

Appendix to Scheme of delegation outlining the detail of the ‘earned autonomy’ principle

- 1.1 The Trustees have overall responsibility and ultimate decision making authority for all the work of the Company, including the establishing and running of schools and in academies. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Trustees have the power to direct change where required and will generally deploy these functions through the Chief Executive and the Central Executive Team.

If a school is judged to require TCAT support/intervention at any point then a TCAT Support Plan will be provided to the Principal/Headteacher and LGB to outline the strategies they will employ to ‘direct change.’ The table sets out detail

	Academies judged good or better/financially solvent with no issues arising from ongoing performance monitoring	Academies judged RI/Inadequate, in/facing financial deficit or where issues are identified via ongoing monitoring
Strategy & Leadership	<p>TCAT/LGB appoint Principal</p> <p>Principal/LGB agree staffing structure & curriculum costings within parameters of annual budget</p> <p>Principal/LGB appointment of senior positions within the academy</p> <p>LGB to follow standard TCAT agenda with discretion for local items</p> <p>LGB to ratify all policies not set centrally in line with TCAT values and ethos</p> <p>Appraisal of headteachers with TCAT link</p>	<p>TCAT/LGB appoint Principal & senior staff</p> <p>Principal/Director of Q&S/LGB & FD agree staffing structure & curriculum costings within parameters of annual budget</p> <p>LGB to follow standard TCAT agenda with discretion for local items if approved</p> <p>LGB/TCAT to ratify all policies not set centrally in line with TCAT values and ethos</p> <p>TCAT lead appraisal of headteachers</p>

	<p>Follow well-being & workload protocol</p>	<p>Follow well-being & workload protocol</p> <p>TCAT to review LGB effectiveness & skill-set and take appropriate action</p>
<p>Education & Curriculum</p>	<p>Operate in line with values and principles set out in the TCAT Educational Principles document or NC/QCR guidance</p> <p>LGB to ratify priority action plan</p> <p>Work towards KPIs/benchmarks agreed with TCAT within scorecard</p> <p>Provide high quality CPD to all staff at every level of the career</p> <p>LGB/SLT to accept central scrutiny of scorecard, PAP & peer review process</p> <p>Enact and centralised TCAT policies</p>	<p>Operate in line with values and principles set out in the TCAT Educational Principles document or NC/QCR guidance</p> <p>LGB to ratify priority action plan</p> <p>Work towards KPIs/benchmarks agreed with TCAT within scorecard</p> <p>Provide high quality CPD to all staff at every level of the career</p> <p>LGB/SLT to accept central scrutiny of scorecard, PAP & peer review process</p> <p>Enact and centralised TCAT policies</p> <p>Enact any support/guidance provided by TCAT in relation to educational practice</p> <p>Ensure educational policies are endorsed by TCAT and LGB</p> <p>Accept any additional monitoring or support provided by TCAT</p>

<p>Financial</p>	<p>To follow all TCAT policies/procedures relating to finance and LGB to review budget monitoring and make recommendations to the Principal in relation to annual budget proposals</p> <p>To perform in line with TCAT benchmarks</p> <p>To ensure compliance with the Academies Financial Handbook</p>	<p>To follow all TCAT policies/procedures relating to finance and LGB to review budget monitoring and make recommendations to the Principal in relation to annual budget proposals</p> <p>To perform in line with TCAT benchmarks</p> <p>To ensure compliance with the Academies Financial Handbook</p> <p>LGB/Principal to ensure any financial advice/direction provided by TCAT is enacted.</p> <p>To work with the TCAT central team on a full ICFP review and ensure agreed recommendations are implemented.</p> <p>FD to approve all purchases over £xxx prior to order.</p> <p>Monthly management accounts to be fully scrutinised by FD/ Management Accountant and changes to spending/ recommendations implemented at academy level</p>
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<p>HR & Operations</p>	<p>To follow all TCAT policies relating to staffing, HR and personnel</p> <p>To be supported/directed by TCAT via HR manager and Director of Operations</p>	<p>To follow all TCAT policies relating to staffing, HR and personnel</p> <p>To be supported/directed by TCAT via HR manager and Director of Operations.</p> <p>LGB/ Principal to ensure that all new appointments/ contract changes are approved by the Director of Quality and Standards/ CEO prior to advertising and appointment.</p> <p>LGB/ Principal to gain approval from CEO prior to spending on capital improvements/ use of DFC.</p>
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