The Balcarras Trust

Scheme of Delegation

2026 - 2027

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Introduction

1. Scheme of Delegation

This scheme of delegation has been made by the Trustees of The Balcarras Trust (Academy Trust) to set out a framework under which the Academy Trust is governed and managed, and in particular:

1a. how the individuals which are involved in the governance of the Academy Trust work together effectively;
1b. the relationship between the Trustees, the local governing bodies (LGBs) and the executive; and
1c. how the Trustees ensure compliance with the various legal and regulatory requirements placed on them.
1d. This Scheme of Delegation shall be reviewed by the Trustees annually and in doing so, the Trustees shall have regard to any new legislation or guidance affecting the provisions of these documents.
1e. This Scheme of Delegation may be altered added to or repealed by a majority resolution of the Trustees or by the Members of the Academy Trust in a general meeting.

A copy of this Scheme of Delegation shall be given to the Members of the Academy Trust, every Trustee, each Local Governor, the Chief Executive Officer (CEO), the Heads of the Academies operated by the Academy Trust (the Heads), the Chief Financial Operating Officer (CFOO), the Governance Professional and the Company Secretary (if appointed).

2. The Academy Trust

The Academy Trust is a charitable company limited by guarantee with exempt charitable status. Its constitution is its Articles of Association (the Articles). The Objects of the Academy Trust (the purposes it exists to further) are to advance for the public benefit education in the United Kingdom.

The Academy Trust is responsible for Balcarras School, The High School, Leckhampton, Winchcombe School and any schools that join the Academy Trust in the future (together the Academies).

The Academy Trust has entered into a master funding agreement and separate supplemental funding agreements for each Academy under section 1 of the Academies Act 2010 with the Secretary of State for Education in relation to the funding of the Academies (Funding Agreement).

The Funding Agreement places a number of requirements on the Academy Trust including the requirement to comply with the Department for Education's (DfE) Academy Trust Handbook (ATH) (as amended from time to time).

There are several roles involved in the running of any multi-academy trust and these are as follows:

2a. the Members;
2b. the Trustees;
2c. the CEO;
2d. the CFOO;
2e. the (HT's) who have responsibility for the day to day running of their respective Academy.

2d. the LGBs:

3. The role of Members

In simple terms, the Members "own" the Academy Trust.

They have several statutory rights, including:

3a. the right to appoint the auditors;
3b. the right to remove Trustees (provided that a specific procedure is followed which Includes the right of the relevant Trustee to make representations);
3c. the right to amend the Articles; and
3d. the right to receive the annual report and accounts.
3e. the right to appoint up to 9 Trustees under the Articles.

The Members must meet once a year at the annual general meeting (AGM) but may also meet at other times.

Members are appointed in accordance with Articles.

In accordance with the Academies Trust ATH, there is an absolute prohibition on employees of the Academy Trust being Members.

The appointment of the Members. Members are appointed in accordance with Articles

On appointment, all Members are required to:

- undergo an enhanced Disclosure and Barring Service (DBS) check;
- complete a consent to be a member form;
- complete a declaration of interests' form.

The Members are required to provide a guarantee that if the Academy Trust were to be wound up and the assets did not meet all its liabilities; they would contribute £10.

The Trust shall seek to maintain at least five Members wherever practicable in line with DfE governance expectations.

The Governance Professional or Clerk to Trustees (or the Company Secretary if appointed) will update the register of Members. As appropriate. Companies House does not need to be notified (unless the appointment affects the Academy Trust's 'persons of significant control' position). The ATH requires the appointment of any new Member to be notified to the DfE (in practice via the government "Get information about schools" system) within 14 days of appointment to enable an assessment of his or her suitability. New Members must be notified that a notification for this purpose will be made.

4. Trustees

Capacity of Trustees. Each Trustee is:

4a. a director of the Academy Trust; and
4b. a charity trustee.

The Trustees meet as the Board of Trustees to carry out their duties and functions.

All Trustees are required to:

- follow the Seven Principles of Public Life set out by the Committee on Standards in Public life (referred to as "the Nolan Principles";
- comply with the Articles; this Scheme of Delegation; the decision-making matrix; and the Governance Code of Conduct
- uphold the visions and values of the Academy Trust
- ensure they understand their duties, rights and responsibilities, and that they are familiar with the function and role of the Academy Trust;
- have regard to the DfE guidance on the governance of academy trusts including the Academies Trust ATH, the Governance ATH and the Competency Framework for Governance (as amended from time to time);
- not misuse information gained in the course of their Trusteeship for personal gain, nor seek to use the opportunity of service to promote their private interests or those of connected persons, firms, businesses or other organisations; and
- participate actively in the induction process and any relevant training.

5. Constitution of the Board of Trustees

The minimum number of Trustees is three, and the maximum is 9 (not including any co-opted trustees).

The Board of Trustees is constituted as follows:

- up to 9 Trustees appointed by Members;
- the CEO (if appointed as a Trustee by the Members and if accepted by the CEO;
- at least two parent Trustees, unless there is a minimum of two Parent Local Governors serving on the LGBs;
- up to three co-opted Trustees (appointed by Trustees who are not themselves co-opted Trustees).
- The Trustees shall elect a Chair and Vice-Chair from among their number each academic year.

6. The appointment of Trustees.

On appointment, all Trustees shall be required to:

- undergo an enhanced DBS check (countersigned by the Secretary of State in the case of a new Chair of Trustees) and a section 128 check;
- complete a Trustee declaration
- complete an AP01 form for submission by the Company Secretary to Companies House (either in paper form or electronically); and
- complete a declaration of business and pecuniary interest's form.

The Governance Professional or Clerk to Trustees (or the Company Secretary if appointed) shall update the register of Trustees in the statutory books and notify Companies House of the appointment. Again, the ATH requires the appointment of any new Trustee to be notified to the DfE (in practice via the government "Get information about schools" system) within 14 days of appointment to enable an assessment of his or her suitability.

It is essential that the Board of Trustees has a proper mix of skills and experience. The Members and the Trustees must therefore be able to identify potential new Trustees in order to plan for succession which combines continuity of experience and expertise with new ideas and energy.

The Board of Trustees as a whole is responsible for ensuring that:

9a. the skills of any new Trustees fit in with the Academy Trust's requirements in the short, medium and longer term;
9b. each new Trustee is not disqualified from acting as a Trustee by any provision of the Academy Trust's Articles (including the requirement that he or she is not disqualified as a company director or charity trustee);
9c. there is a system in place which ensures that all relevant checks, including an enhanced DBS check (countersigned by the Secretary of State in the case of a new Chair of Trustees) and a section 128 check, are completed before or as soon as practicable after a Trustee takes up position; and
9d. the new Trustee understands the responsibility he or she is taking on and consents to act as a Trustee.

7. Trustee Induction

Each new Trustee will be properly inducted to ensure that he or she understands the nature and extent of his or her role and responsibilities. It is the duty of a new Trustee to ensure that he or she is familiar with the Objects of the Academy Trust; its history and ethos and the nature and extent of its activities; and the content of the Academy Trust's Articles.

Each new Trustee will be provided with a copy of:

- the Articles;
- this Scheme of Delegation;
- the Code of Conduct
- the decision-making matrix;
- accounts, audit management letter and Trustee report for previous three years (where available);
- the Academy Trust's vision and values;
- the Academy Trust's development plan / improvement plan;
- any Academy Trust inspection reports (Ofsted);
- a list of Academy Trust policies and where to access them;
- a list of other Trustees;
- a calendar of meetings;
- the minutes of the two most recent board meetings;
- details of their fellow mentor Trustee (if applicable); and
- details of any upcoming training sessions available.

The Trustees shall ensure that the Board of Trustees has the skills and experience needed to perform its functions effectively (and shall refer to the DfE's Competency framework for governance in doing so). Trustees shall also be

kept up to date with developments in the legal and regulatory framework in which the Academy Trust operates. The Trustees shall regularly assess whether the Board and its committees possess sufficient financial expertise to discharge their responsibilities effectively, particularly within the Finance Committee and the Audit and Risk Assurance Committee.

The Trustees must have in place a system for evaluating Trustees, with a view to identifying potential gaps in their skills and any requirements for training and assessing its own effectiveness. Such evaluation shall be carried out annually.

8. Trustees.

The Trustees are chiefly accountable to:

8a. the beneficiaries of the Academy Trust (pupils at the Academies and their parents) and to the local community for the quality of education and pastoral care at the Academies, for matters of health and safety and for safeguarding and promoting the welfare of the pupils;
8b. the DfE, the Education and specifically the Secretary of State under the terms of the Funding agreement;
8c. the Secretary of State (in his or her role as principal regulator in respect of charity matters) for operating the Academy Trust for the public benefit, for the prudent management of the Academy Trust and its financial efficiency, and for compliance with legislation including charities legislation;
8d. the employees of the Academy Trust for their working environment, and for compliance with the contract of employment and employment law requirements and matters of health and safety; and
8e. other regulatory authorities for compliance with regulated responsibilities to which the Academy Trust and the Academies are subject.

The Trustees are responsible for the governance and supervision of the Academy Trust, its committees (including the LGBs) and the executive.

The Trustees have several duties and responsibilities relating to the management of the Academy Trust and its finances. In summary, the Trustees are responsible for:

- establishing the vision, mission and values for the Academy Trust;
- carrying on the Academy Trust in accordance with the objects of the Academy Trust as set out in the Articles and safeguarding the assets of the Academy Trust;
- designing strategy and structure for the operation of the Academy Trust;
- the delegation of running the Academies and directing the education, pastoral care, financial and other policies to the Academies CEO in accordance with the Articles, the Funding Agreements (including the ATH) and the decision-making matrix;
- ensuring sound management and administration of the Academy Trust, and ensuring that managers are equipped with the relevant skills and guidance;
- financial controls and the financial management of the Academy Trust in accordance with the provisions of the ATH, which sets out in detail provisions for the financial management of each Academy including guidance on financial systems and controls and
- accounting and reporting requirements;
- ensuring that arrangements for allocation of resources across the Trust are fair, transparent and support the delivery of the Trust's strategic objectives.
- ensuring compliance with ATH requirements relating to financial transparency and reporting of funding allocation across the Trust.

- setting standards of conduct and values, monitoring performance and the achievement of objectives, and ensuring that plans for improvement are acted upon;
- ensuring effective oversight of inclusion across the Trust, including provision and outcomes for pupils with special educational needs and disabilities (SEND), disadvantaged pupils and other vulnerable learners. The Board of Trustees shall receive assurance regarding the effectiveness of inclusive practice and compliance with statutory duties.
- designating a Trustee, committee or other appropriate governance mechanism to oversee inclusion, including SEND, disadvantaged pupils and vulnerable learners, and to provide assurance that inclusive practice is effective and consistent across the Trust.
- ensuring that the Trust fulfils its statutory duties to cooperate with local authorities and other relevant agencies and promotes effective partnership working to support inclusion, safeguarding, attendance, place planning and improved outcomes for children and young people.
- identifying, quantifying and devising systems to minimise the major risks affecting the Academy Trust with clear Risk Management;
- agreeing a procedure for whistleblowing, ensuring that all staff are aware of the whistleblowing procedure, ensuring that there is one Trustee and one member of staff nominated as the contact to which concerns can be raised and that any concerns which have been raised are responded to properly and fairly; and
- ensuring the Academy Trust and the Academies are conducted in compliance with the general law.

The Trustees will support and oversee the work of the CEO and the CFOO and hold them accountable for the authority that is delegated to them and how they exercise it. The Trustees will not without good cause and consultation (where practicable) interfere in the exercise of the CEO and CFOO's executive powers.

The Trustees must fully consider any views and proposals relating to any matter within the non-executive powers of the Trustees which may be submitted to them by the CEO or the CFOO.

The CEO and CFOO maintain regular contact with the Chair of Trustees and share all relevant information with them concerning the welfare and good reputation of the Academies and their community.

Any issues surrounding the performance of the CEO or the CFOO should be raised directly with the Chair of Trustees, and likewise, any concerns the CEO or the CFOO have over the Trustees or one of their number should be raised with the Chair (or the Vice Chair in the case of the Chair).

Further detail regarding the division of responsibilities between the CEO and CFOO shall be set out in their respective job specifications.

9. Conducting Trustees' business.

The Trustees are required to:

9a. act together and in person and not delegate responsibility of the Academy Trust to others;

9b. act strictly in accordance with the Articles;

9c. act in the Academy Trust's interests only and without regard to their own private interests;

9d. manage the Academy Trust's affairs prudently;

9e. not take personal benefit from the Academy Trust unless expressly authorised by the Articles or the Charity Commission; and

9f. take proper professional advice on matters on which they are not themselves competent.

The Trustees should also hold the CEO, the Heads and the CFOO accountable. They should offer support, constructive advice, be a sounding board for ideas, a second opinion on proposals and help where needed, but will also challenge, ask questions, seek information and always improve proposals where appropriate and act in the best interests of the Academy Trust.

The Trustees shall have regard to the framework for inspecting schools in England under section 5 of the Education Act 2005 (as amended) issued by the Office for Standards in Education, Children's Services and Skills (Ofsted).

The Trustees shall have regard to the Academies Trust ATH, which shall be circulated to all Trustees.

10. Chair of Trustees.

The Board of Trustees shall appoint an individual from among their number to act as Chair. The terms of the Chair's appointment are set out in Article 82. A change of Chair will require a notification to be made to the DfE, including a DBS and section 128 check to be submitted via the DfE.

The main role of the Chair is to chair meetings of the Board of Trustees. He or she also provides leadership to the Trustees and acts as the main point of contact between the Trustees and the CEO, CFOO and LGB's.

Apart from any special responsibilities or powers given to the Chair in the Articles of Association (e.g. the right to chair meetings of the Board of Trustees and to have a second or casting vote in any case of an equality of votes at a meeting of the Board of Trustees), the Chair has no special powers or rights over any other Trustee. If the Chair is to carry out certain specific functions (for example, the power to approve an overspend in a certain area of the budget or the CEO's appraisal) then this must be delegated to them by the Board in accordance with an appropriate power of delegation in the Academy Trust's Articles.

11. Meetings of Trustees.

There will be at least three meetings of the Trustees in every academic year, and the Trustees must meet regularly enough to discharge their responsibilities and ensure robust governance and effective financial management. The dates of meetings will be published at the beginning of each academic year. If the Trustees meet less frequently than six times a year, the Board of Trustees must describe in its governance statement, accompanying the accounts, how it maintains effective oversight of funds with fewer meetings.

11a. All meetings of the Trustees shall be convened and conducted as provided by the Articles.
11b. Each meeting of the Trustees will ordinarily cover the following:
11c. a report on the financial position of the Trust;
11d. committee reports; and
11e. a report from the CEO.

In consultation with the Chair, the Clerk to the Board of Trustees shall prepare an annual plan for the meetings of the Trustees.

12. Risk management.

The charities statements of recommended practice (Charities SORP FRS102 and Charities SORP FRSSE) set out requirements for reporting on the risks to a charity. These requirements apply to all charities which meet the

charity audit threshold, regardless of whether they are reporting under FRS102, which applies to larger charities, or FRSSE, which applies to smaller charities.

If the Academy Trust meets the charity audit threshold, the Trustees' report must include a description of the principal risks and uncertainties facing the Academy Trust and its subsidiary undertakings, as identified by the Trustees. The report must also include a summary of the Trustees' plans and strategies for managing these risks. The Trustees must identify specific risks and describe ways to combat each one, rather than making general statements regarding risk management.

The Trustees are therefore responsible for:

12a. identifying the major risks that apply to the Academy Trust, including:
12b. operational risks (employment issues, health and safety, fraud, service quality and development etc.);
12c. financial risks (accuracy of financial information, cash flow, reserves, over-reliance on funding sources etc.);
12d. external risks (changes in government policy, economic factors, demographic changes, adverse publicity etc.); and
12e. regulatory risks (compliance with legislation, changes in policies of the regulators etc.);
12f. making decisions (based where appropriate on advice from professional advisors) as to how to respond to those risks; and
12g. making appropriate statements regarding the management of risks in the annual report.
12h. receiving regular assurance regarding safeguarding arrangements, culture, compliance and effectiveness across all academies within the Trust.

In fulfilling these responsibilities, the Trustees will ensure that effective risk management arrangements are in place and will have regard to the Department for Education's Academy Trust Risk Management guidance and the Academy Trust ATH, including requirements relating to risk registers, internal scrutiny, business continuity, and assurance arrangements.

Noting that the overall responsibility for risk management and oversight of the risk register lies with the Trustees, the Audit and Risk Assurance Committee, supported by nominated Trustees and the CFOO, shall prepare a risk register for approval by the Trustees, along with a procedure by which the risk register shall be subject to review at least annually and made available to all staff. The risk register shall have named individuals assigned to manage each area.

13. Policies:

The policies listed below are those currently allocated to the Board of Trustees and its committees in accordance with this Scheme of Delegation. This list is not exhaustive and may be amended from time to time as new policies, procedures, protocols or governance documents are developed, regulatory requirements change, or responsibilities are reallocated by the Board of Trustees. All policies shall be reviewed and approved in accordance with the delegated authority set out within this Scheme of Delegation.

Where responsibility for a policy has been delegated to a committee, that committee shall be responsible for reviewing the policy and either:

- recommending the policy to the Board of Trustees for approval; or
- approving the policy on behalf of the Trust where delegated authority has been granted by the Board of Trustees.

All policy approvals made under delegated authority shall be reported to the next meeting of the Board of Trustees for oversight and assurance purposes

POLICY NAME	REVIEW BY	APPORVAL BY
Allegations against staff policy	Chief Executive Officer (CEO), Chief Financial Operating Officer (CFOO)	Board of Trustees (FTM)
Anti-Fraud, Corruption and Bribery Policy	CFOO	Finance Committee (FC)
Business Continuity	CFOO	Audit Risk and Assurance Committee (ARAC)
Capability Policy	CFOO	Development Committee (DC)
Charging & Remissions	CFOO	FC
Curriculum Statement	Chief Executive Officer (CEO), Headteachers	FTM
Dignity at Work / Anti-Harassment / Sexual Harassment Prevention Policy	CFOO	DC
ECT Entitlement	Teaching School Hub	FTM
Equality Objectives (Statement)	CEO, CFOO	FTM
Equality, Diversity & Inclusion Policy	CFOO	DC
Financial Procedures Policy	CFOO, FC	FC
Flexible retirement for support staff	CFOO	DC
Freedom of Information	CFOO, ARAC	ARAC
GDPR Policy	CFOO, ARAC	FTM
Governance Code of Conduct	Chair of Trustees, Governance Professional	FTM
Holiday request process	CFOO, DC	DC
ICT acceptable use	CFOO, ARAC	ARAC
Investment Policy	CFOO, FC	FC
Maternity, Paternity & Shared Parental	CFOO, DC	DC
Pay Policy	CFOO, FC	FC
Recruitment, Selection & Disclosure	CFOO, DC	DC
Retirement policy	CFOO, DC	DC
Right to work Policy	CFOO, DC	DC
Risk Management	CFOO, ARAC	FTM
Safeguarding and safer working	CEO, CFOO	FTM

Safeguarding statement	CEO, CFOO	FTM
Safer Recruitment	CFOO, DC	DC
Safer working practices	CFOO, DC	DC
Scheme of Delegation	Chair of Trustees, Governance Professional	FTM
Sickness & Absence, Attendance management	CFOO, DC	DC
Single central record	CFOO, ARAC	ARAC
Staff Code of Conduct	CEO, CFOO	FTM
Staff Disciplinary Policy	CEO, CFOO	FTM
Staff Grievance Policy & Procedures	CEO, CFOO	FTM
Whistleblowing policy	CEO, CFOO	FTM

14. The management of conflicts of interest.

The Companies Act 2006 imposes a statutory duty on the Trustees to avoid situations in which they have or could have an interest which conflicts (or could conflict) with the interests of the Academy Trust.

The duty is to:

14a. declare the nature and extent of any interest in any matter relating to the Academy Trust; and
14b. avoid any conflict of interest between that interest and the interests of the Academy Trust.

In addition, charity law and guidance issued by the Charity Commission confers obligations on the Trustees to manage any conflict between a Trustee's duty to the Academy Trust and their own personal interests or for a Trustee to be influenced by conflicting duties to the Academy Trust and a third party.

Trustees who are nominated or appointed by other institutions have the same powers and duties as all other Trustees and owe their duties to the Academy Trust only. They must not allow those duties to come into conflict with duties they may owe to their nominating / appointing body.

All Trustees are required to complete a declaration of business interests form on appointment and on an annual basis (including a nil return).

Such declarations shall include:

- all business and financial interests such as directorships, shareholdings, and other
- appointments of influence within a business or other organisation; and
- interests of related persons including, but not limited to, parents, spouses, children, personal and business partners.

The Governance Professional, Clerk to Trustees or Company Secretary shall be responsible for maintaining a register of business interests including nil returns.

Each meeting of the Trustees shall include a standing agenda item for those attending to declare any changes to their declarations of interest.

No Trustee shall receive any payment for their work as a Trustee, other than payment of reasonable out of pocket travel, accommodation and other expenses which shall be subject to the
prior written approval from the CFOO.

15. Delegation of powers of Trustees.

Trusteeship, and the directorship it entails, is a personal office of trust and responsibility that cannot be transferred. However, to support the effective management of the Academies, the Trustees may delegate specific tasks while retaining responsibility for their duties and obligations.

It is for the Board of Trustees to determine what decisions it will take for itself, what will be delegated to committees, working groups or individual Trustees (e.g. the Chair) and what will be delegated to the CEO and the CFOO. The Trustees must also consider when and from whom they should take professional advice.

Delegation can be made to:

15a. Trustee committees (or individual Trustees);
15b. the LGBs;
15c. the CEO; and
15d. the HTs.

In determining whether delegation is appropriate, the Trustees will have regard to the following principles:

- non-executive powers must be exercised by the Trustees personally and may not be delegated;
- except when it is impracticable to do so, executive powers should be delegated to the CEO and the CFOO, who may authorise further delegation;
- and every act of delegation is only a delegation of powers and does not relieve the Trustees of responsibility.

The Trustees must not delegate any of their powers (Reserved Matters).

16. Committees.

The Trustees may appoint committees with functions related to the Academy Trust. The constitution, membership and proceedings of any committee shall be determined by the Trustees under terms of reference.

Each committee shall be chaired by a Trustee (with the exception of an LGB which may or may not be chaired by a Trustee).
Membership of a committee may include persons who are not Trustees provided that (with the exception of the LGBs) a majority of the members of the committee are Trustees.

Except in the case of an LGB, no vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of members of the committee present are Trustees.

The Trustees shall ensure that they receive adequate feedback on the work of any committees.

Committees will act in an advisory capacity to the Trustees, except where powers have been specifically delegated to them by the Trustees. The Trustees have established a Finance, Audit and Risk Committee and may establish

other permanent or ad hoc committees from time to time as they see fit.

The Trustees must establish a Finance, Audit and Risk Committee (or other committee with an audit and risk function) which must direct the Academy Trust's programme of internal scrutiny and report to the Board of Trustees on the adequacy of the Academy Trust's financial and other controls and management of risks.

The Balcarras Trust has established the:

- Finance Committee (FC).
- Audit and Risk Assurance Committee (ARAC).

Both must have regard to the ATH and must meet at least three times each year. The Board of Trustees shall ensure that The Committees possess sufficient expertise to fulfil its responsibilities.

The ARAC shall oversee a risk-based programme of internal scrutiny, informed by the Trust's risk register, to provide assurance on the effectiveness of risk management, internal controls and governance arrangements. An annual internal scrutiny summary report for the year ending 31 August shall be presented to the Committee and Board of Trustees. The report must summarise the work undertaken, key findings, recommendations and level of assurance provided. The Committee shall monitor the implementation of any recommendations arising from the programme.

The terms of reference of each committee of the Trustees must be approved by the Board of Trustees and reviewed at least once in every 12 months. They provide the sole agreed framework within which each committee operates.

17. Local Governing Bodies.

The Trustees will establish an LGB in respect of each of the Academies (although may, if desired, appoint one LGB in respect of two or more of the Academies). The LGB is a committee of the Trustees. They are constituted and operate under a Constitution and Terms of Reference which are set out in a separate document which may be amended by the Trustees from time to time. The Constitution and Terms of Reference will confirm what powers the Trustees have delegated to the LGB.

In summary, the role of the LGB is to:

17a. provide advice to the Trustees on the functioning of that Academy (or Academies);
17b. act as a key link between the Academy Trust, parents and the Academy's or Academies' community;
17c. act as a sounding board for the Head and executive and offer challenging but positive support to the Head;
17d. continually review the overall impact of the Academy; and
17e. assist with and review the implementation of certain academy policies, such as student admissions and behaviour.

The LGB is made up of individuals who may or may not also be Trustees.

18. Intervention Rights

Intervention in times of concern. The Board of Trustees remains ultimately responsible for the Academy Trust and the conduct of the Academies. The operation of the various elements of governance outlined in this Scheme of

Delegation and the decision-making matrix are crucial to its success. However, there will be circumstances (more the exception than the norm) where the Board of Trustees might need to intervene and, for example, withdraw delegated authority for a particular element of governance.

In such circumstances, the Board of Trustees, along with the CEO and the executive, would work closely with any Academy or Academies concerned and those involved in their governance who would be expected to promptly implement any advice or recommendations made by the Board of Trustees and the executive.

The Board of Trustees reserves the right to review or remove any power or responsibility which it has delegated, in particular, in circumstances where serious concerns in the running of an Academy or Academies are identified (either internally within the Academy Trust or by a third party), including where:

18a. there are concerns about financial matters;
18b. insufficient progress is being made against educational targets (including were intervention by the Secretary of State is being considered or carried out);
18c. there has been a breakdown in the way the Academy is managed or governed;
18d. the safety of pupils or staff is threatened, including a breakdown of discipline; or
18e. the Board of Trustees considers such removal of power or responsibility appropriate in all of the circumstances.

19. The delegated budget.

In line with their duties and responsibilities as trustees and directors and irrespective of the delegations set out in the decision-making matrix, the Board of Trustees shall be entitled to determine that a proportion of the budget in respect of the Academy be held centrally
for the following reasons:

20a. to be allocated to the provision of central services received by the Academy;
19b. in pursuance of the Academy Trust's reserve policy; and / or
19c. as otherwise may be determined by the Board acting reasonably and in the best interests of the Academy Trust.

20. Appointment of Chief Executive Officer

The CEO will report to the Trustees and shall comply with any reasonable direction by the Trustees when acting on the Academy Trust's behalf.

Broadly, the CEO is responsible for:

20a. the internal organisation, management and control of each of the Academies;
20b. advising on and implementing the Academy Trust's strategic framework; and
20c. the implementation of all policies approved by the Trustees.

The CEO shall have the authority to direct the Heads in relation to operational and educational standards matters, particularly with regard to improving educational standards and matters which could adversely affect the financial or reputational position of the Academy Trust. Care must be taken, given the dual role of Head and CEO that complete impartiality is observed.

The CEO will formulate aims, objectives, policies and targets for the Trustees to consider, and will report to the Academy Trust on progress at each meeting.

The CEO is responsible for preparing a policy statement for the curriculum and for reviewing the policy every school year; this will be done in consultation with the respective Heads.

The Trustees may delegate such specific powers as they consider are required by the CEO for the carrying out of the above responsibilities.

The CEO shall have the role of Accounting Officer as set out in the ATH.

The Accounting Officer is personally responsible to the Trustees for ensuring:

- regularity and propriety, that is dealing with money in accordance with applicable
- legislation, authority and rules and with fairness and integrity (including avoidance of personal gain);
- prudent and economical administration, which is concerned with securing value for money;
- avoidance of waste and extravagance;
- efficient and effective use of available resources; and
- the day-to-day organisation, staffing and management of the Academy Trust.

The Accounting Officer is required to share the "Dear Accounting Officer" letters from the DfE with Members, Trustees and the CFOO.

Included in the responsibilities of the Accounting Officer is a duty to take appropriate action if the Trustees (or the LGB) or the Chair is contemplating a course of action that the Accounting Officer considers would infringe the requirements of propriety or regularity (including the provisions of the Funding Agreement or other documents setting out the financial duties of the Trustees or of any other rules governing the conduct of the Trustees), or would not represent prudent or economic administration, or the efficient or effective discharge of the Trustees' functions.

The Accounting Officer shall be required to provide a statement on governance, regularity, propriety and compliance in the Academy Trust's annual report. The format of the statement is included within the Accounts Direction which is issued annually.

The Accounting Officer may delegate or appoint others, such as the CFOO, to assist in carrying out these responsibilities.

In accordance with the ATH, the Governance Professional (or the Company Secretary if appointed) shall notify DfE (in practice via the government "Get information about schools" system) within 14 days of appointment of the Accounting Officer.

21. Chief Financial Operating Officer.

The Trustees shall appoint a CFOO in accordance with the ATH. In doing so, the Trustees will comply with the ATH in connection with levels of executive pay. Where applicable under the Academy Trust ATH. The Board shall ensure compliance with ATH requirements relating to the recruitment, suitability, experience and professional qualifications of the CFOO.

In accordance with the ATH, the CFOO is responsible for, along with a wider remit, the following responsibilities:

21a. the day-to-day management of financial issues;

21b. the preparation and management of the Academy Trust's budget;

21c. the maintenance of effective systems of internal control; and
21d. ensuring that the annual accounts are properly presented and adequately supported by the underlying books and records of the Academy Trust.

The CFOO is responsible for guiding the Trustees on financial, audit and charity accounting matters, as well as dealing with the day-to-day management of the financial position of the Academies and the maintenance of effective controls.

The CFOO shall report to the Trustees, the Finance Committee and the Audit and Risk Assurance Committee at least termly.

The CFOO shall ensure compliance with the ATH in the preparation of the monthly management accounts which set out the Academy Trust's financial performance and position.

In accordance with the ATH, the Governance Professional (or the Company Secretary if appointed) shall notify DfE (in practice via the government "Get information about schools" system) within 14 days of appointment of the CFOO.

The Trust Financial Procedures Policy (FPP), which shall be prepared by the CFOO, shall be adopted by the Trustees, normally on the recommendation of the Finance, Audit and Risk Committee.
The purpose of the Finance Procedures Policy Is to ensure that the Academy Trust maintains and develops systems of financial control which conform with the requirements both of propriety and of good financial management.

The Financial Procedures Policy shall include:

- finance authorisation levels, which shall confirm the delegation of authority to key individuals up to a specified value;
- appropriate procedures to monitor cash requirements to ensure that the Academy Trust will not become overdrawn;
- a competitive tendering policy for larger purchases in accordance with the ATH;
- and
- a capitalisation limit for assets.

The CFOO shall be responsible for preparing a policy for the disposal of assets for approval by the Trustees with a view to ensuring the best possible value is obtained from any disposal.

The CFOO shall be responsible for:

- establishing a written procedure and timetable for setting a budget in advance of each academic year;
- setting the annual budget (including the assumptions on which it is based) for approval by the Trustees and for monitoring progress against it during the year;
- ensuring that all significant in year amendments to budgets are properly notified to the Trustees for approval. The Finance, Audit and Risk Committee shall determine the appropriate thresholds and procedures for this;
- reporting to the Trustees on the accuracy of the assumptions which have been used; and
- reporting to the Trustees on the key financial performance indicators included in the budget.

- ensuring procurement arrangements comply with the ATH, the principles of Managing Public Money, and any mandatory DfE procurement requirements, frameworks and approved purchasing arrangements.
- ensuring The Trustees shall be presented with a balanced budget for the year to 31 August for submission to the Department for Education (DfE) by 30 June or within six weeks of receipt of the final funding letter. Please note that the Department for Education (DfE)'s deadlines and requirements may change from time to time.

The Trustees shall be responsible for approving the final audited accounts and the Academy Trust's accounting policies, as set out therein.

The Trustees shall ensure that they put in place procedures to review their own effectiveness and skills available in overseeing the Academy Trust's financial performance, and the soundness of its internal control.

22. The Heads of the Academies.

The Heads are responsible to the Trustees for:

22a. the internal organisation, management and control of his or her respective Academy;
22b. the implementation of all policies approved by the Trustees that relate to his or her respective Academy; and
22c. the direction of the teaching and implementation of the curriculum at his or her respective Academy.

The Trustees may delegate such additional powers and functions as they consider are required by each of the Heads to enable them to carry out the above responsibilities.

23. Company Secretary, Governance Professional or Clerk to Trustees

In accordance with the Articles of Association and the ATH, the Trustees shall appoint a Governance Professional to support the effective operation of governance within the Trust. Any Governance Professional, Clerk to the Trustees, or Company Secretary (where such a role is established) shall be appointed and may be removed by the Trustees.

The Trustees shall appoint a Governance Professional, Clerk to the Trustees, or Company Secretary who may additionally undertake the duties of Company Secretary where appropriate.

The Governance Professional, Clerk to the Trustees, or Company Secretary must not be a Trustee, Chief Executive Officer, Principal or Headteacher.

In the absence of the Governance Professional, Clerk to the Trustees, or Company Secretary, the Trustees may appoint another suitable person to act in that capacity for the meeting.

The Board and Governance Professional, Clerk to the Trustees, or Company Secretary shall have regard to relevant Department for Education guidance and the ATH in relation to the role and responsibilities of governance professionals.

24. Alterations.

This Scheme of Delegation may be altered by a majority resolution of the Trustees of the Academy Trust or by the Members of the Academy Trust in a general meeting.

25. Approval and review.

This Scheme of Delegation was approved and adopted by resolution of the Board of Trustees of the Balcarras Trust at a meeting held on 22nd September 2026 and shall take effect from this same date, remaining in force until amended or revoked by the Board of Trustees.