



*Creative
Education
Trust*

CREATIVE EDUCATION TRUST SCHEME OF DELEGATION

SUMMARY OF ROLES and RESPONSIBILITIES:

Board of Directors; Academy Council or Rapid Improvement Board; 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/Rapid Improvement Board	Principal/Head Teacher	Executive Board (Head Office)
<p>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</p> <p>Is responsible for all statutory functions but may choose to delegate some</p> <p>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</p> <p>Sets all statutory and non-statutory policies</p> <p>Sets key performance targets and monitoring statistics for each group school on advice of CEO</p> <p>Approves annual Academy Development Plan on advice of CEO</p> <p>Approves annual school budget and three-year plan on advice of CEO</p>	<p>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, the local community and other local organisations and businesses as appropriate</p> <p>In circumstances where a school is performing poorly, the Board of Directors may decide to replace the Academy Council with a Rapid Improvement Board (RIB), mainly composed of education specialists and chaired by a member of the Executive Board or other suitable professional. Any school joining the Trust in Ofsted category 4 or 3 will be presumed to require a Rapid Improvement Board except in exceptional circumstances</p>	<p>The Head Teacher (primary school) or Principal (secondary school) is accountable to the Board of Directors of Creative Education Trust through 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</p> <p>Reports to CEO and keeps Chair of Advisory Council/Rapid Improvement Board informed</p> <p>Has right of direct access to Chair of Advisory Council/Rapid Improvement Board, CEO and Chair of Creative Education Trust Board, as appropriate</p> <p>Responsible for all school-level statutory and non-statutory reporting and compliance matters</p>	<p>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</p> <p>Has delegated responsibility from the Board of Directors for the implementation of group strategy and policies, and for the effective running of Creative Education Trust schools</p> <p>Provides Board of Directors with secretariat and ensures efficient reporting and distribution of papers, as well as timely implementation of its decisions</p> <p>Agrees and monitors school curriculum plans, budgets and performance targets on behalf of the Board of Directors</p> <p>Supports and advises Board of Directors on appointment of Principals/Head Teachers and, where necessary, other senior staff in consultation with Academy Council/Rapid Improvement Board</p> <p>Responsible for all statutory and non-statutory reporting and compliance matters</p> <p>Responsible for data protection, privacy notices and Freedom of Information matters</p>



<p>Appoints Academy Council/Rapid Improvement Board Chairs and Members</p> <p>Decides which of its responsibilities will be delegated to the Academy Council/Rapid Improvement Board; these are captured in an annual review of this document and the Creative Education Trust local governance handbook</p> <p>Receives report from Principal/Head Teacher on achievement of annual targets, following each Academy Council/Rapid Improvement Board meeting</p> <p>Summary of decisions of Board of Directors is made available to Academy Council/Rapid Improvement Board, and Head Teacher/Principal (except minutes which are explicitly deemed to be confidential)</p>	<p>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 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, safeguarding 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</p> <p>Chair of AC or RIB assists in the recruitment process for Head Teachers and Principals</p> <p>The Rapid Improvement Board's duties are determined by the urgent needs of the individual school and will include some or all of the above, but its overarching responsibility is to hold the Principal/Head Teacher to account for rapid improvement in academic standards, and to ensure that any necessary changes to financial management and staffing structures are carried out speedily and effectively</p>		<p>Establishes hearing panels for complaints and for staff disciplinary matters</p> <p>Advises and supports Academy Councils/Rapid Improvement Boards to fulfil their local duties and ensures the timely distribution of information</p> <p>CEO line manages Principals/Head Teachers</p>
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	<p>Receives annual Academy Development Plan</p> <p>Receives annual budget and three-year financial plan</p> <p>All Chairs of Academy Councils and Rapid Improvement Boards have direct access to the Chair and Chief Executive of Creative Education Trust, and meet with them formally at least once per academic year</p> <p>Minutes of Academy Council/Rapid Improvement Board meetings to be made available to Board of Directors</p>		
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Functions and Responsibilities of the Parties: (2) Meetings and Procedures of the Creative Education Trust Board of Directors			
Board of Directors	Academy Council/Rapid Improvement Board	Principal/Head Teacher	Executive Board (Head Office)
<p>Meets four times each academic year including twice in the autumn term; decides when and where to meet; elects Chair and Vice-Chair annually; takes decisions if a quorum is present; may form committees; may delegate responsibilities; determines agenda</p> <p>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 officio</i></p> <p>It is expected that Directors no longer satisfying the conditions that allowed them to be elected will resign at that point</p> <p>Reviews annually its own Board functions</p> <p>Board forms appropriate sub-committees to enable it to conduct its business effectively. These are currently Audit Committee; Finance Committee; Education Advisory Board; Remuneration Committee; Estates & Property Committee). It may choose to co-opt non-Directors to any committee in an advisory capacity</p> <p>Reviews the working of any committee of the Board including that of Academy Councils and Rapid Improvement Boards</p>	<p>Chairs of Academy Councils/Rapid Improvement Boards may submit agenda items for consideration by the Board of Directors by prior notification to the Head of Governance</p> <p>Chairs of Academy Councils/Rapid Improvement Boards may attend meetings of the Board of Directors as appropriate and by prior invitation from the Chair of the Board</p>	<p>Attends Board meetings by invitation when specific item is to be discussed</p> <p>Is required to submit regular reports in a common format to the CEO, copied to the Academy Council/Rapid Improvement Board and – if asked – to the Board of Directors</p>	<p>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</p> <p>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</p>



Functions and Responsibilities of the Parties: (3) Meetings and Procedures of the Academy Council/Rapid Improvement Board			
Board of Directors	Academy Council/Rapid Improvement Board	Principal/Head Teacher	Executive Board (Head Office)
<p>Any member of the Board of Directors may attend Academy Council/Rapid Improvement Board meetings; would normally ask Chair as a courtesy</p>	<p>Academy Council meets four times each academic year including twice in autumn term; Rapid Improvement Board meets six times per year; both decide when and where to meet; take decisions if a quorum is present.</p> <p>Academy Council quorum is five; period of office is three years; maximum service is nine years. Rapid Improvement Board quorum is three; appointment limited by duration of RIB.</p> <p>Meets as a unitary body. Academy Council may after discussion with the Trust's Head of Governance form time-limited 'Task & Finish' groups to undertake a specific task (e.g. a local fundraising campaign)</p> <p>Academy Council/Rapid Improvement Board meetings follow the agenda determined by the Board of Directors, which includes prescribed standing items for information/discussion (Academic standards, Finance, SEND, Admissions, Discipline, Estate).</p> <p>Minutes are taken using the Creative Education Trust <i>pro-forma</i> and circulated to Members and Head Office</p>	<p>Is ex-officio member of Academy Council/Rapid Improvement Board, may place items on the agenda</p> <p>Is required to report at each meeting using the Creative Education Trust standard reporting format and where necessary to provide an oral update</p>	<p>Members of Executive Board may attend Academy Council/Rapid Improvement Board meetings</p> <p>CEO to attend at least once per year in order to ensure good communication</p>



	<p>Creative Education Trust <i>pro-formas</i> are also supplied for agenda, Head Teacher's/Principal's report, and action points</p> <p>Board of Directors appoints Chairs of Academy Councils and Rapid Improvement Boards, 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</p> <p>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</p>		
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Functions and Responsibilities of the Parties: (4) Curriculum			
Board of Directors	Academy Council/Rapid Improvement Board	Principal/Head Teacher	Executive Board (Head Office)
<p>Determines group policies for schools within Creative Education Trust on</p> <ul style="list-style-type: none"> (i) the curriculum vision and ethos and (ii) sex and relationship education <p>Ensures only approved external qualifications and syllabuses are offered</p>	<p>Receives termly monitoring information from Principal/Head Teacher on curriculum, public exam results, value added information, progress towards targets</p> <p>Agrees with Principal/Head Teacher the content and organisation of sex education which accords with the group policy</p>	<p>Is responsible for curriculum direction of the school within the group policies</p> <p>Decides the curriculum policies specific to the school in agreement with Head Office</p> <p>Ensures that Funding Agreement curriculum requirements for Academies are implemented</p> <p>Is responsible for day-to-day decisions about the management and curriculum of the school</p>	<p>Agrees school curriculum policies with Principal/Head Teacher in accordance with group policy</p> <p>Agrees with the Principal/Head Teacher and publishes targets for pupils' performance</p> <p>Receives termly monitoring information from Principal/Head Teacher on curriculum, public exam results, value added information, progress towards targets</p>

Functions and Responsibilities of the Parties: (5) Religious Education and Collective Worship			
Board of Directors	Academy Council/Rapid Improvement Board	Principal/Head Teacher	Executive Board (Head Office)
<p>Determines group policy on Religious Education and Collective Worship for schools within Creative Education Trust, including group policy on withdrawal of pupils and staff from Collective Worship and Religious Education</p>	<p>Supports the Principal/Head Teacher in providing leadership in relation to the ethos of the school</p> <p>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</p> <p>Hears appeals against decisions under withdrawal policy</p>	<p>Provides leadership in relation to the ethos of the school</p> <p>Makes arrangements to provide regular Collective Worship for pupils</p> <p>Arranges for Religious Education to be provided using the syllabus agreed with Head Office within group policy guidelines</p> <p>Implements school withdrawal policy</p>	<p>Approves on an annual basis within the group policy guidelines the Religious Education syllabus to be adopted by the school</p> <p>Receives annual monitoring figures from Principal on faith background of pupils and on withdrawal</p>



Functions and Responsibilities of the Parties: (6) Special Educational Needs and Disability (SEND) and Inclusion			
Board of Directors	Academy Council/Rapid Improvement Board	Principal/Head Teacher	Executive Board (Head Office)
Determines group policy on SEND and Inclusion for schools within Creative Education Trust	<p>Monitors provision for SEND pupils within the agreed policy</p> <p>Monitors compliance with DDA requirements</p> <p>Ensures needs of SEND pupils are given sufficient priority</p>	<p>Agrees and implements SEND and inclusion policy with Head Office which incorporates the principles set out in the group policy</p> <p>Is responsible for ensuring that appropriate curriculum arrangements are in place for each SEND pupil</p> <p>Coordinates with Local Authority about admissions of SEND pupils and about who may need an Education Health Care Plan</p> <p>Completes annual SEND Information Report</p>	Receives from Principal/Head Teacher annual SEND Information Report



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



Functions and Responsibilities of the Parties: (8) Staff			
Board of Directors	Academy Council/Rapid Improvement Board	Principal/Head Teacher	Executive Board (Head Office)
<p>Appoints and performance manages the CEO; decides CEO's remuneration on basis of advice from Remuneration Committee</p> <p>Approves the appointment of Executive Directors and Principals/Headteachers through recruitment panel membership</p> <p>Approves group HR strategy</p> <p>As the legal employer of all staff, responsible for ensuring that HR policies, and terms & conditions of service are in place</p> <p>Approves the annual trust-wide pay award for staff</p>	<p>Contributes to the appointment of Principal/Head Teacher of the school</p> <p>When invited, supports the recruitment of senior staff within the school by joining appointment panels or otherwise contributing to the appointment process</p> <p>When invited, may be a panel member in formal panels, hearings or appeals</p>	<p>Appoints all staff in the school within the agreed structure and budget</p> <p>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</p> <p>Responsible for key metrics (including recruitment) to Head Office</p> <p>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</p> <p>May suspend staff in consultation with Head Office HR</p> <p>May chair or be a panel member in formal panels, hearings or appeals</p> <p>Propose, develop and lead on staffing restructures at academy level</p> <p>Liaise with local union representatives</p>	<p>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</p> <p>Leads the development of group HR policies, procedures and terms & conditions of service</p> <p>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</p> <p>Responsible for performance management and pay reviews of Principals/Headteachers and Head Office team (CEO)</p> <p>Monitors compliance with HR policy, including Safer Recruitment Policy</p> <p>May chair or be a panel member in formal hearings or appeals</p> <p>Undertakes consultations with trade union representatives regarding issues that have group-wide implications</p> <p>Monitors the recruitment, deployment and performance of staff</p> <p>Monitors compliance with the group's safer recruitment policy</p>



			<p>Approves decisions on pay relating to performance on the basis of recommendations made by the Principal/Head Teacher</p> <p>Hears first appeals under disciplinary, capability and grievance policies</p>
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Functions and Responsibilities of the Parties: (9) Professional Development and Training

Board of Directors	Academy Council/Rapid Improvement Board	Principal/Head Teacher	Executive Board (Head Office)
Approves trust-wide staff development strategy	Receives termly report on training and development through the Academy Report	<p>Produces and implements the school's staff development strategy in alignment with the group strategy</p> <p>Delivers professional development programmes at school level</p> <p>Reports termly on training and development to Head Office</p> <p>Contributes to trust-wide professional development programmes</p>	<p>Develops trust-wide staff development and initiatives</p> <p>Provides support for professional development, training, induction, talent management and succession planning across the group</p> <p>Takes a lead role in training and development for Principals/Headteachers and SLTs</p>



Functions and Responsibilities of the Parties: (10) Equal Opportunities			
Board of Directors	Academy Council/Rapid Improvement Board	Principal/Head Teacher	Executive Board (Head Office)
Determines group equal opportunities policy	Receives annual report on equal opportunities	Implements equal opportunities policy Reports annually on equal opportunities	Monitors implementation of equal opportunities policy Advises Board of Directors on school compliance

Functions and Responsibilities of the Parties: (11) Inspection			
Board of Directors	Academy Council/Rapid Improvement Board	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	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/Rapid Improvement Board	Principal/Head Teacher	Executive Board (Head Office)
<p>Ensures that schools comply with legislation regarding local admissions arrangements</p> <p>Approves group brand identity, and marketing and communications strategies</p>	<p>Receives regular reports on admissions and marketing through Academy Report</p> <p>Supports local marketing and communications efforts in consultation with Principal/Head Teacher and Head Office</p>	<p>Ensures full implementation of the admissions policy</p> <p>Ensures that an admissions register is kept in line with legislation</p> <p>Supervises production of marketing materials within group guidelines and using group templates, supervises local marketing efforts in consultation with Head Office</p> <p>Provides regular reports on admissions and marketing through Academy Report</p>	<p>Coordinates admissions and admissions appeals arrangements across all group schools</p> <p>Provides support in planning and implementing local marketing strategies, including supplying guidelines and templates for school marketing materials</p> <p>Approves school marketing materials within group guidelines</p>



Functions and Responsibilities of the Parties: (13) Discipline and Attendance			
Board of Directors	Academy Council/Rapid Improvement Board	Principal/Head Teacher	Executive Board (Head Office)
<p>Determines group policy on exclusions and attendance</p> <p>Ultimate appeal body within Creative Education Trust</p>	<p>Receives regular reports on discipline and attendance through Academy Report</p> <p>Hears first appeals against exclusions</p> <p>Hears first appeals against pupil discipline cases</p>	<p>Is responsible for overall management and discipline; takes measures to secure good behaviour</p> <p>Ensures full compliance with group attendance and exclusions policies</p> <p>Decides in consultation with Head Office and informs parents about starting and finishing times of school sessions</p> <p>Ensures attendance register is kept and that attendance is monitored</p>	<p>Monitors implementation of behaviour and discipline policy as set out in the group policy</p> <p>Receives half-termly monitoring figures from Principal/Head Teacher on attendance, unauthorised absence and exclusions</p> <p>Approves material changes to structure of school year and start and finish times of the school day</p>



Functions and Responsibilities of the Parties: (14) Health, Safety and Welfare; Management of Risk			
Board of Directors	Academy Council/Rapid Improvement Board	Principal/Head Teacher	Executive Board (Head Office)
<p>Has overall responsibility for the group Health & Safety policy, its implementation and monitoring</p> <p>Determines and regularly updates group Risk Assessment Register</p> <p>Determines group child protection policy</p>	<p>Health & Safety, welfare and the management of risk a standing item of every agenda</p> <p>Follows group guidance and templates to monitor Health & Safety, oversight of risk assessments</p>	<p>Responsible for:</p> <ul style="list-style-type: none"> • 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 • Ensuring that a member of staff is designated with responsibility for child protection • Implementing Risk Assessment Register 	<p>Ensures compliance in Risk Assessment</p> <p>Agrees and negotiates insurance policies</p> <p>Ensures all relevant statutory and regulatory requirements relating to Health & Safety and the management of risk are met</p>



Functions and Responsibilities of the Parties: (15) School Building, Furniture and Fittings; Community Use			
Board of Directors	Academy Council/Rapid Improvement Board	Principal/Head Teacher	Executive Board (Head Office)
<p>Agrees all major building work with ESFA</p> <p>Agrees annual maintenance and renewal priorities</p> <p>Determines group community use policy to ensure schools are at the heart of their communities where possible</p>	<p>Receives regular report on quality and state of school building, furniture and fittings through Academy Report</p>	<p>Produces and implements school community use policy which incorporates the principles set out in group policy</p> <p>Ensures that the fabric of the school, furniture and fittings are kept in good order</p> <p>Reports annually on the state of the buildings, furniture and fittings</p>	<p>May enter into agreement allowing shared management of the premises</p> <p>Arranges for the regular inspection of the fabric of the school, furniture and fittings</p> <p>Agrees with the Principal/Head Teacher programmes of minor building work</p> <p>Monitors charging for community use</p>

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



Functions and Responsibilities of the Parties: (17) Management of Complaints

Board of Directors	Academy Council/Rapid Improvement Board	Principal/Head Teacher	Executive Board (Head Office)
Determines group complaints policy	Receives annual report on complaints	Implements complaints policy Reports annually on complaints	Monitors implementation of complaints policy

Functions and Responsibilities of the Parties: (18) Providing Information

Board of Directors	Academy Council/Rapid Improvement Board	Principal/Head Teacher	Executive Board (Head Office)
<p>Determines group Data Protection policy</p> <p>Supplies DfE and Secretary of State with any information asked for including examination and National Curriculum assessment information</p> <p>Monitors compliance with FOI legislation</p>	Receives regular flow of information from Principal/Head Teacher using group reporting formats	<p>Responsible for ensuring school compliance with Data Protection policy</p> <p>Provides Academy Council/Rapid Improvement Board with regular reports in group format and additional information as required</p> <p>Supplies appropriate information is supplied to parents and prospective parents</p> <p>Reports regularly and frequently to parents on their child's educational achievements including at least one annual written report</p> <p>Provides school leavers with report on achievements</p> <p>Arranges appropriate access to documents about school in accordance with Data Protection policy</p> <p>Keeps pupils' educational records and allows access</p>	<p>Reviews publications to ensure compliance with group branding and ethos</p> <p>Group Finance Director is the legally required Data Protection Act Data Controller</p> <p>Responsible for managing FOI requests in compliance with most recent legislation</p>