



Scheme of Delegation

Document date: August 2025



Together, pursuing life in all its fullness

Version	Date	Author	Changes
V3.6	March 2016	Trust Board	N/A
V4	Sept 2021	Trust Board	Complete re-write for governance transformation
V4.1	Jan 2022	Trust Board	Minor amendments
V4.2	July 2022	Trust Board	Amendments to D44, D87, D88 and D89. Addition of D62a and D92. Minor amendments to policy schedule.
V4.3	July 2023	Trust Board	Update of object (ref new Articles), update of definition of Member, addition on Member column, addition of D6A, D11A and appendix C, other minor amendments
V4.4	July 2024	Trust Board	Update Head of HR (HoHR) to Head of People (HoP). Amendments to D37, D41, D44, D75 and D87. Addition of G&H policy to policy schedule.
V4.5	August 2025	Trust Board	Update Head of Finance to CFO,

Review frequency	Annually
Review date	August 2026
Ratified by	Trust Board
Date of ratification	10 th December 2025
Lead/owner	Head of Operation and Compliance
Target audience	Directors, Trust Leadership Team, AGC members and staff
Document reference	POL-GV09

The electronic version is the definitive version of this document.

The Diocese of Coventry Multi Academy Trust

Scheme of Delegation



Background

The objects of the Diocese of Coventry Multi Academy Trust are stated in the Articles of Association as:

"to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing Academies which shall offer a broad and balanced curriculum and which:

*(i) shall include Church of England Academies ("**Church Academies**" and each a "**Church Academy**") designated as such which shall be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship, and*

(ii) may include other Academies whether with or without a designated religious character; but in relation to each of the Academies to recognise and support their individual ethos, whether or not designated Church of England.

Where an Academy is designated as or recognised¹ as a Church Academy, in relation to the ethos and religious education provided at the academy the Directors shall have regard to any advice and follow any directives issued by the Diocesan Corporate Member."

Introduction and Purpose

The Board of The Diocese of Coventry Multi Academy Trust is accountable in law for all decisions about the Trust and its academies. It is vital to ensure there are systems in place, so the Board is assured of the quality of education as well as the safety and good practice of activity within the Trust. However, this does not mean the Board is required to undertake all tasks or make all the decisions itself. This Scheme of Delegation sets out the functions delegated by the Board within the Trust's governance structure. This document, together with the committee structures and terms of reference, will be reviewed at least bi-annually by the Board but may be updated when levels of delegation need updating, e.g. if there is a change in statutory guidance. This document was agreed by the Board on 18th May 2021. The intention of the document is to:

- Set out delegations for specific areas of activity or decision making in a clear, usable format
- Provide clarity, consistency and avoid duplication or overlap in governance

There may be circumstances where the Board will need to intervene and choose to withdraw specific delegated authorities although these are expected to be the exception rather than the rule. Possible examples where this may be required include, but are not limited to, significant concerns within an academy which may relate to safeguarding, finance, educational performance, equality, compliance or an adverse Ofsted or SIAMS inspection.

The delegations have been drafted based on an assumption that the functions will be carried out in line with the Trust's Articles of Association, agreed Trust policies or approaches, as well as to meet all compliance requirements. Where significant concerns or issues arise, and in line with Trust policies as well as

¹ In order for a school with a religious character to be able to utilise the legislative freedoms that such schools enjoy in relation to the curriculum, admissions and staffing, they must be designated as having a religious character under the provisions of section 69 of the School Standards and Framework Act 1998.

regulator's requirements, it is recognised that these may be raised by exception with the Board or other Trust stakeholders. The Board reserves the right to amend this Scheme of Delegation when necessary.

Levels of Trust Governance and Leadership

Members	The guardians of governance, members have a strategic 'eyes on, hands off' role. Members' key responsibilities are amending the Articles of Association; appointing or removing Members and Directors/Trustees; appointing the Trust's auditors; receiving the audited annual accounts; holding the Board of Directors to account. "Diocesan Corporate Member" means the Diocesan Board of Education.
Trust Board	Members of the Board are both Directors under company law and Trustees under charity law. The Board are accountable to the Members, Secretary of State for Education, and the wider community for the quality of the education provided and for the appropriate expenditure of public money. The Board hold legal accountabilities for all aspects of operational delivery and are required to have systems to assure themselves of the quality, safety and good practice of the affairs of the Trust. The Board delegates some responsibility including for day-to-day management.
Board Committees	Academy Governance Committees have key roles in relation to providing support, monitoring and challenge around educational experience and performance; church, community and stakeholder engagement and supporting alignment with Trust strategy, approach, ethos and values. In addition, there are Audit and Risk Assurance, People and Pay, Education and Ethos, and Business and Finance committees which have been established to enable review, scrutiny and discussion of key areas and to ensure the Board has sufficient understanding and oversight. Detailed committee roles and memberships are set out in the terms of reference for each committee.
Trust Leadership Team (TLT)	The TLT is made up of the Chief Executive Officer (accounting Officer), Head of Education, Chief Finance Officer, Head of People and Head of Operations and Compliance. Responsible for delivering the educational and operational outcomes for the Trust as set out by the Board. The CEO is the Accounting Officer and has personal responsibility to the DfE. In some cases, actions or report might be by or to an individual member of the Trust Leadership Team.
Headteacher	The individual who has responsibility for the performance and defined operational activity areas in an academy in line with Trust strategy, approach, ethos and values. Individual academies may have alternative titles for this position such as Executive Headteacher or Head of School (where there is no Exec Head).
Academy	Defined as an individual academy within the Trust, as denoted by their Unique Reference Number. As such an academy may span one or several phases of education.

A diagram of the Trust's Governance Structure can be seen in Appendix B

Approval Levels

Approve / Appoint	Has primary responsibility for approval and making relevant appointments.
Consulted	Will be consulted as part of the process of completing a task. Their contribution may inform the approach or decision.
Deliver	Accountable for: undertaking particular tasks; following agreed policies and procedures; ensuring appropriate training of staff. The person responsible for delivering specific areas of work may draw on other resources or work with colleagues.

Develop	Responsible for developing documents, proposals or information, processing and collating information for approval or recommendation. It is recognised that the person responsible for developing specific areas of work may draw on other resources or work with colleagues.
Informed	Will receive one way information on progress, decisions or approaches.
Monitor	Responsible for reviewing whether a task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure task is delivered appropriately.
Recommend	Will make recommendations as to how a task, decision or approach should be undertaken or completed.
Report	Responsible for reporting, in some cases after a review of delivery undertaken by others or drawing on input from colleagues.

Acronyms Used in this Document

ABM	Academy Business Manager
AGC	Academy Governance Committee
AO	Accounting Officer
ARC	Audit and Risk Committee
AIP	Academy Improvement Plan
BC's	Non AGC Board Committees (ARC, BFC, EEC, PPC,)
BFC	Business and Finance Committee
CEO	Chief Executive Officer
CFO	Chief Finance Officer
DBE	Diocesan Board of Education
DFC	Devolved Formula Capital
DfE	Department for Education
DSL	Designated Safeguarding Lead
DBS	Disclosure and Barring Service checks
EEC	Education and Ethos Committee
EYFS	Early Years Foundation Stage
HoP	Head of People
HT	Headteacher
KPI's	Key Performance Indicators
LAC	Looked After Children
PCC	Parochial Church Council
PPC	People and Pay Committee
QE	Quality of Education
SCA	School Capital Allocation
SEF	Self-Evaluation form
SEND	Special Educational Needs and Disability
SoD	Scheme of Delegation

TLT	Trust Leadership Team

Scheme of Delegation

Strategy, Vision and Ethos						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.1 Trust ethos and values	Approve and monitor at AGM/EGMs	Develop and approve (in collaboration with the Members).	Consulted for significant review or change. Informed on approved approaches. Monitor areas relevant to each committee and report to Board.	Develop the detail & documentation, deliver consultation, then recommend . Deliver, monitor and report to Board.	Consulted for significant review or change. Informed on approved approaches.	Consulted for significant review or change. Informed on approved approaches. Deliver for academy. Report to TLT.
D.2 Trust vision and strategy	Monitor at AGM / EGMs	Develop strategic direction. Approve and monitor strategic plan. Report to key stakeholders (including Members).	Consulted for significant review or change. Informed on approved approaches. Monitor areas relevant to each committee and report to Board.	Develop the detail & documentation, deliver consultation, then recommend . Deliver, monitor and report to Board.	Consulted for significant review or change. Informed on approved approaches.	Consulted for significant review or change. Informed on approved approaches. Deliver for academy and report to TLT.
D.3 Distinctive Christian Vision	Monitor at AGM/EGMs Corporate Member to advise and direct	Develop and approve for Trust. Informed for academies.	EEC informed . Monitor and report to Board .	Deliver for Trust. Consulted for academies. Report to EEC.	Consulted and approve for academy. Monitor and report to HT and TLT	Develop and deliver for academy. Report to AGC and TLT.
D.4 Trust Improvement Plan including key priorities and KPI's	Monitor at AGM/EGMs	Informed and approve .	Informed . Monitor and report to Board.	Develop and deliver . Monitor and report to BC's.	Informed .	Consulted and informed . Deliver for academy, monitor and report to TLT and AGC.
D.5 New schools to join Trust	Approve .	Recommend to Members and monitor progress.	Consulted .	Deliver consultation with BC's. Develop , deliver , report and recommend to the Board.	Informed .	Informed .

Governance						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.6 Trust Governance structure, delegations and terms of reference	Monitor at AGM/EGMs Diocesan Corporate Member to provide advice and written consent for changes in accordance with appendix C	Approve.	Consulted and/or informed .	Develop, recommend and deliver.	Consulted and/or informed .	Consulted and/or informed .
D.6A Articles of Association	Approve. Diocesan Corporate Member to provide written consent. Land Trustees to provide written consent.	Recommend to Members.	Consulted and/or informed .	Develop, recommend and deliver.	N/A	
D.7 Appointment or removal of Trust Board members	Appoint and hold Trust Board members to account.	Consulted on processes. Recommend Member-appointed Directors to Members Following interview with DDE or DBE Member. Approve appointment of co-opted Directors following interview with Chair and CEO.	Consulted and informed .	Develop and deliver processes.	Informed.	Informed.
D.8 Appoint Chair of Trust Board annually	N/A	Appoint in line with Articles of Association (article 82).	Informed.	Informed.	Informed.	Informed.
D.9 Creation of and appointment to Board Committees (not AGC) or working groups	N/A	Approve.	Consulted and/or informed and may recommend .	recommend. Develop and deliver processes.	Informed.	Informed.
D.10 Appoint Chair of Board Committees (not AGC) or working groups	N/A	Informed.	Appoint.	Informed.	Informed.	Informed.

Governance						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.11 Appointment of AGC members (the DBE provides consent for the appointment of Foundation members)	N/A	Informed.	ARC to approve and monitor Community AGC member appointments.	Deliver and monitor appointments of AGC members. Develop and deliver induction/training programmes and report to ARC.	Monitor membership and skills needs. Report gaps and vacancies to HT and TLT. Develop elections for elected AGC members. Deliver training and induction processes. Report training record to TLT.	Deliver election processes for parent and staff AGC members. Report to TLT and AGC.
D11A Appointment of AGC members (except elected parent and staff members) in an academy that had previously been a VA school immediately prior to conversion	Diocesan Corporate Member to Approve .	N/A	N/A	Deliver	N/A	N/A
D.12 Appoint Chair / vice Chair of AGC annually	N/A	Informed.	TGC informed and report to Board.	Informed and report to TGC	Appoint Chair and vice Chair and report to TLT	Informed.
D.13 Appointment of Governance Professionals	N/A	Informed.	Informed.	Deliver and approve appointments of Governance Professionals.	Consulted and/or informed on appointment of Governance Professional for AGC.	Consulted and/or informed on appointment of Governance Professional for AGC.
D.14 Confirmation of and appointment to AGC sub-committees or working groups	N/A	Informed.	ARC informed .	Informed and report to ARC	Approve and appoint to and deliver any locally required sub-committees or working groups. Report to TLT.	Consulted and recommend need for and membership of any locally required sub-committees or working groups.

Compliance						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.15 Regulations, Trust policies and procedures	N/A	Approve and informed.	Monitor and report in line with Policy Approval Framework (appendix A).	Develop, deliver, monitor and report in line with Policy Approval Framework..	Deliver, monitor and report in line with Policy Approval Framework for academy to HT.	Deliver, monitor and report in line with Policy Approval Framework for academy to AGC and TLT.
D.16 Register of interests and related party transactions	N/A	Approve Trust approach. Deliver for Board. Monitor and report to TLT.	Deliver for BC's. Monitor and report to TLT.	Deliver for central team. Monitor for Trust. Report to ARC, DfE and on website.	Deliver for AGC. Monitor and report to TLT and on academy website.	Deliver for academy. Monitor and report to TLT and on academy website.
Stakeholder Engagement and Communication						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.17 Relationship with Church	Monitor at AGM/EGMs	Informed. Deliver relationship with Members and DBE.	EEC informed, monitor and report to Board.	Develop and deliver relationship with Members, DBE and Church of England Education Office. Monitor and report to EEC.	Develop and deliver relationship with local church, PCC and DBE. Monitor and report to TLT and other stakeholders.	Develop and deliver relationship with local church, PCC and DBE. Monitor and report to TLT and other stakeholders.
D.18 Staff and Student wellbeing	Monitor at AGM/EGMs	Informed.	EEC and PPC informed and monitor and report to the Board.	Informed. Develop and deliver, monitor and report to EEC and PPC.	Informed and monitor for academy. Support HT to deliver .	Develop and deliver for academy. Monitor and report to AGC and TLT.
D.19 Community engagement including promotion and marketing	N/A	Informed and monitor relationship with local communities and stakeholders.	N/A	Develop and deliver for Trust.	Develop and deliver for academy.	Develop and deliver for academy.
D.20 Publication of information on Trust and academy websites	N/A	Informed.	TGC informed and report to the Board.	Develop and deliver. Monitor and report to TGC.	Monitor academy implementation.	Deliver for academy. Report to AGC.
D.21 Trust branding	Monitor that branding reflects ethos, values and objects	Informed.	Informed.	Develop and deliver across Trust.	Informed and deliver for academy.	Informed and deliver for academy.

Education, Curriculum and Performance						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.22 Educational policies, procedures and practice	N/A	Approve relevant policies and procedures as per policy approval framework, ensuring compliance, including with statutory requirements.	EEC approve or recommend relevant policies and procedures as per policy approval framework, ensuring compliance, including with statutory requirements. EEC monitor and report to Board.	Develop and recommend or approve relevant policies and procedures as per policy approval framework, ensuring compliance, including with statutory requirements. Develop across Trust and monitor and report to EEC.	Monitor implementation of relevant policies for academy. May be asked to report on specific elements. Approve academy level policies.	Deliver compliance for academy and report to TLT on issues to inform development of policies and procedures. Develop , recommend and deliver academy level policies.
D.23 Quality of Education (QE)	Monitor at AGM/EGMs	Approve approach to QE.	EEC monitor QE and report to Board on QE and outcomes.	Develop and recommend expectations to academies and support HT to deliver . Report to EEC.	Informed on, monitor and report to TLT for academy, support HT to deliver .	Develop and deliver QE for the academy in line with Trust approach and supported by TLT.
D.24 Academic and spiritual development shaped by Christian vision	Monitor at AGM/EGMs	Approve approach.	EEC monitor and report to Board.	Develop and recommend expectations to academies and support HT to deliver . Report to EEC.	Develop the school as a Church school. Informed on, monitor and report to TLT for academy, support HT to deliver .	Develop and deliver in line with academy Christian vision and SIAMS framework.
D.25 Self-Evaluation Form (SEF)	N/A	Informed .	EEC monitor and report to Board.	Develop and deliver overall approach and template, consulting with HT's. Approve SEF cycle, academy SEF's and actions/progress – likely to contribute to HTs preparation. Report to EEC.	Consulted on SEF. Monitor actions / progress and report to HT.	Consulted on approach and template. Develop and deliver for academy, including consulting with AGC and other stakeholders. Report to AGC and TLT.

Education, Curriculum and Performance						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.26 Academy Improvement Plan (AIP)	N/A	Informed.	EEC monitor and report to Board.	Develop overall approach and template, consulting with HT's. Approve each AIP – likely to contribute to HT's preparation. Monitor and report to EEC.	Consulted on AIP. Monitor progress and report to HT.	Consulted on approach and template. Develop and deliver AIP in line with Trust approach, consulting with AGC and TLT. Report progress to AGC and TLT.
D.27 Ofsted and SIAMS Inspections	Diocesan Corporate Member to report to inspectors as required and attend feedback and review reports	Report to inspectors as required.	Report to inspectors as required.	Report to inspectors as required.	Report to inspectors as required.	Report inspection to AGC and TLT. Report governance and staffing responsibilities to inspectors for academy. Report to inspectors as required.
D.28 Admissions, appeals, attendance, exclusions, complaints, behavioural and pastoral care	N/A	Informed. Approve trust approach. May be involved to deliver appeals / panels.	EEC monitor and report to Board. May be involved to deliver appeals / panels.	Develop and recommend or approve , consulting with HTs. Deliver access to independent appeals service. Monitor and report exclusions to EEC. Request Advice upon admissions from DBE and pay due regard to advice	Monitor implementation and recommend academy elements. Support HT to deliver including forming panels where necessary and presenting case to independent appeals panel if required.	Consulted on approach. Deliver for academy including forming AGC panels where necessary. Monitor and report exclusions to TLT and AGC.
D.29 SEND provision	N/A	Appoint lead trustee for SEND.	EEC monitor and report to Board.	Consult with HT's, develop , approve and deliver on Trust wide basis, informed on academy approach. Monitor implementation and report to EEC.	Consulted and monitor for academy. Approve academy elements and appoint lead AGC member for SEND who is consulted on SEND audits/reviews.	Consulted on approach. Deliver in academy. Deliver any recommendations from audits/reviews. Report to AGC and TLT.

Education, Curriculum and Performance						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.30 Safeguarding	Monitor at AGM/EGMs	Approve approach. Appoint lead trustee for safeguarding. Deliver rapid response to ensure safeguarding is effective.	EEC monitor and report to Board. EEC approve DSL, Deputy DSL and LAC designated teachers.	Develop and recommend to EEC including DSL, Deputy DSL and LAC designated teachers. Consult with HT's and deliver on trust wide basis. Monitor implementation and report to EEC. Head of Education is Trust DSL.	Monitor academy implementation. Approve academy elements and appoint lead AGC member for safeguarding who is consulted on academy safeguarding audits/reviews. Informed on DSL, Deputy DSL and LAC teachers for academy.	Consulted on approach. Deliver in academy. Recommend DSL, Deputy DSL and LAC teachers to TLT. Deliver any recommendations from audits/reviews. Report to AGC and TLT.
D.31 Pursuing life in all its fullness, including Cultural Capital pupil's confidence and voice, leadership, worship and prayer opportunities	Monitor at AGM/EGMs	Informed.	EEC monitor and report to Board.	Consult with HT's, develop and deliver for Trust, informed on academy approach. Monitor implementation and report to EEC.	Monitor academy implementation. Foundation AGC members to support HT's to develop and deliver collective worship.	Develop and deliver in academy. Monitor and report to AGC and TLT.
D.32 External education support and provision	N/A	Informed.	EEC monitor and report to Board.	Consult with HT's, develop and deliver for Trust, informed on academy approach. Monitor implementation and report to EEC.	Monitor academy implementation.	Develop and deliver in academy. Monitor and report to AGC and TLT.
D.33 Pupil premium (PP) and PE and sport premium	N/A	Informed. Appoint lead PP Champion.	EEC monitor and report Board. Appoint lead PP Champion.	Approve plan, recommend and monitor across Trust. Report to EEC.	Monitor impact for academy. Appoint lead PP Champion for AGC.	Develop plan, deliver actions and report on impact for academy to AGC and TLT. Deliver any recommendations from audits or reviews. Appoint staff PP Champion.

Education, Curriculum and Performance						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.34 Careers Guidance	N/A	Informed.	EEC monitor and report to Board.	Develop and recommend or approve and deliver for Trust. Approve academy approach. Monitor implementation and report to EEC.	Monitor academy implementation.	Develop and deliver in academy. Report to AGC and TLT on destination data.
Staffing, HR and Pay						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.35 HR policies procedures and practice	Monitor at AGM/EGMs	Approve relevant policies and procedures as per policy approval framework, ensuring compliance, including with statutory requirements.	PPC approve or recommend relevant policies and procedures as per policy approval framework, ensuring compliance, including with statutory requirements. PPC monitor and report to Board.	Develop and recommend or approve relevant policies and procedures as per policy approval framework, ensuring compliance, including with statutory requirements. Deliver across Trust and monitor and report to PPC.	Monitor implementation of relevant policies for academy. May be asked to report on specific elements. Approve academy level policies.	Deliver compliance for academy and report to TLT on issues to inform development of policies and procedures. Develop , recommend and deliver academy level policies.
D.36 Setting pay frameworks	N/A	Approve.	PPC recommend to Board in line with HR policies.	Develop , deliver and recommend to PPC.	Informed.	Informed.
D.37 Staff structure and proposals for restructuring or redundancy	N/A	Informed.	PPC Informed.	Approve central staff structure. Approve proposals for restructuring or redundancy for academies. Develop , recommend to PPC and BFC and deliver central staff structure in line with budget.	Informed.	Develop and recommend to TLT any changes in academy staff structure, including proposals for restructuring or redundancy. Deliver academy staffing. Informed of central staff changes.

				Approve academy staffing structures. Report to PPC for academy changes informed by consultation with HT's.		
Staffing, HR and Pay						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.38 Appointment/dismissal of CEO, AO and CFO	Diocesan Corporate Member to provide advice and Written consent for appointment of CEO	Develop, recommend, approve and deliver appointment or dismissal of CEO, AO and CFO	Informed.	Consulted and /or informed	Informed	Consulted and/or informed
D.39 Appointment/dismissal of Trust Leaders (TLT) other than CEO, AO or CFO	N/A	Approve.	Informed.	Develop, deliver and recommend recruitment process and appointments of Trust Leaders	Informed	Consulted and/or informed
D.40 Appointment/dismissal of other central staff	N/A	Informed.	Informed.	Develop, deliver and approve recruitment process and appointments in line with policy, budget and approved staffing structure.	Informed	Informed
D.41 Appointment/dismissal of HT	Diocesan Corporate Member to provide advice and written consent for appointment of HT	Informed of dismissal.	Informed.	Develop and deliver recruitment process and CEO to Approve appointment Deliver dismissal where necessary.	Consulted , expect AGC Chair (or delegate) to sit on panel. Informed on process and appointment decision. Informed of dismissal.	Informed
D.42 Appointment/dismissal of Deputy HT	N/A	N/A	N/A	Develop and approve recruitment and appoint . Approve and deliver dismissal where necessary.	Consulted , expect AGC Chair (or delegate) to sit on panel. Informed on process and appointment	Deliver and recommend Deputy HT appointments o TLT in line with budget and agreed staffing structure

					decision. Informed of dismissal.	
Key Function	Members	Trust Board	BCs	TLT	AGC	HT
D43 Appointment/dismissal of academy senior leadership and other staff	N/A	N/A	N/A	Approve academy senior leadership appointments in line with budget and agreed staffing structure.	Expect AGC Chair (or delegate) to sit on the panel if requested by HT. Informed on process and appointment decision. Informed of dismissal.	Deliver and recommend academy senior leader appointments to TLT in line with budget and agreed staffing structure Deliver, appoint and dismiss other academy staff.
D.44 Performance management of CEO	N/A	Board Chair to Deliver . and Board Informed and approve performance management and pay, drawing on external expertise if required.	PPC recommend process to Board.	Head of People to develop process for performance management of CEO and recommend to PPC.	N/A	N/A
D.45 Performance management of Trust Leaders (TLT)	N/A	Informed .	PPC monitor and approve CEO recommendations and report to Board.	CEO to deliver performance management and report to PPC.	N/A	N/A
D.46 Performance management of other central staff	N/A	May be involved to deliver any appeals in line with policy.	Informed . PPC May be involved to deliver any appeals in line with policy.	Deliver and approve performance management. CEO report to PPC.	N/A	N/A
D.47 Performance management of HT	N/A	Informed . May be involved to deliver any appeals in line with policy.	May be involved to deliver any appeals in line with policy. PPC monitor and report to Board. BFC may be consulted if required.	Develop, Deliver and approve including drawing on external expertise as required. Report to PPC. Informed on panel recommendations.	Consulted - expect AGC Chair (or delegate) to sit on panel.	N/A
D.48	N/A	May be involved to deliver any appeals in line with policy.	PPC monitor and report high level outcomes to Board.	Informed on process, completion. Approve pay progression	Informed .	Deliver and approve performance management in line

Performance management of other academy staff				recommendations and summary of HT decisions. Report on process, completion and high level outcomes to PPC. May be involved to deliver any appeals in line with policy.		with policy. Report on performance management to TLT. Recommend pay progression to TLT.
Staffing, HR and Pay						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.49 Staff development	N/A	Approve strategy.	PPC and EEC monitor and report to Board.	Deliver and report to PPC and EEC.	Informed .	Develop and deliver and report to TLT.
D.50 Negotiations with trade unions	N/A	Informed .	Informed .	Deliver negotiations with trade union representatives through a Joint Consultative Committee. Report to AGC and HT's on advice, guidance and agreements with trade unions.	Informed .	Informed of advice and guidance and deliver agreements with trade unions.
D.51 Compensation, severance and early retirement payments	N/A	Informed (ESFA approval may be required). Approve where required in line with financial limits.	PPC and BFC Monitor and report compensation, severance or early retirement payments to the Board.	Recommend or approve compensation, severance or early retirement payments (in line with financial limits) and report to PPC and BFC.	Informed where relevant and not confidential.	Report to the TLT as soon as becoming aware that any compensation, severance or early retirement payments may become payable.
Operational Management						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.52 Operational policies, procedures and practice	N/A	Approve relevant policies and procedures as per policy approval framework, ensuring compliance, including	BFC approve or recommend relevant policies and procedures as per policy approval framework, ensuring	Develop and recommend or approve relevant policies and procedures as per policy approval	Monitor implementation of relevant policies for academy. May be asked to report on specific elements.	Deliver compliance for academy and report to TLT on issues to inform development of

		with statutory requirements.	compliance, including with statutory requirements. BFC monitor and report to Board.	framework, ensuring compliance, including with statutory requirements. Deliver across Trust and monitor and report to BFC.	Approve academy level policies.	policies and procedures. Develop, recommend and deliver academy level policies.
Operational Management						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.53 Key Performance Indicators (KPI's)	N/A	Informed.	Monitor and report to Board.	Develop, deliver, recommend and report on Trust KPI's. Monitor academy KPI's and where necessary, exception report to BC's.	Informed on and monitor KPI's for academy.	Develop, deliver and report to AGC and TLT for academy KPI's. Informed on, deliver and report to TLT on trust wide KPI's.
D.54 Central services provided to academies	N/A	Informed.	Informed.	Develop and deliver.	Informed.	Consulted.
D.55 Asset and premises maintenance strategy	N/A	Approve.	BFC recommend, monitor and report to Board.	Develop, recommend, deliver and report to BFC.	Informed.	Develop and recommend academy priorities. Contribute to delivery .
D.56 Acquiring and disposing of land or buildings	Diocesan Corporate Member to provide advice and written consent	Approve (ESFA or DfE, DBE and land trustees approval required).	BFC recommend, monitor and report to Board.	Develop, recommend to the Board and deliver (ESFA or DfE, DBE and land trustees approval required).	Informed. Recommend opportunities to TLT.	Recommend opportunities to TLT. Consulted on opportunities.
D.57 Taking up or agreeing leases or tenancy agreements	Diocesan Corporate Member to provide advice and written consent	Informed (ESFA or DfE, DBE and land trustees approval required).	Informed.	Develop and deliver (ESFA or DfE, DBE and land trustees approval required).	Informed.	Recommend opportunities to TLT. Consulted on opportunities.
D.58 Health and Safety	N/A	Approve approach.	BFC recommend, monitor and report to Board.	Develop and deliver , plans, priorities and actions. Monitor reports from external H&S advisors and	Informed.	Develop and deliver action plans for academy.

				action plans and report to BFC.		
D.59 ICT services and resources	N/A	Informed on delivery plans in line with budgets. Approve major ICT projects within approved budgets.	BFC monitor and report to Board. BFC recommend plans/priorities to Board for major projects.	Develop, recommend and deliver plans for ICT investment. In line with delegations, approve/recommend projects and report to BFC.	Informed.	Develop and report academy priorities to TLT. Where delivered by trust, informed and consulted for academy perspective.
Operational Management						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.60 Legal advice	N/A	Informed.	Informed.	Obtain then deliver legal advice and support.	Report any actual or potential claim to TLT as soon as becoming aware.	Report any actual or potential claim to TLT as soon as becoming aware. Deliver any actions required by TLT.
D 61 Insurance claims (Personal injury)	N/A	Informed.	Informed.	Deliver insurance claims.	Report any actual or potential claim to TLT as soon as becoming aware.	Report any actual or potential claim to TLT as soon as becoming aware. Deliver any actions required by TLT.
D.61 a Insurance claims Property	N/A	Informed	Informed	Monitor insurance claims and report to BFC	Monitor	Report any actual or potential claim to TLT as soon as becoming aware. Deliver any actions required by TLT
D.61 b Insurance claims Staff absence	N/A	N/A	Informed	Monitor insurance claims and report to BFC	Monitor	Report to TLT Deliver any actions required by TLT
D.62 Insurance premium renewal	Diocesan Corporate Member to Approve insurance arrangements Ensuring sufficient cover for land trustees	Approve.	BFC recommend to Board.	Monitor and propose sums insured, risk and claims handling. CEO to recommend insurance arrangements to BFC.	Informed.	Informed. Report any changes that might affect policy to TLT.

D62a Data Protection	N/A	Approve approach	BFC recommend, monitor and report to Board.	Develop and deliver , plans, priorities and actions. Monitor reports from Data protection Officer and action plans and report to BFC.	Informed	Informed
Financial Management						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D. 63 Financial and asset management policies, procedures and practice	N/A	Approve relevant policies and procedures as per policy approval framework, ensuring compliance, including with statutory requirements.	BFC / ARC approve or recommend relevant policies and procedures as per policy approval framework, ensuring compliance, including with statutory requirements. BFC / ARC monitor and report to Board.	Develop and recommend or approve relevant policies and procedures as per policy approval framework, ensuring compliance, including with statutory requirements. Deliver across Trust and monitor and report to BFC / ARC.	Informed.	Deliver compliance for academy and report to TLT on issues to inform development of policies and procedures. Develop, recommend and deliver academy level policies.
D.64 Setting budgets	N/A	Approve.	BFC recommend budgets to Board.	Develop and recommend compliant Trust budgets to BFC.	Informed.	Develop and recommend compliant academy budget to TLT.
D.65 Budget management	N/A	Informed.	BFC monitor and report to Board.	Monitor and report on Trust budgets to BFC. Deliver, monitor and report to BFC on approved central budget.	Informed.	Deliver, monitor and report to TLT and AGC on approved academy budget.
D.66 Identify and maximise local funding opportunities	N/A	Informed.	Informed.	Consulted on and approve funding bids.	Develop and deliver.	Consulted.
D.67 Cash management, planning and cashflow	N/A	Informed.	BFC be informed on, monitor and report to Board.	Develop, deliver and report to BFC.	N/A	N/A
D.68 Open a bank account	N/A	N/A	N/A	CFO to recommend . CEO to approve (with a minimum of two	N/A	N/A

				signatories/authoriser s).		
D.69 Central bank signatory /authorisers	N/A	N/A	BFC <i>informed</i> .	Approve list of bank signatories/authoriser s and <i>report</i> to BFC	N/A	N/A
D.70 Online BACS approvers	N/A	N/A	N/A	CFO <i>approve</i> .	N/A	Recommend approver to CFO (usually Head but may be Deputy, member of SLT or ABM).

Financial Management

Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.71 Credit / charge card holder	N/A	N/A	<i>Informed</i> .	CFO <i>approve</i> holder and limits. <i>Report</i> to BFC.	N/A	Deliver credit card usage in line with policy.
D.72 Making payments	N/A	N/A	N/A	CFO to <i>deliver</i> payments with one other approved signatory within bank authorisation levels.	N/A	Deliver payments with one other approved signatory within bank authorisation levels.
D.73 Use of Trust reserves	N/A	<i>Informed</i> .	<i>Consulted</i> . BFC <i>approve</i> the use of reserves.	Deliver consultations with BC's as necessary. Recommend to BFC.	<i>Consulted</i> .	Develop application for use of reserves to TLT.
D.74 Approval to borrow money	Diocesan Corporate Member to provide advice and written consent if secured against leasehold or licensed properties	Approve (ESFA approval required)	BFC <i>approve</i> or recommend to Board where ESFA approval required.	Recommend to BFC. Deliver proposal to ESFA.	N/A	N/A
D.75 Investments	Monitor at AGC/EGM to ensure in line with CofE ethical investment guidance	<i>Informed</i> .	BFC to <i>approve</i> , monitor and <i>report</i> to Board.	Develop , <i>deliver</i> and <i>report</i> to BFC / ARC.	N/A	N/A
D.76 Negotiation and renegotiation of	N/A	Approve in line with financial limits.	BFC <i>approve</i> or recommend in line with financial limits.	Approve or recommend and <i>deliver</i> in line with financial limits.	<i>Informed</i> .	Recommend to TLT. Deliver approved agreements.

contracts and service level agreements						
D.77 Operating leases	N/A	Approve in line with financial limits. (requires DfE approval if duration 7 years or above, or lease exceeds other stated conditions in ATH)	BFC approve or recommend in line with financial limits.	Approve or recommend and deliver in line with financial limits.	Informed.	Recommend to TLT. Deliver approved agreements.
D. 78 Finance leases	N/A	Approve (requires DfE approval if purchase item is not on DfE approved list or lease exceeds other stated conditions in ATH).	BFC recommend to Board.	Recommend to BFC. Deliver approved agreements.	N/A	N/A
D.79 Capital Expenditure - Devolved Formula Capital (DFC)	Diocesan Corporate Member to provide written consent for capital works over £50,000	Approve.	BFC recommend budgets to Board.	Develop and recommend compliant Trust budgets to BFC.	Informed.	Develop and recommend compliant academy budget to TLT.
Financial Management						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.80 Capital Expenditure – School Capital Allocation (SCA)	Diocesan Corporate Member to provide written consent for capital works over £50,000 Approve capital programme.	Approve capital program	BFC recommend capital programme to Board	Develop and recommend capital programme to BFC Deliver, monitor and report on approved capital programme to BFC.	Informed	Recommend academy capital priorities to TLT
D.81 Payroll administration	N/A	N/A	N/A	HoP to approve for academies and deliver amendments for central team	N/A	Deliver academy amendments. Report to HoP.
D.82 Payroll payments	N/A	N/A	N/A	CEO to approve for central staff. CFO and HoP to deliver reconciliations to contracts for	N/A	Approve and deliver reconciliations to contracts of academy staff.

				central staff.		
Financial management						
Key function	Members	Trust Board	BCs	TLT	AGC	HT
D.83 ESFA returns and statutory reporting	Diocesan Corporate Member to approve data returns for licensed properties	Informed. Approve in line with statutory returns matrix	BFC and ARC monitor, report and recommend to Board for in line with statutory returns matrix.	Deliver and approve in line with statutory returns matrix. Report to BFC / ARC.	N/A	Deliver and approve for academy returns in line with statutory returns matrix.
D.84 Risk Management and Control	N/A	Approve and Monitor , including risk register	ARC monitor risk register report and recommend to Board. BC's monitor and report on areas relevant to each committee.	Develop, deliver, monitor and report Trust wide risks to ARC. Monitor academy risks.	Consulted, informed, monitor and report to TLT on key risks and related issues within the academy.	Deliver and monitor risk register for academy, report to AGC and TLT.
D.85 Notification of fraud or theft	Informed.	Informed.	ARC informed and report to Board	Deliver notification to DfE in line with regulations. Report to other agencies where appropriate.	Informed.	Deliver notification to TLT.
Financial Management						
Key Function	Members	Trust Board	BCs	TLT	AGCs	HT
D.86 Appointment of External auditor and Internal scrutiny partner	Appoint external auditors.	Recommend appointment of external auditors Approve appointment of Internal scrutiny partner.	ARC deliver process (alongside TLT) for appointment of External auditors and recommend to Board Receive recommendation from TLT for appointment of internal scrutiny partner and recommend to Board	Deliver process (alongside ARC) for appointment of Internal scrutiny partner and recommend to ARC.	Informed.	Informed.

D.87 External and internal Audit Findings with improvement recommendations and annual financial statements	<i>Informed</i> of annual financial statements at the AGM	<i>Approve and report</i> to Members	BFC and ARC <i>monitor, report</i> and <i>recommend</i> to Board.	<i>Develop and deliver</i> audit processes. <i>Deliver, monitor</i> and <i>report</i> audit findings to ARC. <i>Deliver, monitor</i> and <i>report</i> annual financial statements to BFC and ARC.	<i>Informed.</i>	<i>Deliver</i> any detail required for academy. <i>Deliver</i> any identified actions for academy and <i>report</i> on progress to TLT.
---	--	---	---	---	-------------------------	--

Finance Limits						
Key Function	Members	Trust Board	BFC	CEO	TLT	HT
D.88 Placing orders for goods and services (and allowable invoices where no order in place)	N/A	N/A	Approve spend over £40,000 (and over £75,000 where refers to charges relating to Exam fees).	Approve spend over £5,000 up to £40,000 (and up to £75,000 where refers to charges relating to Exam fees).	Head of Department approve spend up to £5,000. Recommend spend over £5,000 to CEO.	Approve spend up to £5,000 (Business Manager at Harris) and Deputy or Business Manager/Partner by prior arrangement Recommend spend over £5,000 to TLT.
D.89 Authorising invoices (matched to an order)	N/A	N/A	N/A	Approve over £10,000.	N/A	Approve up to £10,000 (Business Manager at Harris) and Deputy or Business Manager/Partner by prior arrangement.
D.90 Write off bad debts / losses	N/A	Approve writing off of bad debts / losses over the value of £1,000 (ESFA approval required over £45,000).	Recommend writing off of bad debts / losses over the value of £1,000 to the Board.	Approve writing off of bad debts / losses up to the value of £1,000. Recommend writing off of bad debts / losses over the value of £1,000 to BFC.	CFO to Recommend writing off of bad debts / losses up to the value of £1,000 to CEO.	Approve writing off of bad debts / losses up to the value of £500. Report any bad debts or losses to be written off to CFO. Recommend writing off of bad debts / losses over the value of £500 to CFO.
D.91 Disposal of assets	N/A	Approve disposal of assets over £1000 net realisable value (ESFA approval required for disposal of assets over £45,000).	Recommend disposal of assets over £1,000 net realisable value to Board.	Recommend disposal of assets over £1,000 net realisable value to BFC.	CFO to approve disposal of assets up to £1,000 net realisable value.	Approve disposal of assets up to £500 net realisable value. Recommend disposal of assets over £500 value to CFO
D.92 Petty Cash (MIC only re CFC)	N/A	N/A	N/A	Approve petty cash spend over £75.	N/A	Approve petty cash spend up to £75

Appendix A: Policy Approval Framework

The following information sets out the delegations for statutory policies, and policies with committee oversight. All other policies are approved by the relevant Committee, TLT or AGC as set out in the trust policy matrix available to all trust staff.

Board or EEC / PPC / ARC / BFC	Trust-wide policy for approval by the Board or relevant Committee, as delegated by the Board
TLT	Trust-wide policy for approval by Trust Leaders, as delegated by the Board
Template	Template approved by the Board or relevant Committee and personalisation's are made at academy level for approval by the AGC
AGC	Academy specific policy where there is no trust-wide template and policy is approved by the AGC

Policy	Board	BCs	TLT	AGC
Accessibility Plan				AGC
Admissions Policy	Board			
Behaviour				AGC
Biometric Information Policy	Board			
Careers Programme	Board			
Charging and Remissions			TLT	
Child Protection (safeguarding)	Board			
Children with health needs who cannot attend school	Board			
Capability of Teachers or Support Staff		PPC		
Complaints		EEC		
Data Protection Policy	Board			
Dealing with abusive behaviour, threats and violence		EEC		
Dealing with allegations of abuse against staff			TLT	
Designated teacher for looked after and previously looked after children	Board			
Disciplinary Procedure		PPC		
Early Years Foundation Stage (EYFS)				AGC
Equality information and objectives (public sector equality duty)		EEC provide template		Template
Exclusion			TLT	
Financial Regulations Manual		BFC		
Gifts and Hospitality Policy		BFC		
Grievance Procedure		PPC		
Health and Safety (includes First Aid in schools)	Board			
Medication Policy and Management Procedure			TLT	
Induction for Early Career Teachers (ECT) Policy	Board			
Pay Policy (not statutory, but if in place must be approved by Board)	Board			
Premises Management documents			TLT	
Sex and relationship education (SRE)				AGC
Special educational needs and disability (SEND)	Board			

Staff Code of Conduct	PPC	
-----------------------	-----	--

Appendix B: Trust Governance and Leadership Structure

Governance Structure

Mechanisms of Governance

Master Funding agreement between the Secretary of State and the Members.
Memorandum and Articles of Association between the Secretary of State and the trust setting out the funding agreement.

Supplementary Funding Agreements between the Secretary of state and the trust for each academy.

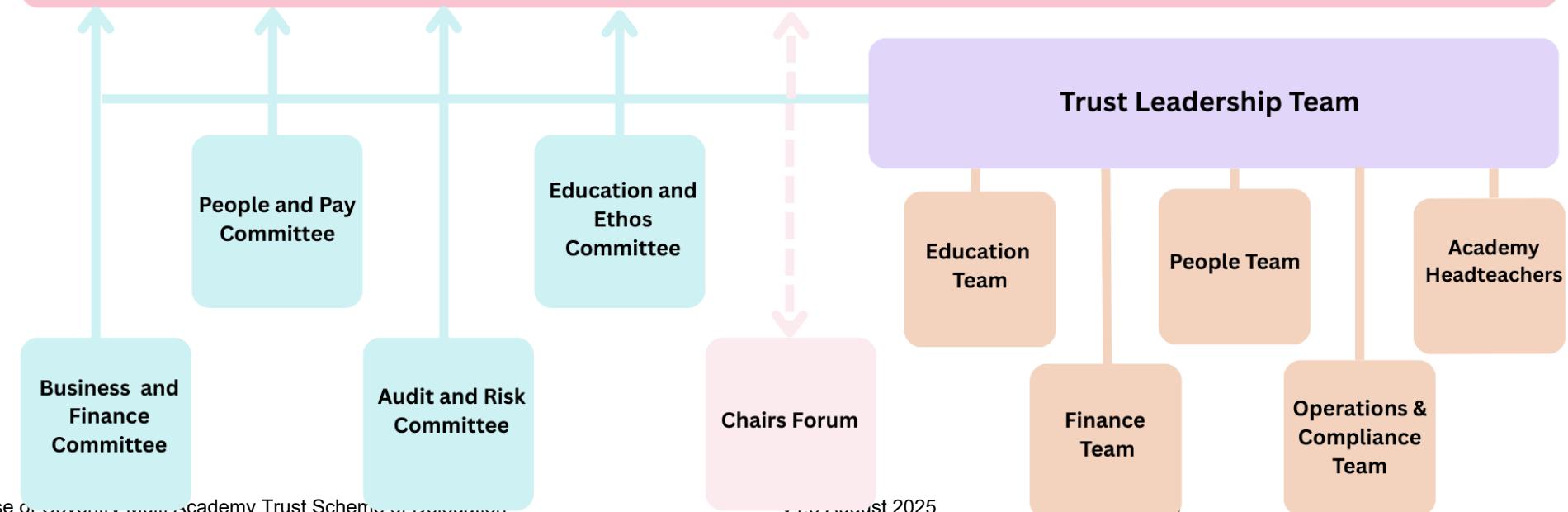
Scheme of Delegation setting out reporting and operating structures.
Terms of Reference for setting out roles and responsibilities of the Committees.

Members

Bishop of Coventry, Diocesan Board of Education (DBE) Corporate (represented by the Diocesan Director of Education); Chair of the DBE, Chair of DBE Business Committee; Bishop's Nominee, Chair of the Trust Board, Appointed Member

Directors (Trustees)

Up to 13 Directors appointed by the Members and 2 Directors co-opted



Appendix C: Delegations to be consulted with DBE

Note that changes to the following delegations must be consulted with the Diocese Board of Education:

- D1 – Trust ethos and values
- D2 – Trust vision and strategy
- D3 – Distinctive Christian Vision
- D4 – Trust Improvement Plan including key priorities and KPI's
- D5 – New schools to join Trust
- D6 – Trust governance structure, delegations and terms of reference
- D6A – Articles of Association
- D7 – Appointment or removal of Trust Board members
- D11 – Appointment of AGC members (except Foundation members who are appointed by the DBE)
- D17 – Relationship with Church
- D18 – Staff and student wellbeing
- D21 – Trust branding
- D23 – Quality of Education
- D24 – Academic and spiritual development shaped by Christian vision
- D27 – Ofsted and SIAMS Inspections
- D30 – Safeguarding
- D31 – Pursuing life in all its fullness, including Cultural Capital, pupil's confidence and voice, leadership, worship and prayer opportunities
- D35 – HR policies procedures and practice
- D38 – Appointment/dismissal of CEO, AO and CFO
- D41 – Appointment/dismissal of HT
- D56 – Acquiring and disposing of land or buildings
- D57 – Taking up or agreeing leases or tenancy agreements
- D62 – Insurance premium renewal
- D74 – Approval to borrow money
- D75 – Investments
- D79 – Capital Expenditure – Devolved Formula Capital (DFC)
- D80 – Capital Expenditure – School Capital Allocation (SCA)
- D83 – ESFA returns and statutory reporting
- D85 – Notification of fraud or theft
- D86 – Appointment of External and Internal Auditors
- D87 – External and internal processes and annual accounts