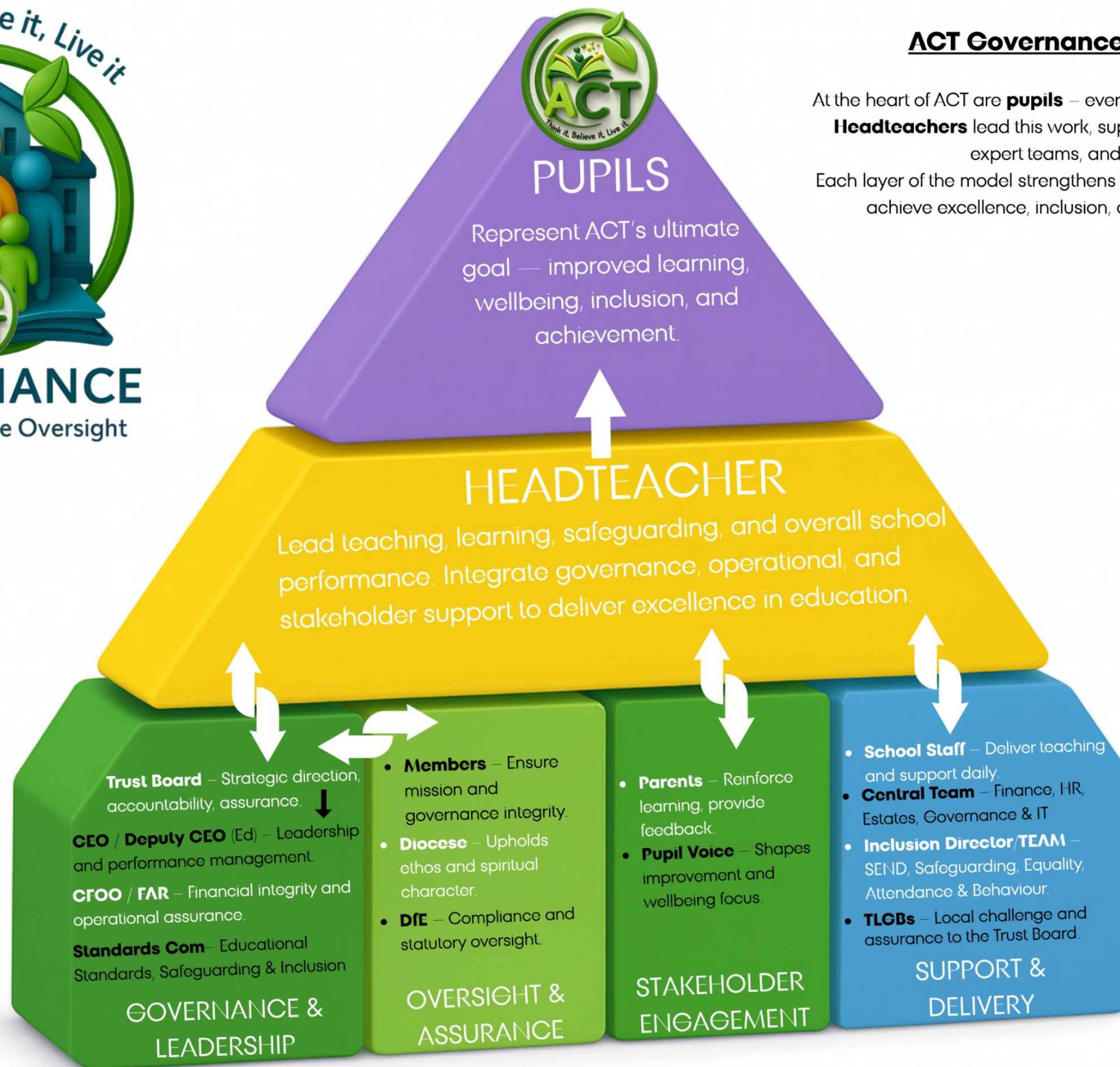
Stakeholder Engagement (Pupils, Parents)

Pupils and Parents

- Contribute to governance insight through feedback, engagement, and surveys.
- Their voice informs TLGB and Trust Board assurance.

Governance Flow Summary

Entity	Accountable / Reports To	Provides Assurance / Support To
Trust Board	Members / Diocese / DfE	Receives assurance from CEO, TLGBs, and Committees
CEO	Trust Board	Oversees all Trust functions and leads the Executive Team
Deputy CEO (Education)	CEO	Standards Committee
CFOO	CEO	Finance, Audit & Risk Committee
Inclusion Director	CEO	Standards Committee
Central Team	CEO (via relevant Executive Lead)	Supports schools, TLGBs, and committees
TLGBs	Trust Board	Provide assurance on local standards and ethos
Headteachers	Deputy CEO (operationally) / CEO (HTPM)	TLGB (for assurance), Deputy CEO (for accountability)



ACT Governance and Support Model

At the heart of ACT are **pupils** – every decision drives their success.

Headteachers lead this work, supported by strong governance, expert teams, and collaboration across the Trust.

Each layer of the model strengthens the next — working together to achieve excellence, inclusion, and opportunity for every pupil.