

CREATIVE EDUCATION TRUST SCHEME OF DELEGATION

SUMMARY OF ROLES and RESPONSIBILITIES:

Board of Directors; Academy Council; Head Teacher or Principal; and Executive Board



Functions and Responsibilities of the Parties: (1) Role, Lines of Authority and Reporting between the Parties			
Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)
The Board of Directors is the overall governing body of Creative Education Trust and all its schools, charged with the strategic direction of the Trust and responsible to the Secretary of State for Education for executing its statutory duties and to Parliament for the proper expenditure of public money Is responsible for all statutory functions but may choose to delegate some Operates under the Trust's Articles of Association and in accordance with its Master Funding Agreement. Is responsible for strategic leadership of Creative Education Trust, for academic performance, financial management, entering into contracts, and staffing matters including the appointment of the CEO and, on the CEO's advice the appointment of Head Teachers and Principals Is responsible for the adoption of all statutory policies Approves the Trust's Strategic Plan Approves the Trust's Strategic Plan Approves key performance targets and monitoring statistics for each group school through delegation to Education Standards Committee Approves Trust's annual budget and three- year plan on advice of CEO	The Academy Council (AC) is a sub- committee of the Creative Education Trust Board of Directors. It is accountable to the Board of Directors and is its local presence. It may include representatives from such groups as the school community, parents, the local community and other local organisations and businesses as appropriate <i>From AY2020-21 Rapid Improvement Boards (RIBs) have been discontinued as</i> <i>an instrument of governance. Their purpose</i> <i>and membership duplicated the regular</i> <i>performance review process for schools.</i> <i>This management process for school</i> <i>improvement has now been formalised into</i> <i>Academy Improvement Boards (AIBs) led by</i> <i>members of the central Education Team. A</i> <i>maximum of two members of each Academy</i> <i>Council will be invited to join each Academy</i> <i>Improvement Board. Academy Councils are</i> <i>in process of being formed for those schools</i> <i>that formerly had Rapid Improvement</i> <i>Boards. These will be operational from 1</i> <i>September 2021. In the interim their</i> <i>functions will be performed by the AIBs</i> AC receives report at each meeting on activities of AIB from those of its member(s) <i>who participate</i>	The Head Teacher (primary school) or Principal (secondary school) is accountable to the Board of Directors of Creative Education Trust though the Chief Executive Officer (CEO) for the effective leadership, educational performance and financial management of the school in accordance with agreed plans, budgets and targets, and with group strategy and policies Reports to CEO and keeps Chair of Academy Council informed Has right of direct access to Chair of Academy Council, CEO and Chair of Creative Education Trust Board, as appropriate Responsible for all school-level statutory and non-statutory reporting and compliance matters	The Head Office Executive Board, led by the Chief Executive Officer (CEO), provides professional advice to the Board of Directors on all aspects of group strategy and policies, and on all educational, financial, human resource and operational matters across the group. Provides Board with regular updates on wider educational and policy matters Has delegated responsibility from the Board of Directors for the implementation of group strategy and for approving and implementing policies, and for the effective running of Creative Education Trust schools Provides Board of Directors with secretariat and ensures efficient reporting and distribution of papers, as well as timely implementation of its decisions Agrees and monitors school curriculum plans, budgets and performance targets on behalf of the Board of Directors Supports and advises Board of Directors on appointment of Principals/Head Teachers and, where necessary, other senior staff in consultation with Academy Council Responsible for all statutory and non- statutory reporting and compliance matters Responsible for data protection and Freedom of Information matters



Appoints Academy Council Chairs and Members, but may choose to delegate to CEO to appoint on its behalf

Decides which of its responsibilities will be delegated to the Academy Council; these are captured in an annual review of this document and the Creative Education Trust local governance handbook

Summary of decisions of Board of Directors is made available to Academy Council, and Head Teacher/Principal (except minutes which are explicitly deemed to be confidential)

The Academy Council undertakes such duties and responsibilities as are delegated to it from time to time by the Board of Directors. They include (i) supporting Creative Education Trust's plans for the school as set out in the Academy Improvement & Development Plan. Self-Evaluation Form and annual budget; (ii) providing understanding of the local context and the challenge that the local environment presents: (iii) acting as a sounding board for senior leaders, especially the Principal or Head Teacher; (iv) providing regular monitoring of health and safety matters. safequarding provision, the welfare of looked after children, and provision for children with Special Educational Needs and Disabilities: (v) providing hearing panels for pupil behaviour matters; (vi) building and maintaining positive local perceptions of the school: (vii) building and maintaining relationships with the local and regional business community; (viii) building and maintaining relationships with community partners (e.g. health services, police, social services); and (ix) undertaking local fundraising

Chair of AC assists in the recruitment process for Head Teachers and Principals

Establishes hearing panels for complaints and for staff disciplinary matters

Advises and supports Academy Councils to fulfil their local duties and ensures the timely distribution of information

CEO line manages Principals/Head Teachers. CEO may choose to delegate this on a day-to-day basis to members of the Education Team, with regular formal performance reviews taking place through the mechanism of the Academy Improvement Boards.



F F F C E a I	Receives annual Academy Improvement & Development Plan Receives annual budget and three-year financial plan All Chairs of Academy Councils have direct access to the Chair and Chief Executive of Creative Education Trust, and are invited to meet with them formally at least once per academic year	
N	least once per academic year Minutes of Academy Council meetings are available to Board of Directors	



Functions and Responsibilities of the Parties: (2) Meetings and Procedures of the Creative Education Trust Board of Directors				
Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)	
Meets formally four times each academic year including twice in the autumn term; decides when and where to meet; elects Chair and Vice-Chair; takes decisions if a quorum is present; may form committees; may delegate responsibilities; determines agenda Quorum is five; period of office is four years, which may be renewed for further periods of four years, except CEO whose role is <i>ex</i> <i>officio</i> Reviews annually its own Board effectiveness, including the attendance and effectiveness of each Board member Board forms appropriate sub-committees to enable it to conduct its business effectively. These are currently Audit & Risk Committee; Finance Committee; Education Standards Committee; People and Remuneration Committee; Estates & Property Committee; Safeguarding Committee. It may choose to co-opt non- Directors to any committee in an advisory but non-voting capacity Reviews the working of any committee of the Board including that of Academy Councils	Chairs of Academy Councils may submit agenda items for consideration by the Board of Directors by prior notification to the Governance & Compliance Manager Chairs of Academy Councils may attend meetings of the Board of Directors as appropriate and by prior invitation from the Chair of the Board	Attends Board meetings by invitation when specific item is to be discussed Is required to submit regular Academy reports in a common format to the CEO, copied to the Academy Council and – if asked – to the Board of Directors	Members of Head Office Executive Board may attend meetings of the Board of Directors by invitation in a non-voting capacity, except for the CEO who is a member of the Board with full voting rights Executive Board members (CEO and as delegated) may contribute to the agenda of Board Meetings by invitation and are expected to report at appropriate sub- committee meetings	



Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)
Any member of the Board of Directors may attend Academy Council meetings; would hormally ask Chair as a courtesy	Academy Council meets formally four times each academic year including twice in autumn term, decides when and where to meet; take decisions if a quorum is present. Academy Council quorum is five; period of office is three years; maximum service is nine years. Meets as a unitary body. Academy Council may after discussion with the Trust's Head of Governance & Compliance form time- limited 'Task & Finish' groups to undertake a specific task (e.g. a local fundraising campaign) Academy Council follow the agenda determined by the Board of Directors, which includes prescribed standing items for information/discussion (Academic standards, SEND, Admissions, Discipline). Minutes are taken using the Creative Education Trust <i>pro-forma</i> and circulated to Members and Head Office	Is ex-officio member of Academy Council, may place items on the agenda Is required to report at each meeting using the Creative Education Trust standard reporting format and where necessary to provide an oral update	Members of Executive Board may attend Academy Council meetings CEO to attend regularly as necessary in order to ensure good communication



Creative Education Trust <i>pro-formas</i> are also supplied for agenda, Head Teacher's/Principal's report, action points and reports by members	
Board of Directors appoints Chairs of Academy Councils, and also appoints Members and confirms locally chosen Parent and Academy Council staff Members; would normally do so on the recommendation of the Chair and the Head Teacher/Principal	
Decisions must be in accordance with the most recent Creative Education Trust policies and with the Governance Handbook. Any decision may be subject to review by the Board of Directors	



Functions and Responsibilities of the Parties: (4) Curriculum				
Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)	
Determines via delegation to the Education Standards Committee group policies for schools within Creative Education Trust on (i) the curriculum vision and ethos and (ii) sex and relationship education Ensures via delegation to the Education Standards Committee only approved external qualifications and syllabuses are offered	Receives termly monitoring information from Principal/Head Teacher on curriculum, public exam results, value added information, progress towards targets Agrees with Principal/Head Teacher the content and organisation of sex education which accords with the group policy	Is responsible for curriculum direction of the school within the group policies Decides the curriculum policies specific to the school in agreement with Head Office Ensures that Funding Agreement curriculum requirements for Academies are implemented Is responsible for day-to-day decisions about the management and curriculum of the school	Agrees school curriculum policies with Principal/Head Teacher in accordance with group policy Agrees with the Principal/Head Teacher and publishes targets for pupils' performance Receives termly monitoring information from Principal/Head Teacher on curriculum, public exam results, value added information, progress towards targets	

Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)
Through delegated powers to Education Standards Committee ensures that local decisions about Religious Education curriculum, Collective Worship and withdrawal of pupils and staff from Collective Worship and Religious Education are made in accordance with statutory requirements and where appropriate through the Trust's structured curriculum quality assurance model.	Supports the Principal/Head Teacher in providing leadership in relation to the ethos of the school Agrees with the Principal/Head Teacher the school policy for the withdrawal of pupils and staff from Collective Worship and from Religious Education which incorporates the principles set out in the group policy Hears appeals against decisions under withdrawal policy	Provides leadership in relation to the ethos of the school Makes arrangements to provide regular Collective Worship for pupils Arranges for Religious Education to be provided using the syllabus agreed with Head Office within group policy guidelines and quality assured through the structured curriculum quality assurance model Implements school withdrawal policy	Approves on an annual basis within the group policy guidelines the Religious Education syllabus to be adopted by the school Receives annual monitoring figures from Principal on faith background of pupils and on withdrawal



Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)
Determines group policy on SEND and Inclusion for schools within Creative Education Trust on the advice of the Education Standards Committee	Monitors provision for SEND pupils within the agreed policy	Agrees and implements SEND and inclusion policy with Head Office which incorporates the principles set out in the group policy	Receives from Principal/Head Teacher annual SEND Information Report
	Monitors compliance with Equality Act 2010 requirements Ensures needs of SEND pupils are given sufficient priority	Is responsible for ensuring that appropriate curriculum arrangements are in place for each SEND pupil	
		Coordinates with Local Authority about admissions of SEND pupils and about who may need an Education Health Care Plan	
		Completes annual SEND Information Report	



Functions and Responsibilities of the Parties: (7) Budget and Management of Finances; Compliance				
Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)	
Determines the level of funding with DfE/ ESFA and is body of final accountability for spending within budget Sets via delegation to the Finance Committee overall budget parameters for group and for each school Approves via delegation to the Finance Committee the final consolidated budget for the schools and central office before submission to DfE/ESFA Receives monthly management accounts from the Head Office finance team Agrees final statutory accounts on recommendation of Audit & Risk Finance Committee as required by Companies Act Appoints the Responsible Officer Maintains the Register of Interests for Trust Board members	Receives the annual budget Receives termly management accounts Maintains the Register of Interests for Academy Council	Agrees with the Chief Operating Officer or his delegate, the draft budget for the school With the assistance of the Regional Head of Finance: Controls school level expenditure on a line- by-line basis within the agreed budget Ensures academy-level accounts are kept and administered in accordance with Head Office accounting policies Complies with Creative Education Trust accounting requirements for schools	CEO is the Trust's Accounting Officer Group Finance Director or Chief Operating Officer as the case may be, leads on all other Group finance matters: Works with the CEO to agree Group Budget Works with local Regional Head of Finance and agrees with Principals/Head Teachers the draft budget for each school Manages the overall implementation of the budget Manages payroll, nominal, purchase and sales ledger Ensures accurate accounts are kept, procedures and systems maintained including internal audit systems Agrees and monitors all contracts for services and purchases; in consultation with DfE when appropriate within DfE guidelines Arranges for annual external audit	



Functions and Responsibilities of the Parties: (8) Staff			
Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)
Appoints, performance manages and sets the remuneration of the CEO via delegation to the People & Remuneration Committee Approves the appointment of Executive Directors and Principals/Headteachers on the advice of appointment panels on which one or more Board members may serve alongside the CEO and other senior staff Approves via delegation to the People & Remuneration Committee group HR strategy As the legal employer of all staff, responsible for ensuring via delegation to the People & Remuneration Committee that HR policies, and terms & conditions of service are in place, and takes responsibility for overseeing staff health and welfare Approves via delegation to the People & Remuneration Committee the annual trust-wide pay award for staff	Contributes to the appointment of Principal/Head Teacher of the school When invited, supports the recruitment of senior staff within the school by joining appointment panels or otherwise contributing to the appointment process When invited, may be a panel member in formal panels, hearings or appeals	 Appoints all staff in the school within the agreed structure and budget Ensures that all required pre-employment checks take place, the accuracy of the school's Single Central Record, and statutory compliance with safer recruitment training Responsible for reporting key metrics (including recruitment) to Head Office Implements performance appraisal, pay and other HR processes for staff in schools, in conjunction with Head Office where appropriate, ensuring that the group HR policies are fully adhered to May suspend staff in consultation with Head Office HR May chair or be a panel member in formal panels, hearings or appeals Propose, develop and lead on staffing restructures at academy level Liaise with local union representatives 	Manages the recruitment of Principals and Headteachers, and supports the Principal/Headteacher by joining appointment panels or otherwise contributing to the appointment process of senior team members Leads the development of group HR policies, procedures and terms & conditions of service Provides the Board of Directors and Principals/Headteachers with professional HR support and advice relating to recruitment, performance management, pay and other aspects of staffing Responsible for performance management and pay reviews of Principals/Headteachers and Head Office team (CEO) Monitors compliance with HR policy, including Safer Recruitment Policy May chair or be a panel member in formal hearings or appeals Undertakes consultations with trade union representatives regarding issues that have group-wide implications Monitors the recruitment, deployment and performance of staff



	Approves decisions on pay relating to performance on the basis of recommendations made by the Principal/Head Teacher
	May chair or be a panel member in formal panels, hearings or appeals

Functions and Responsibilities of the Parties: (9) Professional Development and Training				
Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)	
Via delegation to the People & Remuneration Committee approves trust-wide staff development strategy	Receives termly report on training and development through the Academy Report	Produces and implements the school's staff development strategy in alignment with the group strategy	Develops trust-wide staff development and initiatives	
		Delivers professional development programmes at school level	Provides support for professional development, training, induction, talent management and succession planning across the group	
		Reports termly on training and development to Head Office	Takes a lead role in training and development for Principals/Headteachers	
		Contributes to trust-wide professional development programmes	and SLTs	



Functions and Responsibilities of the Parties: (10) Equal Opportunities			
Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)
Approves via delegation to the People & Remuneration Committee group equal opportunities policy	Receives annual report on equal opportunities	Implements equal opportunities policy Reports annually on equal opportunities	Proposes and monitors implementation of equal opportunities policy Advises Board of Directors on school compliance

Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)
Receives inspection report and may require Principal/Headteacher to attend Creative Education Trust Board to discuss	Receives inspection report	Co-operates with inspection team, providing information and setting up meetings as required Responsible for ensuring academy achieves best reasonable outcome from any inspection	Acts as delegated representative of Board of Directors and CEO during Ofsted inspections; co-operates with inspection team, providing information and meeting as required



Functions and Responsibilities of the Parties: (12) Admissions and Marketing			
Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)
Ensures that schools comply with legislation regarding local admissions arrangements	Receives regular reports on admissions and marketing through Academy Report	Ensures full implementation of the admissions policy	Coordinates admissions and admissions appeals arrangements across all group schools
Approves group brand identity, and marketing and communications strategies	Supports local marketing and communications efforts in consultation with Principal/Head Teacher and Head Office	Ensures that an admissions register is kept in line with legislation Supervises production of marketing materials within group guidelines and using group templates, supervises local marketing	Provides support in planning and implementing local marketing strategies, including supplying guidelines and templates for school marketing materials
		efforts in consultation with Head Office Provides regular reports on admissions and marketing through Academy Report	Approves school marketing materials withir group guidelines



Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)
Determines group policy on exclusions and attendance	Receives regular reports on discipline and attendance through Academy Report	Is responsible for overall management and discipline; takes measures to secure good behaviour	Monitors implementation of group behaviour, attendance and exclusions policies
Ultimate appeal body within Creative Education Trust	Hears first appeals against exclusions. Panel members may also include Executive Directors, and Principals and Head Teachers from other CET schools	Ensures full compliance with group behaviour, attendance and exclusions policies	Receives half-termly monitoring figures fron Principal/Head Teacher on attendance, unauthorised absence and exclusions
	Hears first appeals against pupil discipline cases	Decides in consultation with Head Office and informs parents about starting and finishing times of school sessions	Approves material changes to structure of school year and start and finish times of the school day
		Ensures attendance register is kept and that attendance is monitored	



Functions and Responsibilities of the Parties: (14) Health & Safety; Management of Risk; Welfare of Pupils and Staff			
Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)
Through the oversight of its Audit & Risk Committee and the Estates & Property Committee has overall responsibility for the group Health & Safety policy, its implementation and monitoring; through its Safeguarding Committee and its People & remuneration Committee has overall responsibility for welfare and safety of pupils and staff Determines and regularly updates group Risk Assessment Register	Health & Safety , is a standing item on every agenda Follows group guidance and templates to monitor Health & Safety Welfare of pupils and staff is reviewed through the Headteacher/Principal report including data on bullying and exclusions of pupils and staff disciplinary action and turnover	 Responsible for: Making sure academy is a safe environment; is responsible for the welfare of pupils Making sure buildings, equipment and materials are safe and no risk to health; keeps land free from litter and refuse Ensuring Health & Safety policy is implemented 	Through the work of the Director of Estates & Facilities ensures compliance in Risk Assessment; agrees and negotiates insurance policies; ensures all relevant statutory and regulatory requirements relating to Health & Safety and the management of risk are met
		 Implementing Risk Assessment Register 	



Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)
Agrees all major building work with ESFA	Receives regular report on quality and state	Produces and implements school	May enter into agreement allowing shared
Agrees via delegation to the Estates &	of school building, furniture and fittings through Academy Report	community use policy which incorporates the principles set out in group policy	management of the premises
Property Committee annual maintenance			Arranges for the regular inspection of the
and renewal priorities		Ensures that the fabric of the school,	fabric of the school, furniture and fittings
		furniture and fittings are kept in good order	
Determines group community use policy to			Agrees with the Principal/Head Teacher
ensure schools are at the heart of their		Reports annually on the state of the	programmes of minor building work
communities where possible		buildings, furniture and fittings	Manitara abarging for community use
·			Monitors charging for community us

Functions and Responsibilities of the Parties: (16) Charging for School Activities			
Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)
Approves group charging policy Ensures charging policy is consistent with law relating to charges within maintained academies		Implements school charging policy	Prepares charging policy for Board approval



Functions and Responsibilities of the Parties: (17) Management of Complaints			
Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)
Approves group complaints policy	Receives report on complaints at each meeting	Implements complaints policy Reports on complaints at each Academy Council meeting	Proposes and advises on implementation of complaints policy

Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)
Determines group Data Protection policy in line with Data Protection Act 2018 Supplies DfE and Secretary of State with any information asked for including examination and National Curriculum assessment information Monitors via delegation to the Audit & Risk Committee compliance with Data Protection, GDPR and FOI legislation	Receives regular flow of information from Principal/Head Teacher using group reporting formats	Responsible for ensuring school compliance with Data Protection policy, GDPR and FOI legislation Provides Academy Council with regular reports in group format and additional information as required Supplies appropriate information to parents and prospective parents Reports regularly and frequently to parents on their child's educational achievements including at least one annual written report Provides school leavers with report on achievements Keeps pupils' educational records and allows access in line with regulations	Responsible for overseeing Subject Access Requests and FOI requests in compliance with most recent legislation



Board of Directors	Academy Council	Principal/Head Teacher	Executive Board (Head Office)
Through the oversight of its Safeguarding Committee has overall responsibility for the group Child protection policy, its implementation and monitoring	Safeguarding is a standing item on every agenda Follows group guidance and templates to monitor safeguarding Appoints a member to have oversight of safeguarding, who completes checks in line with group guidance and reports back to the Academy Council	 Responsible for: Implementing the Child protection policy Adhering to all statutory and group safeguarding requirements Making sure all pupils are properly safeguarded Appointing a Designated Safeguarding Lead and ensuring they are properly supported to carry out their duties 	Through the work of the Director of Standards, who is the executive responsible for leadership of safeguarding across the Trust, ensures all relevant statutory and regulatory requirements relating to safeguarding are met