

<Creative Academy>

<Guidance on management and governance:> providers designated for student support by the Secretary of State Academic Year 2018/19

<Self Assessment>

Version History (Keep 5 most recent changes)

Date	Document Version	Document Revision History	Document Author/Reviser
<Insert version completion date>	<Insert version number>	<Briefly describe work completed to create the version>	<Name author or reviser>
17.09.2017	1.0	Initial draft	George Kirkham
03.04.2018	1.1	Amended draft	Jagdev Khatkar
10.10.2018	1.2	Final	George Kirkham

APPROVALS (KEEP 5 MOST RECENT CHANGES)

Date	Document Version	Approver Name and Title	Approver Signature
<Insert approval date>	<Insert version approved>	<Provide name and title of approver>	
03.04.2018	1.1	George Kirkham	GAK
10.10.2018	1.2	Alan Sinclair (Chair)	

Document Version: <Version 1.2. (10.10.18)>

Providers UKPRN: 10005916

Legal address: Slough Borough Council, 51 St Martins Place, Bath Road, Slough, Berks SL1 3UF

Main site: Creative Academy, Orchard Centre, 73a Stoke Poges Lane, Slough. Berks, SL1 3NY

Contact point for enquiries about this self assessment: Jagdev Khatkar (see end of self assessment)

This document is to be read with the Steering Committee Terms of Reference & the Quality, Governance and Enhancement Strategy. We have retained the overall governance and management of the council as a whole as it is Slough Borough Council registering for OFS. The accompanying 2 documents named above are relevant to Creative Academy and its higher education provision and bits have not been added here to avoid duplication.

Context

In preparation of registration for the academic year 2019/20 with the Office for Students (OFS) approved providers are required to complete a self assessment describing the management and governance arrangements as an English higher education provider.

The Creative Academy is a department within Slough Borough Council so with that are bound to all the management and governance of this organisation. Management and governance both have separate roles to play in strategic planning of the council and this self assessment aims to best describe them. The University of West London is the validating partner for the Creative Academy academic programmes. Slough Borough Council (Creative Academy) does not have degree awarding powers and has no plans to apply for these powers.

The Creative Academy describes itself as a small provider with less than 100 students. The Creative Academy has no self assessment in place however this will be in place for students to view for the academic year 2019/20, a choice made to demonstrate adequate and effective management and governance arrangements.

This self assessment attempts best to describe Slough Borough Council's management and governance as an organisation, Creative Academy's as the department within the council delivering the programme and the University of West London as the validating partner of all courses.

Model of governance, assurance and oversight:

The Steering Committee, Slough Borough Council management and Scrutiny panel all have different roles.

The Steering Committee: academic assurance and oversight, guidance, direction.

Slough Borough Council management as Higher Education provider: accountability and decision making.

Scrutiny: assurance, scrutiny and challenge function.

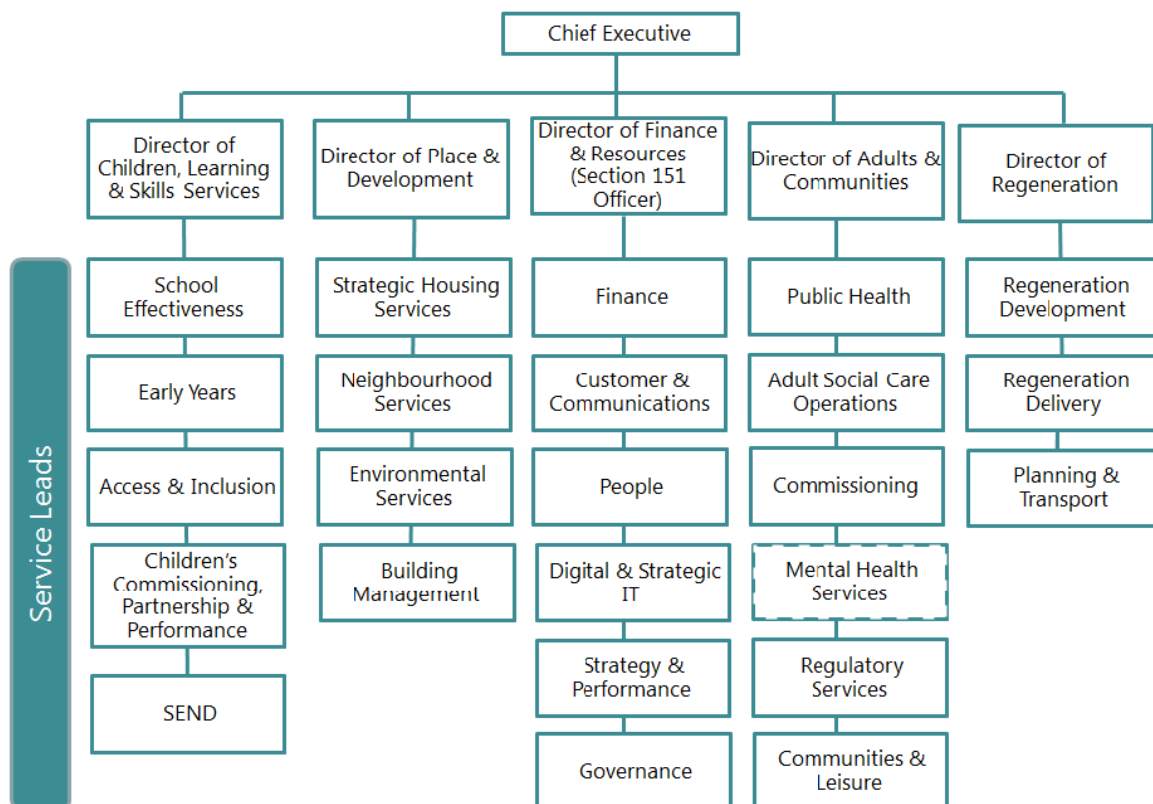
Introduction

The Creative Academy is part of Slough Borough Council. Slough Borough Council is the local authority in Slough. Slough Borough Council structure is divided into five directorates.

These directorates are:

- 1 Children; Learning & Skills Services
- 2 Place & Development
- 3 Finance & Resources
- 4 Adult & Communities
- 5 Regeneration

Management structure of Slough Borough Council (updated March 2018)



The Creative Academy is part of Slough Borough Council's Adult and Communities directorate. Within each of the directorates exists a number of smaller divisions; the Creative Academy is part of the Communities & Leisure division.

Creative Academy management and governance arrangements

The Creative Academy is a small sized provider with a turnover of approximately £520K which equates to less than 0.5% of Slough Borough Councils budget.

The Creative Academy currently has 83 students that are enrolled on to two full time designated courses namely Foundation degree in Dance and BA (Hons) Top up in Dance. In addition to the core staff team the Creative Academy employs 29 academic staff all of whom are self employed / freelance and contracted to deliver by the council on the current programme.

The Creative Academy delivery team staff structure is:

- Manager (Programme Leader): responsible for reporting to Slough Borough Council hierarchy

- Quality Assurance and Business Manager – responsible for external relationships

- Business Support Officer – responsible for administration and finance

- Data Support Officer* - responsible for data returns and data performance

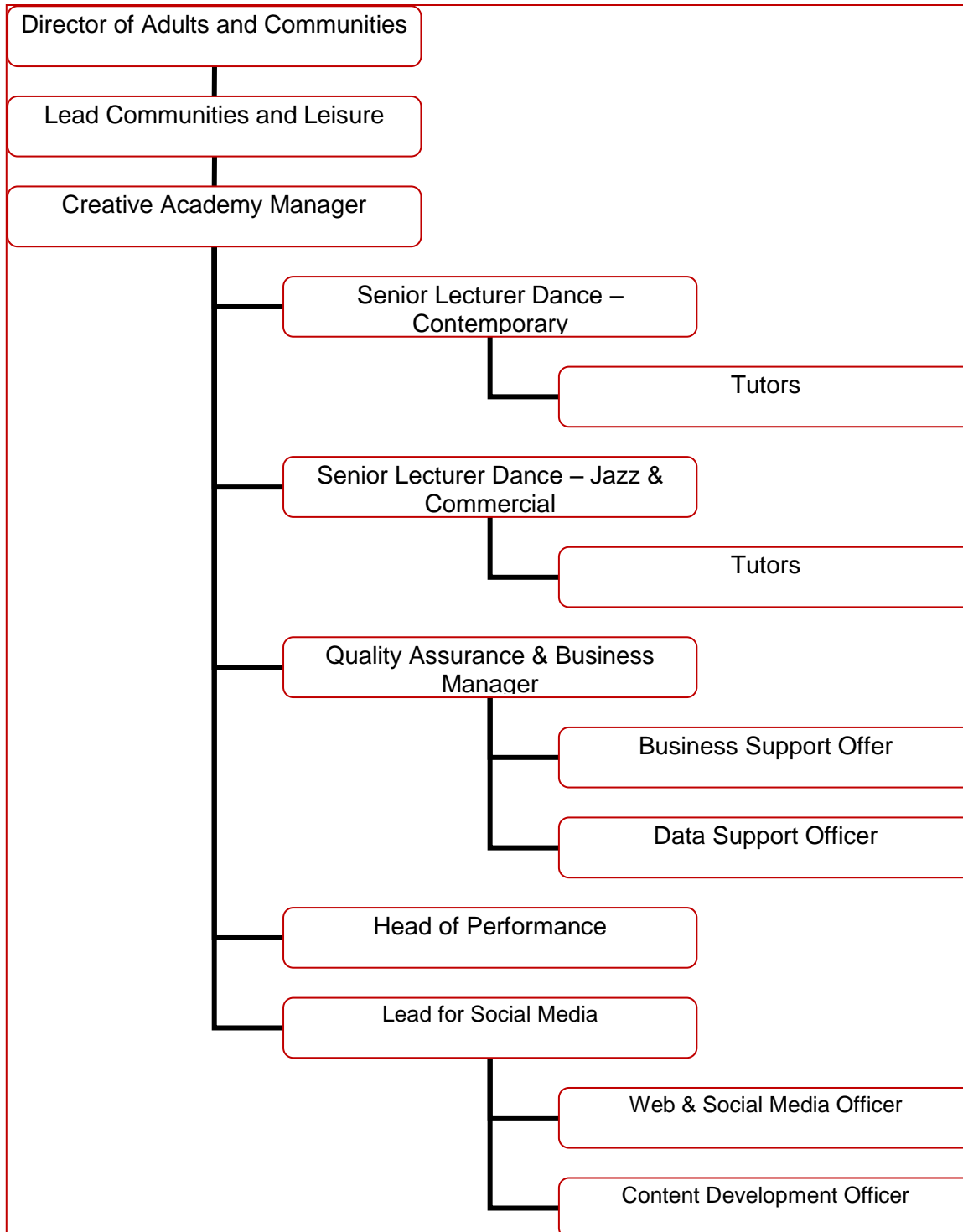
- Creative Academy Senior Lecturer Dance (Contemporary) – manage delivery team

- Creative Academy Senior Lecturer Dance (Commercial & Jazz) – manage delivery team

- Dance Tutors (freelance contracts) – delivery team

*denotes part time role.

Creative Academy team structure and reporting lines:



Information on staff structure and delegation

The governance and management of the Creative Academy relies on delegation of power to its officers (Slough Borough Council employees). There is a clear management structure and reporting lines for all decisions. The governance and management of the higher education provision (academic quality and standards) relies on the University of West London. These arrangements are set out in the collaborative agreement between the two parties. There are plans to form a steering committee to bring these two clear models together to enhance adequacy and effectiveness.

The Steering Committee has clear objectives to ensure that the academic oversight for Higher Education provision sits with the Steering Committee for Higher Education Provision and the Slough Borough Council Education Scrutiny Panel whom will have a co-opted member with a specific background in Higher Education.

Please see documents:

- *Steering Committee Terms of Reference*
- *Quality, Governance and Enhancement Strategy*

Below are examples of what is delegated and to whom:

- **Budget setting and forecasting:**
Service Lead for Communities & Leisure & Creative Academy Manager: Budget setting will take place in the months leading up to the new financial year (April each year) and be signed off and agreed to ensure viability and sustainability by a Slough Borough Council accountant.
- **Financial performance monitoring**
Creative Academy Manager and the Slough Borough Council Accounting team: Monthly meetings take place to ensure income and expenditure is in line with budget profiling. Each department within the council has its own cost centre for monitoring.
- **Approval of academic policies:**
Creative Academy Manager & University of West London Quality Office, Steering Committee for Higher Education Provision, Slough Borough Council Education Scrutiny Panel: Academic policies written by the university are subject to the universities assurance policies, local policies written by Slough Borough Council and the Creative Academy is approved by the steering committee and management.
- **Approval of academic reports to validating body:**
Creative Academy Manager & Service Lead for Communities & Leisure: All annual reports are written by the Creative Academy manager with input from the delivery team. All reports are approved by the Service Lead for Communities & Leisure.
- **Approval of returns to regulators and other bodies, including data returns to HESA:**
Quality Assurance Manager, Creative Academy Manager, Director of Adults & communities: The returns are completed by the Quality Assurance Manager and the

Data Support Officer. Once completed they are checked and approved by the Creative Academy manager before being signed off by the Accountable Officer and Director of Adults & Communities.

- **Approval of course information and other information for students:**
Creative Academy Manager, University of West London & Slough Borough Council communications: Public information must comply with the Creative Academy public information policy. All changes and new course information is read internally by staff before being approved by management and if necessary the Steering Committee for Higher Education Provision for major changes like prospectuses.
- **Approval of change for course content / programme:**
Creative Academy Manager & University of West London Quality Office: Any changes to course content or programmes including modules needs to be approved by the Universities Quality Assurance department and will be subject to a board meeting.
- **Approval of non academic policies**
Creative Academy Manager, Service Lead for Communities & Leisure, Director of Adults & communities, relevant department such as legal, HR, IT, Training: All Slough Borough Council policies are subject to approval by senior management team and scrutiny.
- **Approval of validation and franchise agreements**
Quality Assurance & Business Manager, Creative Academy Manager, Chief Executive / Director of Adults & Communities: The collaborative agreement between Slough Borough Council and the University of West London is renewable every three years and signed off by the University Secretary and Slough Borough Council Chief Executive or Director of Adults & Communities.
- **Approval of vision, ethos, strategic direction**
Creative Academy Manager, Lead for Communities & Leisure, Chief Executive / Director of Adults & Communities. The Creative Academy vision, ethos and strategic direction has remained very similar since 2007 and fits in with the councils 5 year plan.

The Creative Academy is a department within Slough Borough Council a local authority in England, Slough. The net annual budget for Slough Borough Council is around £97 million.

Slough Borough Council has agreed a new constitution which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. Some of these processes are required by law, while others are a matter for the Council to choose. The Constitution is divided into 17 articles which set out the basic rules governing the Council's business. More detailed procedures and codes of practice are provided in separate rules and protocols at the end of the constitution.

The constitution can be viewed at [SBC Constitution](#)

The constitution is divided into 7 parts as below. This document will summarise the main components of the constitution that make up the management and governance arrangements

for the Creative Academy.

- Part 1 - Summary and Explanation
- Part 2 - Articles of the Constitution
- Part 3 - Responsibility for Functions
- Part 4 - Procedure Rules
- Part 5 - Ethical Framework
- Part 6 - Members' Allowances Scheme
- Part 7 - Management Structure

What's in the Constitution?

Article 1 of the Constitution commits the Council to provide clear leadership within the local community through involving others in a transparent and accountable process of effective decision-making which will support improvements in the delivery of services. Articles 2 – 18 explain the rights of citizens and how the key parts of the Council operate. These are:

- Members of the Council (Article 2)
- Citizens and the Council (Article 3)
- The Council meeting (Article 4)
- Chairing the Council (Article 5)
- Overview and Scrutiny (Article 6)
- The Executive (Article 7)
- Regulatory and other committees (Article 8)
- Audit and Corporate Governance Committee (Article 9)
- Champions (Article 10)
- Joint arrangements (Article 11)
- Officer Roles and Statutory Officer Functions (Article 12)
- Decision making (Article 13)
- Finance, contracts and legal matters (Article 14)
- Review and revision of the Constitution (Article 15)
- Suspension, interpretation and publication of the Constitution (Article 16)
- Petitions Scheme (Article 17)

How Slough Borough works:

The council is run by councillors who are elected by the local community. Councillors are responsible for making decisions on behalf of the local community about:

- local services
- budgets
- council tax

The leader of the council is currently Cllr James Swindlehurst. The post of the leader is elected by all members of the council at annual council meetings. The leader chairs all meetings of the council's cabinet and leads on policy development and implementation.

The cabinet is an executive group responsible for the overall business of the council. The cabinet comprises of the leader of the council, who is the chairperson and eight other members appointed by the council.

Each of the members of the cabinet has a defined portfolio of responsibilities:

- Regeneration and strategy
- Digital transformation and performance
- environment and leisure
- planning and transport
- regulation and consumer protection
- corporate finance and housing
- health and social care
- children and education

The decisions of the cabinet are subject to scrutiny by a different group of councillors, who meet in overview and scrutiny panels to check and monitor what the cabinet does.

Whilst the elected councillors provide the policies, the paid employees - council officers, put them into practice. The council employs about 1,400 staff (not including school teachers) who are responsible for a wide range of services that benefit the local community.

The senior management team manages the activities of the council staff and advises councillors on the potential implications of political decisions.

By law, senior council staff are not allowed to take part in any party political activity and are expected to advise and assist all councillors irrespective of their political affiliation

The Council is composed of 42 Members. There are 15 Wards in Slough. Members have to agree to follow a code of conduct to ensure high standards in the way they undertake their duties. The Audit and Corporate Governance Committee trains and advises them on the code of conduct.

All Members meet together as the Council. Meetings of the Council are normally open to the public. Here Members decide the Council's overall policies and set the budget each year. The Council appoints the Leader of the Council, the Overview and Scrutiny Committee responsible for holding the Executive publicly accountable, the Regulatory Committees which deal with non-executive functions and the Audit and Corporate Governance Committee. The Leader appoints the Deputy Leader and Executive members who together comprise the Cabinet.

How Decisions are Made

The Executive is the part of the Council which is responsible for most day-to-day decisions. The Executive is made up of the Leader elected by the Council and a cabinet of between two and nine Members appointed by the Leader. When major decisions are to be discussed or made, these are published in the Executive's forward plan in so far as they can be anticipated. If these major decisions are to be discussed with Council officers at a meeting of

the Executive, this will generally be open for the public to attend except where personal or confidential matters are being discussed. The Executive has to make decisions which are in line with the Council's overall policies and budget. If it wishes to make a decision which is outside the budget or policy framework, this must be referred to the Council as a whole to decide.

There is one Overview and Scrutiny Committee and 3 Scrutiny Panels which support the work of the Executive and the Council as a whole. They allow citizens to have a greater say in Council matters by holding public investigations into matters of local concern. These lead to reports and recommendations which advise the Executive and the Council as a whole on its policies, budget and service delivery. The Overview and Scrutiny Committee and its panels also monitor the decisions of the Executive. They can 'call-in' a decision which has been made by the Executive but not yet implemented. This enables them to consider whether the decision is appropriate. They may recommend that the Executive reconsider the decision. They may also be consulted by the Executive or the Council on forthcoming decisions and the development of policy.

The Council has people working for it (called 'officers') to give advice, implement decisions and manage the day-to-day delivery of its services. Some officers have a specific duty to ensure that the Council acts within the law and uses its resources wisely. A code of practice governs the relationships between officers and members of the Council.

Powers of the Council: The Council will exercise all its powers and duties in accordance with the law and the Constitution.

The purpose of the Constitution is to:

- 1 enable the Council to provide clear leadership to the community in partnership with citizens, businesses and other organisations;
- 2 support the active involvement of citizens in the process of Local Authority decision-making;
- 3 help Members represent their constituents more effectively;
- 4 enable decisions to be taken efficiently and effectively;
- 5 create a powerful and effective means of holding decision-makers to public account;
- 6 ensure that no one will review or scrutinise a decision in which they were directly involved;
- 7 ensure that those responsible for decision-making are clearly identifiable to local people and that they explain the reasons for decisions; and
- 8 provide a means of improving the delivery of services to the community.

Interpretation and Review of the Constitution

Where the Constitution permits the Council to choose between different courses of action, the Council will always choose the option which it thinks is closest to the purposes stated above. The Council will monitor and evaluate the operation of the Constitution as set out in Article 15.

Members of the Council

1 Composition and Eligibility

(a) Composition. The Council will comprise 42 Councillors, otherwise called Members, to be elected by the voters of each ward in accordance with a scheme drawn up by the Local Government Commission and approved by the Secretary of State.

(b) Eligibility. Only registered voters of the Borough or those occupying property or working there will be eligible to hold the office of Member.

Roles and functions of all Members

(a) Key Roles. All Members will:

- (i) collectively be the ultimate policy-makers and carry out a number of strategic and corporate management functions;
- (ii) represent their communities and bring their views into the Council's decision-making process, i.e. become the advocate of and for their communities;
- (iii) deal with individual casework and act as an advocate for constituents in resolving particular concerns or grievances;
- (iv) balance different interests identified within the ward and represent the ward as a whole;
- (v) be involved in decision-making;
- (vi) be available to represent the Council on other bodies; and
- (vii) maintain the highest standards of conduct and ethics.

(a) Policy Framework: The policy framework means the following plans and strategies:

Slough Joint Wellbeing Strategy

Crime and Disorder reduction Strategy Licensing Authority Policy Statement

Local Transport Plan

Development Plan Documents

Youth Justice Plan

Children and Young People's Plan Gambling Act 2005: Statement of Principles

Plans comprising the Housing Investment Programme & Strategy 5 Year Plan

Food Law Enforcement Service Plan

(b) Budget: The budget includes:

- the allocation of financial resources to different services and projects
- proposed contingency funds
- the Council tax base
- setting the Council tax and decisions relating to the control of the Council's borrowing requirement
- the control of its capital expenditure and the setting of virement limits.

Functions of the full Council

Chairing the Council Meeting

The Mayor will be elected by the Council annually and will have the following responsibilities:

- 1 To uphold and promote the purposes of the Constitution, and to interpret the Constitution when necessary;
- 2 To preside over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Members and the interests of the community;
- 3 To ensure that the Council meeting is a forum for the debate of matters of concern to the local community and at which Members are able to hold the Executive to account;
- 4 To promote public involvement in the Council's activities;
- 5 To act in a neutral manner on matters that affect the Council;
- 6 To attend such civic and ceremonial functions as the Council and he/she determines appropriate.

The Executive Role

1 The Leader and Cabinet will carry out all of the Authority's functions which are not the responsibility of any other part of the Authority whether by law or under this Constitution.

Form and Composition

2 The Cabinet will consist of the Leader who will be appointed by the Council together with the Deputy Leader and at least one but not more than eight, Members appointed to the Cabinet by the Leader.

3 The Cabinet cannot include the Mayor or Deputy Mayor.

4 Cabinet Members will be known as Commissioners.

Other Cabinet Members (Commissioners)

8 At the first meeting of Cabinet each year following the Council's Annual Meeting, the Leader will, for that Municipal Year:

- (a) Determine the number of Councillors that he/she will appoint to the Cabinet as Commissioners and the portfolios they will hold,
- (b) Appoint Councillors to the Commissioner portfolios.

Deputy Leader

The Leader will appoint the Deputy Leader at the first meeting of Cabinet held after his/her election as Leader. The Deputy Leader will act in place of the Leader if the Leader is unable to act.

Audit and Corporate Governance Committee

The Council will appoint an Audit and Corporate Governance Committee

1. Statement of Purpose

The purpose of this Committee is to

- promote and maintain high standards of conduct by Members

- provide independent assurance of the adequacy of the risk management framework and the associated control environment
 - independently scrutinise the authority's financial and non-financial performance, to the extent that it affects the authority's exposure to risk and weakens the control environment and to oversee the financial reporting process
 - approve the financial statements
- approve the Annual Governance Statement.

Risk Management

- To approve the risk management strategy and review the effectiveness of risk management arrangements, the control environment and associated anti-fraud and anti-corruption arrangements and seek assurances that action is being taken on risk related issues
 - To ensure that assurance statements, including the Annual Governance Statement properly reflect the risk environment
- To review the Council's risk register.

Governance

- To consider the arrangements for corporate governance and to make appropriate recommendations to ensure corporate governance meets appropriate standards
 - To consider the Council's compliance with its own and other published standards and controls
 - To review any issues of governance referred to the Committee by internal or external audit
 - To take ownership of the Protocol on referring Matters to the External Auditor
- To review the Anti-Fraud and Corruption policy.

Determination Sub-Committee

The Sub-Committee is established to

- determine complaints following an investigation.
- give detailed consideration to revisions to the Code of Conduct as necessary for recommendation to the Committee.

Champions

Appointment of champions. At its discretion the Council may from time to time designate Champions from amongst Councillors.

Role and Functions: To act as a positive focus for the local community at elected member level in respect of the relevant section of the community or range of activities designated by the Council so as to ensure that full consideration is given to the impact of Council activities and decisions upon the section of the community or range of activities.

Decision making

Responsibility for decision making:

1 The Council will issue and keep up to date a record of what part of the Council or individual has responsibility for particular types of decisions or decisions relating to particular areas or functions. This record is set out in Part 3 of this Constitution.

Principles of decision making

2 All decisions of the Council will be made and recorded in accordance with the terms of this Constitution.

3 Whichever body or individual is responsible for making a decision, the decision should be made, as far as possible, in accordance with the following principles:

(a) there should be a presumption in favour of decision-making being open and transparent, with Members of the public being afforded effective access to relevant information and the processes by which decisions are taken;

(b) due consultation should take place with those likely to be affected by a decision. So far as practicable, decision-making should be planned in advance and the public given due notification of forthcoming decisions;

(c) where a decision is likely to have wide-ranging or significant impact on the community, additional time and emphasis should be given to consultation and Members of the public actively encouraged to contribute their views;

(d) decisions must be made with regard to all relevant considerations and ignoring all irrelevant matters;

(e) decisions should be made having regard to any approved policies or procedures of the Council;

(f) decisions should be made having regard to appropriate professional advice obtained from suitably-qualified officers;

(g) the action required by a decision must be proportionate to the desired outcome;

(h) decisions must be made in accordance with any relevant statutory requirements and with respect for human rights.

Slough Borough Council runs a scheme of Delegation to Officers

This document sets out how the Council has delegated its executive and non executive powers to officers. Its purpose is to ensure that there are sufficient properly authorised, officers to carry out the Council's business, lawfully and effectively and that everyone: officers, members and the public, knows who they are.

General Delegations which apply to all the Council

2a Finance Delegations

2b Procurement Delegations

2c Property Delegations

2d Human Resources Delegations

2e Other Delegations which apply to all the Council

Proper Officer Functions

Delegations to each Directorate

4a Chief Executive

1. Professional Services
2. Strategic Policy & Communications

4b Resources, Regeneration & Housing

1. Housing & Environment
2. Assets Infrastructure Regeneration
3. Finance & Audit

4c Customer and Community Services

1. IT Strategy
2. Community & Skills
3. Commissioning & Procurement
4. Customer Services
5. Partnerships

4d Wellbeing

1. Adult Social Care
2. Children & Families
3. Public Health
4. Early Years, School Services and Special Needs

Full Delegation responsibility can be found in part 3 of the constitution.

Corporate Governance

The elected Members and employees of the Council are here to serve and empower the people of Slough. This requires a positive commitment to public service and putting our service users, customers and the local communities first. Our services can have a profound effect on their quality of life and we all have a duty to give our best at all times. The public have the right to expect us to listen to them, be open, helpful and professional in our approach. Their confidence in public services depends on us being considerate, responsible, sensitive and mindful of the need to respect confidentiality. At no time should the conduct of elected Members, Council employees or our partners damage public belief in the honesty and integrity of the Authority.

Our goal is the highest standards of behaviour and service from all employees (full-time, part-time, temporary or casual), Members of the Council and those to whom public resources are entrusted in the Borough. The Authority recognises that high standards of professional and personal conduct will only be sustained in the long run if we:-

act impartially and are seen to do so.

- take accountability, individually and as an organisation, for the proper governance of our Borough.
- work in open and transparent ways.
- accept criticism and comment as a positive force for improvement in ourselves and others.
- reject totally a culture of blame and shifting responsibility.

The Framework

The Council will seek to achieve its goal and put the Nolan principles into action through an ethical framework consisting of :-

- A culture which seeks to eliminate the potential for partiality or unlawful action in the exercise of its powers functions and influence,
 - An emphasis on prevention and vigilance,
 - Resources for detection and investigation,
 - Training for elected Members, employees and those we come into contact with,
- Recourse to sanctions and recompense should all else fail.

Policies and procedures

The policy of the Council in respect of its culture is to be clear about the standards of behaviour and service required and; through open government and leadership be, and be seen to be, an organisation that works constantly to eliminate malpractice while promoting honesty and fairness.

The Council puts this into practice through:

- Conducting as much business as possible in a transparent fashion at meetings which are open to the public.
- Encouraging questions, delegations and petitions from the public at meetings.
- Retaining Council reports for six years to allow public scrutiny.
- Consulting widely on Council policies and strategies and surveying public opinion on a regular basis.
- Supporting elected Members in their constituency and representational roles.

Acknowledging the public's right to scrutinise Council documents including Accounts and Annual Reports.

- Openly reporting Council activities through the press and public relations section.

An internal communications framework that keeps all employees informed.

The Creative Academy operates a single campus based in Slough. The Creative Academy does not have degree awarding powers. Slough Borough Council has a validation agreement (collaborative agreement) with the University of West London that is renewable every three years subject to regular reviews and quality assurance. The collaborative agreement between the University of West London and Slough Borough Council has been agreed with both legal departments to ensure it is fair to both organisations and students. The agreement sets out the principle, policy and practice regarding the relationship. As well as agreeing rationale, aims, planning, reviews, quality assurance, academic audit, the document sets out the general provisions governing the delivery of all programmes.

The Creative Academy fully adopts the management and governance of Slough Borough Council's constitution (December 2017).

The effectiveness of management and governance using the constitution as the main reference point is ensured by Creative Academy being committed to the agreed processes and policies that apply to all council officers. The Creative Academy is fully committed to the 7 principles of public life outlined in the next section of this document. Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, Leadership

The Creative Academy ensures the feeding of information upwards from departmental team meetings to sectional and directorate meetings. The process of ensuring team plans relevant to the Creative Academy Higher Education provision are reflected in departmental service plans that play a part in setting and meeting the councils 'Five Year Plan 2017-2021'. [Five Year Plan](#) The purpose of the Five Year Plan is to set out our vision, be clear about our priority outcomes and explain how we will do this. The Creative Academy is fully committed to the values of slough Borough Council being:

- Accountable
- Ambitious
- Innovative
- Responsive
- Empowering

Regular meetings chaired by the 'Service Lead' contribute to the monitoring and adhering of the management and governance code. The Creative Academy believes the code of governance and management is adequate due to it being comprehensive and built on an agreed structure for the council as a whole. This is further underlined by the sheer size of the Council and its governance with the Creative Academy being such a small part of the organisation. Whilst the management and governance of the constitution is for the council as a whole and the Creative Academy is bound by this, we did evaluate to see if this was effective enough for us as a department delivering Higher Education provision. It was felt that the overall constitution and model mitigates the risks of management and governance for the service. Reviews of the constitution are conducted at a higher level in the Council and any changes are implemented following protocol outlined in the constitution. All managers and employees have a duty to ensure teams are ensuring compliance in governance and effectiveness in management.

Policy Statement on Corporate Governance

The Council is committed to achieving excellence in the provision of services for the people of Slough.

The Council's vision, priorities and aims contribute to achieving the seven-shared priorities for local government, which have been agreed by the Government and Local Government Association. These shared priorities focus the efforts of Government and Councils for improving public services. The shared priorities fulfil a commitment made in the 'White Paper – Strong Local Leadership – Quality Public Services' – to define a single list of main priorities for local government and cover the key issues that will impact most on the lives of people.

The seven-shared priorities are: 1. Raising standards across schools. 2. Improving the quality of life of children, young people, families at risk and older people. 3. Promoting healthier communities by targeting key local services, such as health and housing. 4. Creating safer and stronger communities. 5. Transforming the local environment. 6. Meeting transport needs more effectively. 7. Promoting the economic vitality of localities.

The shared priorities have been used to shape the Slough Focus (Slough's Local Strategic Partnership) vision and priority actions. Slough Focus has brought together the town's decision makers, communities and organisations to work with each other to meet the needs of local people and to improve the quality of life in Slough. Together they have developed Slough's first Community Strategy. The Community Strategy sets out a long-term vision for Slough, for the people, the place and for the prosperity of the town, and the things that need to be done to make this a reality.

The Community Strategy sets out a long-term vision under the headings of 'People', 'Places' and 'Prosperity' which are supported by nine Priority Action Groups, three for each priority heading. Under each main heading the aims are:

PEOPLE - Slough will have healthy and fulfilled people and communities.

PLACE - Slough will be a safe, attractive and sustainable place to live, work and learn.

PROSPERITY - Slough will have prosperous individuals and communities.

Meeting the needs of Slough's people and communities is at the centre of this vision. This vision will develop and change as the needs and aspirations of the people of Slough change. It is within this context that the Council's priorities aims are set. The Council's vision, priorities and aims show how the Council supports the seven-shared priorities for local government and the Community Strategy themes of 'People', 'Places' and 'Prosperity'. We believe together they will continue to improve the quality of life for people who live in Slough.

In Summary the Creative Academy (Slough Borough Council) follows the constitution in whole as the governance code (version December 2017). [SBC Constitution](#) The code has been followed since the existence of the Creative Academy in 2003 and the Creative Academy Manager has responsibility to monitor its use and effectiveness for governance in management meetings for Creative Academy provision. The code is appropriate as it is very comprehensive in covering all aspects required to ensure effectiveness and adequacy. There is no need to recreate a code at departmental level, however all policies, procedures and processes adhere to the code and conduct.

Public interest governance principles

Slough Borough Council and the Creative Academy agree to the seven principles of public life outlined in the constitution.

Seven principles of public life

In 1997, the Nolan Report on Standards in Public Life defined good conduct for members of public bodies as:-

“a responsibility to act fairly, in good faith, and in a disinterested way in order to meet the

specified objectives of the body to which they had been appointed.”

Furthermore the Report held that any resources which were made available through association with a public body should not be misused by members of that body for their own personal advantage or that of “any-one known to them or to the disadvantage or the discredit of the public body or anyone else”.

Slough Borough Council agrees completely with these statements and has adopted the following principles, taken from the Nolan Report, as the centre-piece, of this, its Policy Statement on Corporate Governance. These criteria and the principles shown below have subsequently been re-affirmed by the Local Government (Organisation and Standards) Bill as promoted by the Government and now, having received Royal Assent, the Local Government Act 2000.

Selflessness

All Members and employees of the Council will take decisions solely in terms of the public interest. Decisions will not be taken in order to gain financial or other material benefits for themselves, their family or their friends.

Integrity

No Member or employee of the Council will place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, the Council’s elected Members and employees will make choices on merit.

Accountability

The Members and employees of the Council are accountable for their decisions and actions to the public and will submit themselves to whatever scrutiny is appropriate to their office.

Openness

All Members and employees of the Council will be as open as possible about all the decisions and actions that they take. They will give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

All Members and employees of the Council will declare any private interests relating to their public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

All Members and employees of the Council will promote and support these principles by leadership and example.

The Council believes that these principles apply in equal measure to elected Members and employees of the Authority. Furthermore it commends these principles to its partners,

contractors and consultants for use in their business and dealings with the Council. All elected Members and employees of the Council are expected to adhere to these principles and apply them in their every day lives as they work, in what ever capacity, for the Council and the benefit of the Borough.

Standard public interest governance principles: applicable to all providers

Academic freedom: Academic staff at an English higher education provider have freedom within the law:

to question and test received wisdom; and
to put forward new ideas and controversial or unpopular opinions;

without placing themselves in jeopardy of losing their jobs or privileges they may have at the provider.

This is covered by our Code of practice on freedom of speech.

The Creative Academy supports the principle of freedom of speech and expression within the law as one of the fundamental principles upon which a University is founded. It also has regard to the need to ensure that students and staff have freedom to question, test and to put forward new ideas and controversial or unpopular opinions, without placing themselves at any risk.

Section 43(1) of the Education (No 2) Act 1986 places a direct obligation on universities in England and Wales to 'take such steps as are reasonably practicable to ensure that freedom of speech within the law is secured for members, students and employees of the establishment and for visiting speakers'.

(page 2)

This is also covered in our Prevent duties to ensure the Creative Academy; staff and students stay within the law.

Accountability: The provider operates openly, honestly, accountably and with integrity and demonstrates the values appropriate to be recognised as an English higher education provider.

This is covered by our values at Slough Borough Council [SBC Values](#)

We are accountable for all our decisions and actions; to our residents, businesses, visitors and our town.

We:

take ownership of issues and problems
are positive and professional
work efficiently
are reliable
are honest and trustworthy

This is also covered in part 5 of our constitution under the 7 standards of public life. [SBC Constitution](#)

The Creative Academy ensures it conducts itself with: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, Leadership

The Accountability for the Creative Academy higher education provision sits with its officers and the Steering Committee for Higher Education provision and the processes outlined in the Quality, Governance and Enhancement Strategy.

Student engagement: The governing body ensures that all students have opportunities to engage with the governance of the provider, and that this allows for a range of perspectives to have influence.

This is covered in our Quality, Governance and Enhancement Strategy.

The Student Representation will collaborate with the Academic Team & Quality and Data Team partnered with others in UWL & SBC to ensure student engagement in quality enhancement, for example through the Student Learning Contract, Student Charter, collaboration agreement, engagement with feedback, and participation in the class and industry engagement.

This can be evidenced with the student representation when conducting the Annual Performance Review

Academic governance: The governing body receives and tests assurance that academic governance is adequate and effective through explicit protocols with the senate/academic board (or equivalent).

This is covered by the collaborative agreement in place between the Creative Academy and the University of West London. The Creative Academy adopts the academic governance, policies and procedures of the university.

[UWL Academic Governance](#)

The academic governance for Higher Education has been built into the processes for the Steering Committee Terms of Reference & Quality, Governance and Enhancement Strategy. Slough Borough Council can test academic governance by including the Creative Academy with an additional Educational Scrutiny panel that has been build into its strategy.

Risk management: The provider operates comprehensive corporate risk management and control arrangements (including for academic risk) to ensure the sustainability of the provider's operations, and its ability to continue to comply with all of its conditions of registration.

This is covered in our Risk Management Strategy that includes our Risk Management Policy.

The risk management strategy ensures we are:

Reducing risks
Maximising opportunities
Improving the effectiveness of our partnerships including the realisation of anticipated benefits
Ensuring that the benefits offered by contracting out services are realised
Enhance our procurement processes
Support the delivery of the Council's 5 Year Plan Objectives.

All of the above helps the Creative Academy ensure sustainability of its operations. The Creative Academy also has a student protection plan and fair terms and conditions in place.

Value for money: The governing body ensures that there are adequate and effective arrangements in place to provide transparency about value for money for students and (where a provider has access to the student support system or to grant funding) for taxpayers.

The Creative Academy strongly believes that in terms of value for money for the student we are with Slough Borough Council one of the leaders in the dance field if not the leader for this. We have always ensured tuition fees remain affordable and contact hours maximised by effective planning, monitoring and budgeting. The Creative Academy has many testimonials from prospective students, current students and alumni who have commented on the excellent value the programme offers against the costs.

The Creative Academy demonstrates value for money to the governing body by ensuring the course remains sustainable and cost neutral to the council. To achieve this the way in which we operate is similar to a not for profit organisation and all the income generated by the Creative Academy is re-invested back into the programme to ensure value for money. The Creative Academy is committed to keeping course tuition fees at a minimum as per our access and participation policy ensuring that students get value for money in Higher Education.

The Creative Academy tuition fees are cheaper than all of our competitors who offer similar provision. Slough Borough Council operates a procurement policy to ensure all goods and services used in delivery are done so to 'Best Value' ensuring value for money. Creative Academy are committed to offer 30 contact hours minimum in our provision of Higher Education ensuring students receive best value. Creative Academy students agree that they get best value for money, something that they have commented on in annual reviews.

The Creative Academy has developed a Financial Viability Sustainability and Value for Money Strategy. Please see strategy attached.

Freedom of speech: The governing body takes such steps as are reasonably practicable to ensure that freedom of speech within the law is secured within the provider.

This is covered by our Code of practice on freedom of speech.

Every person employed at the Creative Academy and every student enrolling at Creative Academy should be aware that joining the Creative Academy community involves obligations

and responsibilities which are consistent with the above principle* and the law. (Page 20) * Principle as mentioned in academic freedom

This risk is also covered in our Prevent Duty Action Plan to ensure staff and students know their responsibilities to stay within the law.

Governing body: The size, composition, diversity, skills mix, and terms of office of the governing body is appropriate for the nature, scale and complexity of the provider.

Slough Borough council's governing body is covered in the constitution under article 2 in part 2 - articles in the constitution [SBC Constitution](#)

The size of the governing body is adequate For Slough Borough Council activities. The composition, diversity, skills mix and terms of office are deemed appropriate to meet the needs of Council services. The council have in place elected members for decision making, the Chief Executive and senior management team all of whom have the right blend of skills and knowledge. It has been identified that this governing body may not have effective oversight of Higher Education provision so the council has written new policies to ensure oversight is effective. The creation of the steering committee for Higher Education and the development of the Quality, Governance and Enhancement Strategy gives the council confidence in its higher education provision.

Please see documents:

- *Steering Committee Terms of Reference*
- *Quality, Governance and Enhancement Strategy*

Fit and proper: Members of the governing body, those with senior management responsibilities, and individuals exercising control or significant influence over the provider, are fit and proper persons.

This is covered in our constitution under article 2 in part 2 - articles in the constitution [SBC Constitution](#)

Members have to agree to follow a code of conduct to ensure high standards in the way they undertake their duties. The Audit and Corporate Governance Committee trains and advises them on the code of conduct. Employees, including the Chief Executive and senior management, are expected to follow Slough Borough Council's code of conduct and are selected through fit for purpose Human Resources policies.

For its Higher Education provision the terms of reference for the Steering Group for Higher Education provision and the Quality, governance and Enhancement strategy cover the members from each organisation that make up the governing body for oversight.

Membership will comprise of:

- Slough Borough Council Chief Executive / Director (Chair)

- Service Lead Communities and Leisure Slough Borough Council
- Leisure & Strategy Manager Slough Borough Council
- Quality Assurance and Business Manager
- The Creative Academy Manager
- Creative Academy Team Leads
- Director of London College of Music
- University of West London Head of Quality
- Independent Higher Education Dance Specialist
- Student Representation

Other team members may attend

Reviewing this self assessment

The Creative Academy are committed to review this self assessment annually to ensure it is adequate and effective in management and governance as a provider for its provision of Higher Education. In reviewing the self assessment the constitution will be the main document used in conjunction for review as the Creative Academy is bound by this. **[See Action plan area 13]**

For general enquiries and/or complaints regarding this self assessment please contact the Creative Academy using the information below:

- By phone - 01753 875400
- By email - info@creativeacademy.org
- By post - Creative Academy, 73a Stoke Poges Lane, Slough, Berkshire, SL1 3NY
- By website - using the contact us page
- Complaints - please see the complaints process on the website.