

FRIARS MULTI-ACADEMY TRUST						
Scheme of reservation and delegation						
Category	Members Role	Reserved to the Board	Delegated to Chair/Vice Chair	Delegated to Committees		Delegated to Executive Head
				Finance, HR, Estates & Audit Committee	Local Governing Bodies (LGBs)	
Governance	<p>Review of Trust Board skills and recruitment/dismiss of new Trustees - members</p> <p>Determine the ethos and purpose of the Trust (i.e. the provision of education) and the way it will be governed (which will be set out in the Articles of Association) and will have a right (not an obligation) to participate in governance by appointing and removing Trustees</p>	<p>Review and approval of governance arrangements, including:</p> <ul style="list-style-type: none"> • Approve the scheme of delegation of powers, responsibilities and terms of reference • Schedule of meetings and format of agendas, reports and other key documents of the Board • Approval of Board minutes • Trust Committee structures and terms of reference, including LGBs • Levels of delegated authority, including limits 	<p>Approval of Trust Board agendas and draft minutes.</p> <p>Recommendation to the Trust Board regarding Committee Chairs and membership (including Chair and Vice Chair of LGBs)</p>		<p>Establish cycle of LGB meetings</p> <p>Arrangements for election of parent and staff governors to LGB</p> <p>Elect from its number a Chair and Vice-Chair of Governing Body</p> <p>Appoint /dismiss the clerk to the LGB and remove Governors</p>	<p>Produce planning and preparation documents for Trust Board meetings.</p> <p>Monitor to the development of the Trust's governance arrangements including liaison with the Trust's legal advisers.</p> <p>Ensure committees are appropriately serviced and supported</p> <p>Monitor LGB chairs in making recommendations regarding its membership</p>

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Governance		<p>of financial authority</p> <ul style="list-style-type: none"> • Trustee Code of Conduct • Conflict of Interest Policy • Trustee induction policy and appraisal and development • Policy on Trust Board review of effectiveness and Board development • Appointment of Committee Chairs and three members of LGBs • Removal of Chair and/or Vice Chair of LGB from their roles • Appoint or dismiss the clerk to the board. 				
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Strategy	<p>Change the articles of association</p> <p>Decide on a change of school category</p> <p>Amend future funding agreements</p>	<p>Approval of Trust's:</p> <ul style="list-style-type: none"> • Vision and mission • Strategic direction. <p>Approve a five-year asset management and estate management plan.</p> <ul style="list-style-type: none"> • Strategic and annual operating plans and budgets • Strategic risk register including a contingency and business continuity plan • Consider requests from other schools to join or leave the MAT having regard to the views of the LGB's 		<p>Detailed scrutiny and challenge of the financial and commercial aspects of the Trust's annual plans and budgets with advice to the Board</p>	<p>Receive the Schools' development plans, post inspection action plans and/or improvement plans.</p>	<p>Supporting the Trust Board in setting and developing the Trust's overall strategy including:</p> <ul style="list-style-type: none"> • Early consultation with the Trust Board • Draft propositions for Committee and Board review • Develop strategic and operational plans and budgets for review by Committees and/or approval by Trust Board <p>Ensure School Development Plans align with Trust's strategy.</p>
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Education & achievement		<p>Approve the Trust's</p> <ul style="list-style-type: none"> • Education policy • Quality assurance framework <p>Approve Academy wide policies in the following areas:</p> <ul style="list-style-type: none"> • Public examinations • Safeguarding and promotion of students' health and welfare • Health and safety • Student records and reports • Other policy requirements as set out in the Trust's Articles or by legislation or national policy 		<p>Ensure effective arrangements are in place for student recruitment</p> <ul style="list-style-type: none"> • Appoint a designated governor for safeguarding • To review attendance and student absence 	<p>Delegated authority in relation to:</p> <p>The promotion of high standards of educational achievement in line with the strategic direction of the Trust</p> <p>Promote the highest standards of safety and welfare of students in line with the strategic aims of the Trust</p> <p>Ensure that the curriculum is appropriate, balanced, broadly based and operates within the context of the school's statement of values and ethos as agreed by the Trust</p>	<p>Implementation of the Trust's education policy to the Trust members</p> <p>Ensure accountability structures are in place for the Headteacher to effectively manage the schools and other initiatives in line with policy/quality standards.</p> <p>Advise LGBs on national educational policy.</p> <p>Development of a quality assurance framework for Trust Board approval</p>

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Education and Achievement					<p>Approve policies in the following areas: Curriculum Religious education & collective worship Behaviour and discipline Sex education Complaints Charging</p> <p>Agree School term dates and holidays with Headteacher</p> <p>Receive the SEND report</p> <p>Ensure admission arrangements to the schools in line with Schools Admissions and Appeals Codes Annual review of admissions policy, consultation and</p>	
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Education and Achievement					details published. (The head teacher is responsible for maintaining the register of admissions and for monitoring attendance and punctuality)	
Performance management		<p>Approval of the Trust's performance management and reporting framework including key performance indicators.</p> <p>Approval of the Performance management committee's decision making on appeals in line with the policy</p>		<p>Detailed scrutiny of the Trust's:</p> <ul style="list-style-type: none"> • Performance management and reporting framework • Business performance against plans and budgets <p>Monitoring of complaints to the Trust Board in line with the complaints policy</p>	<p>Detailed scrutiny of performance against the School Development Plans, income and expenditure plans, Post Inspection Action Plans and/or School Improvement Plans and decision making regarding action required.</p> <p>Oversight of complaints about the schools in line with the Complaints Policy and escalation to</p>	<p>Development and operation of the schools' performance management and reporting frameworks for approval by the LGBs.</p> <p>Implementing the Trust's complaints policy and school level.</p> <p>Facilitate the Finance, HR, Estates and audit committee's responsibilities for overseeing;</p>

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Performance management				<p>Ensure arrangements are in place for student support and representation</p> <p>Performance management committee</p> <p>Oversee and ratify the performance management process and accountability for pay progression/capability</p> <p>Approve the Appraisal and performance management /capability policy and ensure rigour and parity of the performance management process for all staff.</p>	<p>the Board of any issues that might reasonably be thought to present risks to the function of reputation of the MAT</p>	<ul style="list-style-type: none"> • Performance management and reporting framework • Business performance against plans and budgets <p>Timely reporting to Trust Board on KPIs to include student progress, behaviour and welfare, and finance, including impact of pupil premium</p> <p>Formulate and make recommendations to the Finance, audit and resources committee.</p> <p>Manage and report complaints in line with the Trust's policy.</p>

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Performance management						Deliver the strategy and operational management of the Trust and report on progress.
Finance and investments	Responsible only for contributing to the Trust's capital in winding up to the limit of the guarantee set out in the Articles	<p>Approval of financial regulations/standing orders.</p> <p>Approval of MAT and Schools' annual budget.</p> <p>Approval of;</p> <ul style="list-style-type: none"> Opening and closing bank accounts Cheque signatories Within budget expenditures of > £50k All unbudgeted revenue expenditure > £25k <p>Allocate and approve the budgets for the MAT</p>	Authorisation of payment/cheque signatory in line with financial regulations/standing orders	<p>Detailed scrutiny and advice to Trust Board re;</p> <ul style="list-style-type: none"> Financial regulations/standing orders All financial decisions reserved to the Trust Board Capital investment plan <p>Review of Trust's reserves policy and advice to Trust Board</p> <p>Detailed scrutiny and advice to the Trust Board regarding</p>	<p>Ensure the School operates within the income and expenditure limits approved by the Trust Board.</p> <p>Produce timely financial reports to the Trust Board via the Finance, HR, Estates and Audit Committee.</p>	<p>Management oversight and reporting of day to day expenditure within school budgets.</p> <p>Development of the Trust's finances in accordance with Financial Regulations/Standing orders.</p> <p>Development of the Trust's reserves policy and capital investment plan.</p> <p>Recommendation of selection of providers and monitoring and reporting on performance</p>

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Finance and investments		<p>Agree the top slice for the academies - increasing over time as appropriate and agreed to 5%</p> <p>Approval of Trust's reserves policy</p> <p>Approval of capital investment plan</p> <p>Approval of external auditors</p> <p>Approval of Investment Strategy and Policy</p> <p>Monitoring and review of financial performance of the trust and decision making on action required</p>		<p>investment strategy and policy.</p> <p>Approval of investment providers and products</p> <p>Detailed scrutiny of investment performance and advice to the Trust Board</p> <p>Approval of format of management accounts.</p> <p>Detailed scrutiny of financial performance and advice to the Trust Board.</p>		<p>Preparation of management accounts and financial reporting to the Trust.</p> <p>Development of the Trust's financial reporting framework for approval.</p> <p>Accounting officer role</p>
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Internal control and risk management		<p>Approval of the Trust's systems of internal control including policies on;</p> <ul style="list-style-type: none"> • Health and Safety • Data Protection • Fraud prevention and detection • Whistle-blowing • Safeguarding <p>Approval of the Trust's Strategic Risk Management strategy and review of major risks, health and safety reports and safeguarding including decisions on actions when required.</p> <p>Approval of insurance providers and level of cover and oversight and advice to the Trust Board on legal/insurance issues</p>		<p>Detailed scrutiny and reports to the Trust Board regarding the Trust's systems of internal control and risk management, including three times per annum review of risk register.</p> <p>Monitoring and investigation of any matters of concern within its terms of reference including seeking relevant professional advice and reporting to the Trust Board.</p> <p>Escalating to the Trust Board any issues and concerns which might reasonably be expected to expose the Trust to significant reputational, business,</p>	<p>Review of School Health and Safety reports and decision on action required.</p> <p>Maintain School risk register and escalate to the Trust Board any risks deemed significant under the MAT's Strategic Risk Management Strategy</p> <p>Escalating to the Trust Board any issues and concerns which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk.</p>	<p>Escalating to the Trust Board any issues and concerns which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk.</p> <p>Development of systems of internal control and risk management ensuring their effective operation and reporting to the Finance, HR, Estates and Audit Committee/Trust Board.</p> <p>Selection of Insurers/level of cover for Finance, HR, Estates and Audit Committee approval.</p>
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Internal control and risk management		Appointment of the Trust's Responsible Officer and Accounting Officer. Decision making on any other matter or prospective transaction which might reasonably be expected to expose the Trust to significant reputational, business, financial, legal or other risk.		financial, legal or other risk.		
Audit		Appointment of external auditors and approval of changes to auditors' terms of engagement. Review of external auditor's management letter and decisions on action on issues arising. Approval of annual report and accounts.		Recommendation to Trust Board regarding appointment of external auditor and setting the scale of fees annually. Approval of external auditor's scope of work Consideration of management letter and advice to Trust Board regarding actions arising and		Preparation of annual report and accounts. Responding to and acting on issues raised in the management letter. Management of the process for appointment of external auditors.

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				adoption of the annual report and account		Planning and liaison with external auditors.
Fundraising		Approval of the Trust's fundraising strategy and policy.		Detailed scrutiny of fundraising strategy, policy and performance and advice to the Trust Board		<p>Advising on and identifying requirements for fundraising initiatives in line with strategy and policy.</p> <p>Development of fundraising strategy and policy for Trust Board approval and ensuring effective implementation</p>
Information systems		Approval of Information Systems Strategy and Policy.		Detailed scrutiny of the Trust's Information Systems Strategy, Policy and performance and advice to the Trust Board.		<p>Supporting the implementation and operation of the Schools' information systems.</p> <p>Development of an Information Systems Strategy and Policy for approval and ensuring its effective implementation and reporting to the Local Governing Bodies and</p>

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						Finance, audit and resources committee as appropriate.
Asset management		Approval of the sale, purchase or disposal of any capital asset > £50k value in line with provisions of the funding agreement		Detailed scrutiny of the Trust's asset management strategy and performance and advice to the Trust Board.		<p>Sale, purchase or disposal of capital assets < £50k and recommendations regarding purchase of land/property or sale of fixed assets > £50k in line with the provisions of the funding agreement.</p> <p>Development of a strategy for the management of fixed assets and its implementation.</p>
Human resources		<p>Approval of the structure of the Trust's executive leadership team beyond the school and each Local Governing Body.</p> <p>Nomination of Trustees to support the Executive</p>	Lead the process of recruiting the Executive Head and making recommendation to the Trust Board regarding an appointment.	Review and recommendation to the Trust Board regarding the Human Resource strategy and policies including the reward and remuneration strategy and terms and		<p>Lead on the recruitment and appointment of the Executive and Senior Leadership Teams.</p> <p>Development of the Executive and Senior</p>

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Human resources		<p>Head in the recruitment of the Executive Team.</p> <p>Approval of Human Resource Strategy and Policies, including terms and conditions of employment, Reward and Remuneration Strategy, annual pay award, disciplinary, conduct and grievance.</p> <p>Approval of policy for Executive Head annual review and appraisal.</p> <p>Approve performance pay awards for Executive Head following recommendations from Chair.</p> <p>Make arrangement for and conduct final appeals for all staff under Disciplinary and Grievance Policy.</p>	<p>Recommend a policy and procedure for the Executive Head review and appraisal.</p> <p>With two nominated Trustees, set and review the Executive Head's annual objectives and carry out an annual review and appraisal of the Executive Head.</p> <p>Review levels of remuneration and take independent expert advice</p>	<p>conditions of employment.</p> <p>Review and recommendation to the Trust Board regarding the annual staff pay award.</p>		<p>Leadership Team structure.</p> <p>Development of Human Resources strategy and policies for Trust Board review and approval</p> <p>Appointment and management of all staff at SLT level and below in line with agreed Human Resource policies.</p> <p>Set objectives for the Executive and Senior Leadership Teams, managing their performance and making recommendations regarding their level of remuneration.</p> <p>Manage staff performance as per Human Resources Policies.</p>
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		Appointment of Heads of Schools				Advise Trust Board on appointments for Heads of School
External advisers/consultants		Appointment of Trust's main legal advisers, investment advisers and other ad hoc advisers and consultants and approve their terms of appointment		Approval of the Trust's bankers. Review recommendations for the Trust's main advisers.		Manages process of review and makes recommendations regarding the selection process and ongoing liaison.