



SCHEME OF DELEGATION

January 2026

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Contents

Scheme of Delegation	4
1. Introduction	4
2. Roles and Responsibilities	4
2.1. Members.....	4
2.2. Trustees	5
2.3. Trust Board Chair's actions between meetings.....	5
2.4. The Role of the CEO and Senior Executive Leaders.....	5
2.5. The Role of the Local Governing Committees (LGC)	6
2.6. Principal	7
2.7. Central Services	7
3. Delegations.....	7
3.1. Financial Delegation	8
3.2. Risk	8
3.3. Policies and Compliance	8
4. Approval and Renewal	8
5. Scheme of Delegation Matrix	10

Scheme of Delegation

1. Introduction

Barts Training and Support Alliance (BTSA), a charitable company which is a subsidiary of St Bart's Multi-Academy Trust, establishes and operates independent schools and services for children and young people, including those with Special Educational Needs and / or Disabilities.

The organisation is committed to delivering specialist, high-impact education and multidisciplinary services that unlock the potential of children and young people with diverse learning needs. Our mission is to establish and operate independent schools that offer a broad and balanced curriculum, specifically tailored for those with Special Educational Needs and Education, Health and Care Plans (EHCPs). Beyond the classroom, the company serves as a centre of professional excellence, integrating education welfare, clinical psychology, and therapeutic support to ensure a holistic approach to student development.

By combining expert educational consultancy with high-standard specialist provision, we aim to set the gold standard for independent special education and professional support services.

Barts Training and Support Alliance is a charitable company limited by guarantee with registration number 16303811 with registered offices at Belgrave St Bartholomew's Academy Sussex Place, Longton, Stoke-On-Trent, Staffordshire, ST3 4TP.

St Bart's Multi-Academy Trust (SBMAT) is a company limited by guarantee with registration number 08735454 and registered offices at Belgrave St Bartholomew's Academy Sussex Place, Longton, Stoke-On-Trent, Staffordshire, ST3 4TP. SBMAT is the parent company and Sole Member of BARTS Training and Support Alliance, the subsidiary company.

2. Roles and Responsibilities

2.1. Members (the SBMAT Board of Trustees are the Sole Corporate Member of BTSA)

St Bart's Multi-Academy Trust (SBMAT) Trust is the Sole Corporate Member of BTSA. Members have a general duty to exercise their powers to further the company's objects. Members' powers are set out in the BTSA Articles of Association and in company law. They determine the company's constitution and governance structure, appointing, and removing Trustees and holding the Trust Board to account for the company's governance and operation. The Corporate Member operates independently of the Trustees and has a financial liability to the Trust if it is wound up.

The SBMAT Trustees attend the Annual General Meeting (AGM) (as the Sole Corporate Member of BTSA) and receive the BTSA Annual Report of the Trustees and Chief Executive Officer.

Representatives of the Corporate Member may attend meetings of the Trust Board as observers and with the consent of the Chair.

2.2. Trustees

The Trust is a charitable company, so Trustees are both charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and Company Directors. Trustees are bound by both charity and company law. The Board of Trustees is legally responsible and accountable for all statutory functions and for the performance of all provisions within the organisation.

The BTSA Trustees have overall legal responsibility for the operation of BTSA and the provisions within it, as set out in the BTSA Articles of Association. The independent provision (IS) within BTSA is The Avenue.

The Board of Trustees has overall responsibility for:

- developing policy and a strategic plan suitable for the running of the provisions
- managing the provisions' financial, human and other resources
- establishing and maintaining a transparent system of prudent and effective internal control
- monitoring performance
- assessing and managing risk
- ensuring compliance with all relevant laws and regulations, including the Independent School Standards (ISS) and the legal frameworks governing each provision
- Ensuring that all therapeutic and clinical services are delivered in accordance with professional regulatory bodies.

The BTSA Board has established a Local Governing Committee (LGC) responsible for governance delegations relating to The Avenue (IS) as set out in this Scheme of Delegation.

2.3. Trust Board Chair's actions between meetings

The Chair may only take Chair's action in exceptional circumstances where delay would be seriously detrimental to the company, the independent school, its pupils, or staff. Any Chair's action must be reported in writing to the full Board at the earliest opportunity and formally ratified at the next meeting. This provision is to be reviewed regularly and may be revoked at any time.

2.4. The Role of the Chief Executive Officer (CEO) and Senior Executive Leaders

The CEO is held to account for the conduct and performance of BTSA and its provisions including the performance of the Independent School, and for financial management. The CEO is the Accounting Officer so has overall responsibility for the operation of BTSA and must ensure that the organisation is run with financial effectiveness and stability, avoiding waste and securing value for money.

The Deputy CEO is the nominee / proprietorial lead for The Avenue, having oversight of the independent school leaders and through them the compliance and performance of the provision.

The CEO, together with the SBMAT DCEO, SBMAT CFO, SBMAT COO and SBMAT Director of Education, comprise the Executive Leadership Team (ELT). These individuals are employees of SBMAT and provide strategic and operational support to BTSA under the terms of a Service Level Agreement (SLA).

When referring to the CEO or ELT, delegation can include the Chief Executive Officer (CEO), Deputy Chief Executive Officer (DCEO) Chief Finance Officer (CFO) Chief Operating Officer (COO), Director of Education (DoE) as appointed agents and nominees of BTSA/ SBMAT.

2.5. The Role of the Local Governing Committees (LGC)

As the proprietor, the BTSA Board of Trustees has overall legal responsibility for the operation of BTSA and the schools / provisions within it. The BTSA Board of Trustees works collaboratively and in partnership with the Independent School and associated Local Governing Committee.

A Local Governing Committee (LGC) is a BTSA Board of Trustees committee established under the Articles of Association. The governors who serve on the LGC are appointed by the BTSA Board of Trustees. The LGC is made up of representatives from the Trust and the local community, including two elected parent governors. Both parent and staff governors are elected in accordance with BTSA parent and staff governor election procedures.

The powers and responsibilities that the LGC has are determined by the Board of Trustees, which has complete discretion over what it delegates. Even where functions have been delegated to the LGC, the Board of Trustees remain accountable and responsible for those functions. Therefore, they must be satisfied and confident that the LGC has the skills and experience to be able to perform the tasks delegated to it.

The Local Governing Committee (LGC) is responsible for;

- Holding Independent School (IS) leaders to account for the educational and therapeutic performance and progress of the IS through robust and appropriate support and challenge
- Undertaking regular monitoring visits in the IS and providing the LGC with a written report
- Monitoring the Principal's termly report and reports provided by other Trust / IS leaders as part of their education performance monitoring
- Monitoring key educational resource spend to support the delivery of the IS strategic priorities
- Monitoring and challenging pupil attendance
- Reviewing safeguarding, inclusion, SEND, (previously) LAC, and ECHP provision to ensure compliance and robust practice
- Monitoring health and safety practice in the IS through the review of internal and external health and safety monitoring reports
- Supporting any hearing and/or appeals panels in relation to HR matters, suspension and exclusion and parental complaints in line with statutory guidance and pursuant to BTSA policies

- Approving The Avenue admissions policy
- Approving and reviewing IS-specific statutory policies
- Reviewing and monitoring the impact of strategies/actions in place to support IS staff wellbeing and workload
- Supporting the Professional Growth conversation with the Principal (LGC Chair only)
- Providing local insight and knowledge to the Board of Trustees on community strengths, concerns, and risks through the agreed reporting process
- Ensuring stakeholder voice (pupil, parent, staff, and community) is actively sought, listened to, and influences decision-making at academy level

The core responsibilities of the LGCs are reflected in this Scheme of Delegation.

2.6. Principal

The Independent School Principal is responsible for all aspects of the day to day running of the school / provision and operational delivery of IS strategic improvement plan. The Principal shares information about the school with the Local Governing Committee (LGC) so that Governors build an understanding about how the school operates and are enabled to monitor and scrutinise how key policies and improvement plans are working in practice.

2.7. Central Services

BTSA procures central functions from SBMAT through a formal Service Level Agreement (SLA). The cost and detail of these services are detailed in the SLA and cover services such as:

- School Improvement
- Finance
- Governance
- Human Resources
- Business Operations
- Safeguarding Support

3. Delegations

Subject to the provisions in the BTSA Articles of Association and relevant legislation, the Board of Trustees may delegate any of their powers or functions to any Trustee, the CEO and the Local Governing Committee.

Any such delegation must be in writing and subject to any conditions the Trustees may impose and may be revoked or altered.

All delegated authority must be exercised in accordance with written instructions within this Scheme of Delegation. Those to whom delegated responsibility is given must acknowledge the limitations on their authority and must not act outside their authority.

Any delegated authority must be exercised reasonably and with due care and attention.

All actions and decisions exercised under delegated authority must be reported back to the Board of Trustees; this will usually be through the records or minutes of the LGC.

3.1. Financial Delegation

The Scheme of Delegation outlines roles but detailed financial authority thresholds are set out in the BTSA Financial Scheme of Delegation, which will be reviewed annually by the Board.

3.2. Risk

The Local Governing Committee maintains oversight of risks at school level, particularly safeguarding, attendance, health and safety, and community relations. Risks will be formally reported termly to the Board of Trustees. The Board of Trustees retains oversight of strategic and wider risks.

3.3. Policies and Compliance

BTSA statutory policies are approved by the Board of Trustees and applied to The Avenue (IS). LGCs approve and monitor certain school-specific policies, including admissions policies, curriculum policies, safeguarding and welfare procedures, et al. The Principal is responsible for implementing and adhering to these policies and is held to account by the Executive Leaders and the LGC.

The LGC also plays a role in compliance through HR panels, exclusion panels, Stage 3 complaints panels, monitoring SEND provision, and ensuring equality duties are met.

In addition to the delegations set out in this document, some functions may be further delegated, for example by the Chief Executive Officer to members of the Executive Leadership Team or from the IS Principals to senior school staff. The Board of Trustees retains overarching responsibility for all decisions made.

For the avoidance of doubt, where a power is not expressly delegated by the Board of Trustees it will be deemed to have been retained by the Trustees regardless of whether it is, or is not, specified in the Scheme.

4. Approval and Renewal

The Scheme of Delegation will be formally reviewed and approved by the Board of Trustees on an annual basis to ensure it remains current and effective.

The Board of Trustees reserves the right (in its absolute discretion) to review and alter this Scheme of Delegation and the level of delegated responsibility at any time. This includes the right to remove any delegated responsibilities or temporarily put in place transitional supervisory arrangements to the Local Governing Committees or any role.

The Scheme will be reviewed and, if necessary, revised when there are significant changes to BTSA or its schools / provision. Examples include (but are not limited to):

- **Structural changes** – such as the addition of new schools.

- **Performance changes** – where an Ofsted outcome or internal performance assessment indicates the need for increased or reduced delegation.
- **Financial position** – where financial performance or audit outcomes require enhanced oversight or intervention.
- **Leadership changes** – where adjustments may be needed to ensure continuity and clarity of accountability.
- **Governance effectiveness reviews** – following internal or external governance reviews recommending changes to the delegation model.
- **Changes in statutory or regulatory requirements**

Any such variation will be recorded and communicated clearly to all governance layers.

5. Scheme of Delegation Matrix

The matrix has been written according to the 'RACI' framework, based on the various operational areas of activities across BARTS Training and Support Alliance.

R	Responsible	Responsible for delivering the area of activity/decision in line with agreed policies. Several individuals / bodies can be either jointly responsible or responsible for delivering a specific aspect of the task. For example, while one person may be responsible for delivering an objective, others may be responsible for monitoring or scrutinising that delivery or preparing information and reports.
A	Accountable	This is usually the Trust Board as the legally accountable and liable body; there is only one person/group accountable for each item.
C	Consulted	Consulted on the area of activity/decision and entitled to give/receive feedback. While those responsible and accountable are not obliged to accept the views put forward, they must be actively considered.
I	Informed	Informed of the area of activity/decision through agreed communications channels. They need updates on progress or decision, but they do not need to be formally consulted, nor do they contribute directly to the task or decision. No feedback is required from this tier of governance.

	Task	Member	Proprietors	CEO / Executive Leaders	LGC	Principal
Governance and Vision	Approve overall BTSA vision, values and strategy	I	A/R	R	I	I
	Hold Trustees to account for achieving the company objectives, effective governance and working with the law and any guidance on the governance of independent schools	A/R				
	Approve any changes to the BTSA Articles of Association	A/R	R			
	Establish Trust Committees including Local Governing Committees (LGC)		A/R	C		I
	Appoint (and remove) Members	A/R				
	Appoint Trustees	A/R	C	C		
	Remove Trustees	A/R	C	C		
	Appoint (and remove) Chair / Vice Chair of Trust Board	I	A/R	C		
	Appoint (and remove) Governance Professional to the Board		A/R	R		
	Appoint (and remove) LGC Chair		A/R	R	I	I

	Task	Member	Proprietors	CEO / Executive Leaders	LGC	Principal
Governance and Vision	Agree Scheme of Delegation and review annually		A/R	R	I	I
	Determine Terms of Reference for LGC		A/R	R	I	I
	Appoint LGC members other than elected governors		A/R	R	I	C
	Remove LGC members including elected governors		A/R	R	C (Chair only)	C
	Ensure Trustee / LGC appointment checks, induction and training are undertaken		A/R	R		R
	Establish, publish and keep under regular review Member and Trustee Register of Interests	R	A/R	R		
	Establish, publish and keep under regular review LGC Members Register of Interests		A		R	R
	Complete annual Self-review of Trust Board member contributions / impact on Trust Board and committees (including Trust Board and Trustee Effectiveness / training plans)		A/R			
	Complete, Evaluate and analyse Local Governing Committee member contribution (including Governing Committee Effectiveness tool/training plan)		A		R	R
	Approve a scheme for paying Trustee and Governors allowances		A	R	I	
	Determine and allocate specific Trustee roles		A/R			I
	Ensure financial skill set and data analysis skill set on Trust Board		A/R			
	Allocate governor specific roles at LGC level		A	I	R	
	Create and maintain a Code of Conduct for all levels of Governance		A/R	R	R	R
	Foster Equality, Diversity and Inclusion - including building a diverse board. Ensure compliance with Public Sector Equality Duty legislation and the effective implementation of the published equality objectives		A	R		
	Monitor the independent schools' compliance with the Public Sector Equality Duty and the effective implementation and impact of its published equality objectives.		A		R	R
	Ensure up to date Trustee details (and Executive leaders' information where required) are published on Get Information about Schools, Companies House and the BTSA and school websites		A	R		R
	Ensure up to date LGC members details are published on school websites		A			R
	Ensure Engagement with stakeholders		A	R	R	R

	Task	Member	Proprietors	CEO / Executive Leaders	LGC	Principal
Strategy, Growth and Provision Performance	Ensure strategic oversight and accountability		A/R	R	R	
	Approve, champion, and review the BTSA strategy and key priorities	I	A/R	R	I	I
	Approve the development or implementation of new Independent School Provisions		A/R	R		
	Approve the Provision expansion and/or change in age/designation		A/R	R	I	C
	Determine the overall effectiveness of the Independent School (IS)		A	R	I	R
	Ensure Strategic Development Plan (Independent School) is in place in line with BTSA priorities and regularly reviewed		A	R	R	R
	Review and evaluate performance across of the Independent School - data, Key Performance Indicators		A	R	R	R
	Ensure compliance with the Ofsted Education Inspection Framework / ISS including oversight and monitoring		A/R	R	R	R
	Attend Ofsted / ISS inspections		A/R	R	R	R

	Task	Member	Proprietors	CEO / Executive Leaders	LGC	Principal
People	Set HR policies and procedures (professional growth, pay, conduct, disciplinary, grievance, capability, safer recruitment)		A	R		I
	Set approach to staff appointment and dismissal, with regard to statutory requirements		A	R		I
	Ensure the wellbeing, work-life balance and working conditions of all staff		A	R	R	R
	Appoint Chief Executive Officer (CEO) / Accounting Officer (Article 26)	I	A/R		I	I
	Appoint / suspend / dismiss Principal(s) (IS)		A/R	R	I	
	Undertake panel hearings for disciplinary, grievance and capability matters relating to Principal(s) (IS)		A/R	R		
	Undertake Professional Growth conversation with the Principal(s) (IS)		A	R	LGC chair supports process	
	Agree Principal(s) pay levels and award		A	R		
	Appoint Vice Principal & Assistant Principal (IS)		A	R	I	R

	Task	Member	Proprietors	CEO / Executive Leaders	LGC	Principal
People	Suspend / dismiss Vice Principal & Assistant Principal (IS)		A/R	R	May be involved in the process	R
	Undertake panel hearings for disciplinary, grievance and capability matters relating to Vice Principal & Assistant Principal (IS)		A	R	May be involved in the process	
	Appoint / suspend / dismiss IS based staff		A	R	May be involved in the process	R
	Undertake panel hearings for disciplinary, grievance and capability matters relating to IS-based staff		A	R	May be involved in the process	R
	Set pay and conditions of service for IS staff		A	R		I
	Agree IS staffing structure (or re-structure)		A	R		R
	Approve any redundancy of IS staff members		A	R		C
	Agree and publish Whistleblowing procedures		A	R	I	I

	Task	Member	Proprietors	CEO / Executive Leaders	LGC	Principal
Finance and Risk Accountability	Appoint External Auditors based on the recommendations of the Trust Board	A	R	C		
	Establish controls framework including internal audit		A	R		
	Receive and respond to External and Internal Audit reports	I	A/R	R		
	Approve Annual report and accounts: submit to Members and Companies House	I	A/R	R		
	Approve the level of donation back to SBMAT at financial year end	I	A/R	R		
	Benchmark BTSA wide value for money to ensure robustness		A	R		
	Ensure BTSA and IS are sufficiently resourced to maintain ongoing compliance with all Independent School Standards		A	R		
	Develop finance policies		A	R		I
	Manage conflicts of interest and related party transactions		A	R		
	Manage novel, contentious and repercussive transactions		A	R		
	Develop procurement strategies and efficiency savings programme		A	R		I
	Approve a Scheme of Financial Delegation - setting delegated authority limits for financial transactions		A	R		I

	Task	Member	Proprietors	CEO / Executive Leaders	LGC	Principal
Finance and Risk	Approve and monitor Budget plan to support delivery of key priorities		A	R		
	Agree and monitor key education resource spend to support delivery of IS key priorities		A	R	R Monitor	R
	Approve and deliver monthly management accounts and forecasts		A	R		
	Manage cash position		A	R		
	Ensure investment risk is properly managed when applicable		A	R		
	Ensure the company, and the IS, is adequately insured		A	R		I
	Approve and maintain the risk process/register and approve the risk appetite		A	R		
	Oversight of strategic and BTSA-wide risks		A/R	R		
	Oversight of school level operational risks (safeguarding, attendance, H&S, community)		A	R	R	R
	Ensure Gift and Hospitality policy and register is in place and annually reviewed		A	R	I	R
	Agree Licence to Occupy (BTSA/The Avenue)		A/R			

	Task	Member	Proprietors	CEO / Executive Leaders	LGC	Principal
Estates, Health & Safety	Agree and Implement Health and Safety policies complying with all relevant health and safety legislation to ensure that all pupils, staff and visitors are kept safe at all times		A	R	R	R
	Ensure the Estates Strategy is fit for purpose and recommend to the Board		A	R		
	Manage the BTSA estate and IS premises		A	R	R	R

	Task	Member	Proprietors	CEO / Executive Leaders	LGC	Principal
Provision Compliance	Ensure compliance with the Data Protection legislation and handling personal data in line with it		A	R		R
	Ensure compliance with the Freedom of Information Act, including publication of a Freedom of Information scheme		A	R		R
	Ensure adequate preparation if a cyber incident occurs and there is an awareness of cyber risks		A	R		R
	Set Data Protection, Cyber Security, Freedom of Information policies		A	R		I

	Task	Member	Proprietors	CEO / Executive Leaders	LGC	Principal
Provision Compliance	Approve a complaints procedure reviewing any complaints when delegated, and monitor complaints		A	R	R	R
	Be a member of a Complaints Committee if required		A/R	R	R	I
	Set safeguarding and pupil welfare policies, procedures and practices (including training), with regard to legislation and statutory guidance, inclusive of disclosure and barring service checks (DBS) and including appointing designated safeguarding lead (DSL)		A	R	R	R
	Ensure statutory policies are in place, approved and reviewed in line with DfE / ISS guidance including behaviour and welfare policies.		A	R	I	I
	Formally approve and review non statutory IS specific policies		A		R	R
	Develop and implement uniform policies in line with DfE guidance and with regard to ensure the costs of school uniforms is ensure the cost of school uniforms is reasonable and secures the best value for money		A	R	I	R
	Maintain the attendance and admissions registers		A			R
	Ensure pupil attendance is monitored and challenged in line with statutory guidance		A	R	R	R
	Approve the Admissions policy, including criteria for assessing suitability and the process for responding to LA consultations		A		R	R
	Determine the school fee structure to ensure the financial viability of the IS and satisfy the transparency requirements of Part 6 of the ISS		A	R	I	R
	Set the IS approach to curriculum and assessment in line with statutory requirements and context of the school		A	R	R	R
	Deliver Early Years Foundation Stage (EYFS), in line with statutory requirements where applicable		A	R	R	R
	Ensure adherence with keeping children safe in education, relating to safeguarding and safer recruitment		A	R	R	R
	Approve the process for the ending of a placement where the school can no longer safely meet a pupil's needs, including the triggering of Emergency Annual Reviews		A	R	I	C
	Review the decision to suspend or permanently exclude a pupil / direct reinstatement of a pupil in line with statutory guidance		A	I	R	

	Task	Member	Proprietors	CEO / Executive Leaders	LGC	Principal
Provision Compliance	Ensure the IS fulfils its statutory duties under the Children and Families Act 2014 and the ISS to deliver the provision specified in pupils' EHCPs, having due regard to the SEND Code of Practice		A	R	R	R
	Ensure that there is a designated member of staff identified and deliver support for (previously) Looked after Children		A	R	R	R
	Ensure risk assessments are in place to safeguard and promote pupils' and staff welfare		A	R		R
	Set length of school day		A	C	I	R
	Set Term dates		A	R	I	I
	Ensure Website Content and Compliance is in line with ISS guidance		A	R		R



Bart's Training & Support Alliance

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