



*Creative
Education
Trust*

CREATIVE EDUCATION TRUST (CET) GOVERNANCE

SUMMARY OF ROLES and RESPONSIBILITIES

CET BOARD, LOCAL GOVERNING BODY, PRINCIPAL and EXECUTIVE BOARD



(1) Functions and Responsibilities of the parties; meetings of the CET Board			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
<p>Is the overall governing body of the Trust and all its Academies, charged with the strategic direction of the Trust and responsible to the Secretary of State for Education for executing its statutory duties</p> <p>Meets four times each academic year; 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>Appoints LGB members and Chairs</p> <p>Decides which of its responsibilities will be delegated to the LGB; These are captured in an annual review of this document and the CET governance handbook</p> <p>Reviews annually its own Board functions</p> <p>Reviews the working of any committee of the Board including that of LGBs</p>	<p>Is a sub-committee of the CET Board and is the local presence of the Board with representatives from the school community, the local community and regional businesses and organisations</p> <p>In circumstances where a school is performing poorly the Board may decide to replace the LGB with a Rapid Improvement Board (RIB) mainly composed of education specialists and chaired by a member of the Executive Team or other suitable professional.</p> <p>Undertakes such duties and responsibilities as are delegated to it by Board, but in particular is responsible for (i) holding the Principal to account for Academic standards and Co-curricular provision; (ii) ensuring the highest standards for Safeguarding and Health & Safety matters; (iii) for adjudicating on issues of Behaviour and Discipline; (iv) representing the Academy positively to the community; and (v) local fundraising</p> <p>Accountable to the CET Board</p> <p>All Chairs have direct access to the Chair and Chief Executive of CET</p>	<p>Accountable to the LGB and to CET Board though the Chief Executive Officer (CEO) for the effective leadership and educational performance of the Academy</p> <p>Attends CET Board by invitation when specific item is to be discussed</p> <p>Is required to submit results reports to LGB and as requested, to the Board</p>	<p>Has delegated responsibility from the CET Board to perform on its behalf the executive functions of Head Office in respect of the management of Group affairs</p> <p>Members of Head Office Executive Board may attend CET Board in a non-voting capacity, except for the CEO who is a member of the Board with full voting rights</p> <p>Executive Board (CEO and as delegated) may contribute to the agenda</p>



(2) Meetings of Local Governing Body			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
<p>Any member of CET Board may attend LGB meeting; would normally ask Chair as a courtesy</p> <p>Quorum is five; period of office is 4 years, maximum service is 12 years except CEO</p> <p>Expected that members no longer satisfying the conditions that allowed them to be elected will resign at that point</p>	<p>Meets six times each academic year; decides when and where to meet; takes decisions if a quorum is present LGB may form committees as set out in the governance handbook</p> <p>LGB determines agenda but will include prescribed standing items (Academic standards, Finance, SEN, Admissions, Discipline, Estate) Pro-formas are supplied for agenda, Principal's report and minutes</p> <p>CET appoints members; would normally do so on the recommendation of the Principal and the Chair of the LGB</p> <p>Quorum is five (5); period of office is three years; maximum service is nine (9) years</p> <p>Decisions must be approved by the Board</p>	<p>Is ex officio member of LGB, may place items on the agenda</p> <p>Is required to report to LGB at each meeting</p>	<p>Members of Executive Board may attend LGB; would normally only attend when specific items arise but, in any event, at least once per year in order to ensure good communication</p>



(3) Reporting between parties and bodies			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
<p>Summary of decisions of CET Board to be made available to Principal and LGB (except minutes which are explicitly deemed to be confidential)</p> <p>CET sets key monitoring statistics for each Academy</p> <p>Receives annual Academy Development Plan</p> <p>Receives report from Principal and LGB on achievement of annual targets, following each LGB meeting</p>	<p>Summary of decisions of LGB to be made available to CET Board</p> <p>LGB and Principal to agree annual Academy Development Plan to present to CET Board</p> <p>Reports to CEO and LGB on achievement of annual targets</p>	<p>Has right of direct access to the Chairman of the CET Board</p> <p>For day-to-day matters reports to CEO and Chair of LGB as appropriate.</p>	<p>Provides Board secretariat and ensures efficient reporting and distribution of papers</p>



(4) Curriculum			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
<p>Determines group policies for Academies within CET on</p> <ul style="list-style-type: none"> (i) the curriculum vision and ethos and (ii) sex and relationship education <p>Ensures assessment of core subjects at KS3 through QCA and its successor body</p> <p>Ensures core National Curriculum subjects are taught in Years 7-11</p> <p>Hears complaints about curriculum according to agreed procedures</p> <p>Ensures only approved external qualifications and syllabuses are offered</p>	<p>Agrees with Principal an Academy policy on the content and organisation of sex education which incorporates the principles set out in the CET policy</p>	<p>Is responsible for curriculum direction of the Academy within the guidelines set out by CET</p> <p>Decides the curriculum policies specific to the Academy</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 Academy</p>	<p>Agrees with the Principal and publishes targets for pupils' performance</p> <p>Receives termly monitoring figures from Principal on curriculum, public exam results, value added information, progress towards targets</p>



(5) RE and collective worship			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
Determines group policy on RE and Collective Worship for Academies within CET including group policy on withdrawal of pupils and staff from Collective Worship and RE	<p>LGB supports the Principal in providing leadership in relation to the ethos of the Academy</p> <p>Agrees with the Principal the Academy policy for the withdrawal of pupils and staff from Collective Worship and from RE which incorporates the principles set out in the CET policy</p> <p>Hears appeals against decisions under withdrawal policy</p>	<p>Provides leadership in relation to the ethos of the Academy</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 the LGB within CET policy guidelines</p> <p>Implements Academy withdrawal policy</p>	<p>Approves on an annual basis within the CET policy guidelines the RE syllabus to be adopted by the Academy</p> <p>Receives annual monitoring figures from Principal on faith background of pupils and on withdrawal</p>

(6) Special Educational Needs (SEN) and Inclusion			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
Determines group policy on SEN and inclusion for Academies within CET	<p>Reports annually to parents on Academy's SEN and inclusion policy</p> <p>Monitors compliance with DDA requirements</p> <p>Ensures needs of SEN pupils are given sufficient priority</p>	<p>Agrees and implements SEN and inclusion policy with LGB which incorporates the principles set out in the CET policy</p> <p>Is responsible for ensuring that appropriate curriculum arrangements are in place for each SEN pupil</p> <p>Coordinates with LA about admissions of SEN pupils and about who may need a statement</p> <p>Reports annually to LGB in order that it can monitor both the SEN policy and the Inclusion policy</p>	Receives annual monitoring figures from Principal on SEN and Inclusion



(7) Budget and Management of Finances + Compliance

CET Board	Local Governing Body	Principal/Headteacher	Executive Board
<p>Determines the level of funding with DfE / EFA and is body of final accountability for spending within budget</p> <p>Sets overall budget parameters for CET and for each Academy</p> <p>Approves the final budget for each Academy before submission to DfE/EFA</p> <p>Receives termly management accounts from the Head Office Accounts team</p> <p>Agrees final statutory accounts as required by Companies Act</p> <p>Agrees final report to the Charity Commission</p> <p>Appointment of Responsible Officer</p> <p>Maintains the Register of Interests</p>	<p>Reviews the draft budget within the parameters set by CET and in light of the Academy's Development Plan before submission to the Board</p> <p>Receives termly budget accounts</p> <p>Maintains the Register of Interests</p>	<p>Agrees with the Group Finance Director the draft budget for the Academy</p> <p>With the assistance of the Regional Head of Finance:</p> <ul style="list-style-type: none"> Controls academy 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 CET accounting requirements for Academies 	<p>Chair of Finance Committee is the Board's Responsible Officer</p> <p>CEO is the Academy'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 the draft budget</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>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>



(8) Staff (teaching and support staff)			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
<p>Appoints the Principal in consultation with the LGB</p> <p>Employs all staff. Approves contracts, terms and conditions for all employees including performance management schemes</p> <p>Ultimate body of appeal within the Trust</p>	<p>Hears first appeals under disciplinary, capability, grievance policies</p> <p>Hears appeals against decisions made under performance management scheme and related pay decisions</p> <p>Assists in the appointment of senior staff</p> <p>Monitors the recruitment, deployment and performance of staff</p>	<p>Is responsible for the professional performance of all academy staff</p> <p>Is responsible for day-to-day staff management</p> <p>Is responsible for recruitment of all staff except Senior Staff (as defined in contracts) who are appointed in consultation with Head Office</p> <p>Has the right to dismiss staff only after the agreement of CEO and Chairman of LGB</p> <p>Has the right to suspend a member of staff</p> <p>Is responsible for the implementation of CET's HR policy including discipline, grievance, pay, performance management</p> <p>Presents staff numbers and appointments within framework of agreed budget to CET for agreement with Head Office</p> <p>May exercise pay discretion within the constraints of the Budget with agreement of Head Office</p> <p>Makes pay recommendations relating to performance to Head Office</p> <p>Is responsible for ensuring all employees and workers are CRB compliant</p>	<p>Takes responsibility for negotiating and agreeing all HR policies including disciplinary, grievance, pay and performance management</p> <p>Takes responsibility for the management of the Principal's appointment; may assist in the management of other Senior Staff appointments</p> <p>Monitors compliance with the group's CRB policy</p> <p>Oversees decisions on pay relating to performance on the basis of recommendations made by the Principal</p>



(9) Admissions and Marketing			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
<p>Determines group policy on Admissions for Academies</p> <p>Ensures policies are consistent with legislation, regulations and Codes of Practice</p> <p>Approves group brand identity and marketing and communications strategies</p>	<p>Has responsibility for monitoring fair application of CET admissions policy</p>	<p>Ensures full implementation of the CET admissions policy and guidance</p> <p>Fully involved with admissions</p> <p>Ensures that an admissions register is kept</p> <p>Supervises production of prospectus and other marketing materials within CET guidelines and using group templates</p>	<p>Coordinates admissions and admissions appeals arrangements across all CET Academies</p> <p>Provides guidelines and templates for Academy marketing materials</p> <p>Approves prospectus and other Academy marketing materials within CET guidelines</p>

(10) Equal Opportunities			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
<p>Determines group equal opportunities policy</p>	<p>Monitors implementation of equal opportunities policy</p>	<p>Implements equal opportunities policy</p> <p>Reports annually to LGB on equal opportunities</p>	<p>Advises Board on Academy compliance</p>

(11) Management of Complaints			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
<p>Determines group complaints policy</p>	<p>Monitors implementation of complaints policy</p>	<p>Implements complaints policy</p> <p>Reports annually to LGB on complaints</p>	<p>Approves Academy complaints policy within group guidelines</p>



(12) Discipline and Attendance			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
<p>Determines the group policy on exclusions and attendance levels</p> <p>Ultimate appeal body within the Trust</p>	<p>Monitors implementation of behaviour and discipline policy as set out in the CET policy</p> <p>Hears first appeals against exclusions</p> <p>Monitors attendance and reports on unauthorised absences in the prospectus</p> <p>Hears first appeals against discipline cases</p>	<p>Is responsible for overall management and discipline; takes measures to secure good behaviour</p> <p>Ensures full compliance with the CET attendance and exclusions policies</p> <p>Decides in consultation with Head Office and informs parents about starting and finishing times of academy sessions</p> <p>Ensures attendance register is kept and that attendance is monitored</p>	<p>Receives annual monitoring figures from Principal on attendance, unauthorised absence and exclusions</p> <p>Approves material changes to structure of academy year and start and finish times of the academy day</p>



(13) Providing Information			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
<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>Responsible for ensuring Academy compliance with DP policy</p> <p>Provides LGB with information as required</p> <p>Supplies parents with prospectus</p> <p>Reports regularly and frequently to parents on their child's educational achievements including at least one annual written report</p> <p>Provides academy leavers with report on achievements</p> <p>Arranges appropriate access to documents about academy 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 DPA Data Controller</p>



(14) Inspection			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
Receives inspection report and action plan; may require Principal to attend CET Board to discuss	<p>Notifies parents and others of inspection</p> <p>Distributes inspection report and summary</p> <p>Informs parents in annual report about follow-up of action plan</p>	<p>Co-operates with inspection team</p> <p>Arranges meeting between the Registered Inspector and parents</p> <p>Provides information to the Registered Inspector</p> <p>Draws up action plan following inspection</p> <p>Responsible for ensuring academy achieves best reasonable outcome from any inspection</p>	Meets with Registered Inspector during inspection



(15) Health, safety and welfare and management of risk			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
<p>Has the overall responsibility for the group H&S policy, its implementation and monitoring</p> <p>Determines and regularly updates CET Risk Assessment Register</p> <p>Determines group child protection policy</p>	<p>H&S, welfare and the management of risk a standing item of every LGB agenda</p> <p>Sets up procedures for implementing the H&S policy; ensures they are followed</p> <p>Produces Academy H&S and risk assessment policy which incorporates the principles set out in the CET policy</p> <p>Supports the Principal in ensuring risk is reduced</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 H&S policy is implemented • Ensuring that a member of staff is designated with responsibility for child protection • Implementing CET's Risk Assessment Register • Implementing CRB checks 	<p>Ensures compliance in Risk Assessment</p> <p>Agrees and negotiates insurance policies</p> <p>Ensures all appropriate CRB checks are in place</p> <p>Ensures all relevant statutory and regulatory requirements relating to Health & Safety and the management of risk are met</p>

(16) Charging for academy activities			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
<p>Determines group charging policy</p> <p>Ensures charging policy is consistent with law relating to charges within maintained academies</p>	<p>Produces Academy charging policy which incorporates the principles set out in the CET policy</p>	<p>Implements charging policy</p>	<p>Approves charging policy</p>



(17) Academy building, furniture and fittings; community use			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
<p>Agrees all major building work with EFA</p> <p>Determines group community use policy to ensure Academies are at the heart of their communities where possible</p>	<p>Produces Academy community use policy which incorporates the principles set out in the CET policy</p> <p>Receives termly report from Principal on quality and state of the building, furniture and fittings</p>	<p>Implements community use policy</p> <p>Ensures that the fabric of the academy, furniture and fittings are kept in good order</p> <p>Reports annually to LGB 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 academy, furniture and fittings</p> <p>Agrees with the Principal programmes of minor building work</p> <p>Monitors charging for community use</p>

(18) Professional development and training			
CET Board	Local Governing Body	Principal/Headteacher	Executive Board
<p>Determines group training and development policy</p>	<p>Monitors training and development on annual basis</p>	<p>Implements training and development policy</p> <p>Ensures all staff have appropriate training and development opportunities</p> <p>Reports annually to LGB on training and development</p>	<p>Coordinates group wide provision of training and development and takes a lead role in training and development for Principals and SLTs</p>