

CET Service Charge and Offer for Schools - September 2025

This document aims to outline the expertise, approaches, services and subscriptions that all schools in CET have access to.

We have built a strong central team with the capacity and skills to lead by example in terms of providing strategic direction, expertise and supportive challenge to our schools.

From September 2025, the service charge will be 7.5% of the General Annual Grant (GAG).

Organisational Leadership of the Trust

The role of the CEO is:

- To provide overall strategic leadership and, with others, lead, develop and support the direction, mission, values and priorities of the Trust and the schools within the Trust.
- With governors and trustees, to establish and maintain the best possible leadership and management in every school.
- To secure the long-term success of the schools within the Trust by maximising potential through people, skills and resources. The CEO leads and directs the work of the Central Team to deliver the aims and objectives of the Trust.

Our work together as one organisation is driven strategically through our Trust Improvement Plan, which sets out our strategic goals. Our key objective is to ensure that we are able to balance the emerging needs of each school whilst also promoting the strategic growth and improvement of the Trust as one organisation over time.

The CET Annual Schedule will also continue to be developed, in partnership with the schools and the central team, so that operationally we run efficiently and effectively, enabling our work to be joined-up.

Education Standards, Leadership Development and School Improvement

We have an Education Standards Director (ESD) who ensures that Campfire has an ongoing holistic oversight and evaluation of school effectiveness. The purpose of the role is to provide the CEO and Board of Trustees with a high level of evidence-based quality assurance and ensure that school leaders are held to account for the effectiveness of their school, and for delivering continued school and trust improvement because we recognise that continuous school improvement is our core business.

At CET we take a holistic approach to trust and school improvement, and aim to deliver sustainable solutions by taking a multi-layered approach by working:

- As a collaborative family of schools
- At individual school level

The CEO works in partnership with the ESD and Senior Leadership Teams at each of the schools in order to establish the priorities, and to challenge and support the impact through line management and performance management.

We use our three educational Strategy Days and two finance Strategy days a year to lead the work of the Trust and to ensure collective input and alignment with strategic decisions, CPD agendas and to share best practice.

Our Collaboration and Partnership Working Includes:

- Fortnightly virtual Headteacher briefings

- An annual schedule of collaborative CPD and networking opportunities linked to our Trust priorities
- Annual Inspiration Event accessible to all stakeholders
- Voice 21 consultant for Trust development
- Moderation opportunities for staff
- Training for Governors
- Brokerage of leadership opportunities across the organisation e.g. interim leadership roles at other schools, school improvement secondments and roles linked to specialisms
- Trust-wide subscription to Insight Assessment System
- Research-led input and leadership development

Individual Schools also receive the following:

- Safeguarding reviews
- Website audit
- Termly Education Visits
- Leadership 1-1s
- Facilitation of HT appraisal in partnership with Chair of Governors
- £500 annual contribution to each school to provide supervision
- School Improvement Planning time
- ESD or CEO onsite support during Ofsted Inspections

In addition to this core offer, if a school joins CET as a sponsored academy, or there is evidence to suggest the school's performance is of concern, an additional monthly school improvement business meeting will be set up, during which the ESD will meet with the Headteacher and Chair of Governors to review progress and expectations. It may also be necessary for a rapid improvement plan to be drawn up by the Trust and this will set out clearly the expectations for improvement, the associated prioritised actions, timescales and the support and challenge that will be provided to enable the school to become self-sufficient again as soon as possible.

Finance

This area of the Trust is led by the CFO and supported by the Head of Finance. This team provides guidance with day to day management of school finances, budget setting and budget monitoring. The central finance team ensures compliance with the Academy Trust Handbook and all submissions to the DfE.

Within the service charge each school will receive:

- Strategic financial support and challenge to schools
- Support with producing monthly management and cash flow reports.
- The central finance team will provide an annual timetable and guidance in the creation of the reports.
- The central finance team will provide benchmarking / KPIs and guidance and support in the creation of the annual school budget. They will also assist with the process of 3-year strategic budget setting.
- Licence and subscription to budget and finance systems e.g. PSF and IMP.
- Internal audit – three peer-to-peer termly internal audits.
- Internal scrutiny carried out annually by an external provider.
- External audit – This is conducted by the CET appointed auditors during the autumn term in order to produce the statutory accounts.
- Monthly drop in sessions.
- CET Training hub, which has videos and help sheets and checklists for all the financial processes.
- Monthly management account meetings with Headteacher.
- Offsite strategic budget planning sessions.

- Trust-wide financial procedures and policies.
- Financial returns (DfE, Regional Director, etc.)
- Consolidation and submission of VAT returns
- Central payroll service liaison, coordination, oversight, compliance, guidance & support
- Annual Teachers Pension Audit
- Companies House and Charities returns

Estates and facilities

Maxwell Facilities Management complete an Annual Health and Safety Audit at each school and the Compliance Check box.

We have a Service Level Agreement with Maxwells and this provides each school access to the following:

- Helpdesk Support and Advice
- Reactive Calls
- Reactive Maintenance
- Planned Maintenance
- Source quotations up to £5k at client's request
- Consultancy Visits – one per term
- Health and Safety guidance
- Client Report following meeting
- Annual review of Condition Survey and Premises Plan
- Contract advice and support
- Review of Planned Maintenance Contracts

The CFO oversees CIF procurement and projects.

Other Services and Subscriptions:

- Subscription for the Key for school leaders
- Subscription for the Key Safeguarding Centre
- Subscription for the Key Governance
- Subscription for the Key CPD
- Subscription for the Key AI KeyGPT
- Confederation of Schools Trust (CST) membership
- My New Term
- Trust admin contact / support
- Admission Arrangements
- Management of central schools shared document files inc. PADLET
- Administration and analysis of annual Trust wide stakeholder surveys to include: Parents, Staff, Governors
- Trust Website and Social Media
- Development of Trust statutory policy bank and other model policies
- Termly Trust Newsletter for parents and Central Trust PR
- Trust Governance Professional and Company Secretary
- Trust Governance support – brokerage of professional clerks at LGB level
- Subscription for Governorhub for each Local Governing Board
- Guidance on all aspects of data protection, provision of external Data Protection Officer and associated policies / training
- Legal Retainer (HY Education) – telephone and email advice
- Payroll and HR administration support (EPM)
- Pension Actuary reports
- Employee Assistance Programme

As an academy, the school benefits from insurance economies due to ability to subscribe to the government academy insurance scheme RPA.