# Standards and Accountability Committee of the City of London Academies Trust

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| **Date:** | **THURSDAY, 2 MAY 2019** |
| **Time:** | **9.00 am** |
| **Venue:** | **COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL** |

**Members:** Roy Blackwell (Chairman)
Ann Holmes
Andrew McMurtrie
Dhruv Patel

**Enquiries:** Kerry Nicholls / Kerry.Nicholls@cityoflondon.gov.uk

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**DIAL-IN DETAILS**

**UK Landline – 0844 4 73 73 73**
**UK Mobile – 8 73 73**

**PIN – 652 562**

# AGENDA

1. **APOLOGIES**

2. **DECLARATIONS**

3. **MINUTES**
   To agree the public minutes of the meeting held on 7 February 2019.

   **For Decision**
   (Pages 1 - 2)

4. **PARENT, COMMUNITY AND COMMERCIAL LINKS SURVEY RESULTS**
   Report of the Chief Executive Officer.

   **For Information**
   (Pages 3 - 12)

5. **QUESTIONS**

6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

7. **EXCLUSION OF THE PUBLIC**
   **MOTION:** that the public be excluded from the meeting for the following items of business.

   **For Decision**

8. **NON-PUBLIC MINUTES**
   To agree the non-public minutes of the meeting held on 7 February 2019.

   **For Decision**
   (Pages 13 - 16)

9. **OUTSTANDING ACTIONS**
   Report of the Clerk.

   **For Information**
   (Pages 17 - 18)

10. **OFSTED DRAFT FRAMEWORK**
    The Chief Executive Officer to be heard.

    **For Information**

11. **STANDARDS CENTRAL FUNCTION - CHIEF STANDARDS OFFICER AND STANDARDS DIRECTORS**
    Report of the Chief Executive Officer.

    **For Decision**
    (Pages 19 - 22)

12. **ACADEMIES AT A GLANCE - ACADEMIES SUMMARY**
    Report of the Chief Executive Officer.

**For Information**
(Pages 23 - 26)

13. **TRUST SCHOOLS' ALTERNATIVE PROVISION - NEXT STEPS**
    Report of the Chief Executive Officer.

**For Decision**
(Pages 27 - 32)

14. **NON-PUBLIC QUESTIONS**

15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT THAT THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

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**STANDARDS AND ACCOUNTABILITY COMMITTEE OF THE CITY OF LONDON ACADEMIES TRUST**

**Thursday, 7 February 2019**

**Minutes of the meeting of the Standards and Accountability Committee of the City of London Academies Trust held at the Guildhall EC2 at 9.00 am**

**Present**

**Members:**

Andrew McMurtrie                                    Ann Holmes
Roy Blackwell (in the Chair)

**Officers:**

Julie Mayer                        -    Town Clerk's Department
Mark Emmerson                      -    Chief Executive Officer
Claire Hersey                      -    Chief Financial Officer

Following the resignation of the Chairman at the last meeting, it was Proposed by Andrew McMurtrie, Seconded by Ann Holmes and agreed that Roy Blackwell take the Chair.

1.  **APOLOGIES**
    Apologies were received from Dhruv Patel.

2.  **DECLARATIONS**
    There were no declarations.

3.  **MINUTES**
    RESOLVED, That – the public and non-public summary of the meeting held on 1 November 2018 be approved.

4.  **PARENT, COMMUNITY AND COMMERCIAL LINKS SURVEY**
    Trustees considered a report of the CEO in respect of a survey which was requested at the last meeting.  Trustees had asked that the draft be brought to the Committee before being circulated to schools.  The CEO advised that it would be circulated to all 8 Principals, and they could provide collective responses from their respective SLT's.

    Trustees suggested the following additions but agreed that the survey be kept as simple as possible:

    a.  Under (2) add '*parent/governor meetings*' and '*newsletter*'.
    b.  Under (4) under 4 delete '*businesses*' and add '*organisations/charities*'
    c.  Add a further question; '*is there anything else you would like to mention*?'

    RESOLVED, that –

1. The proposed survey, as set out in the appendix to the report, be approved, subject to the addition of the comments set out in (a) –(c) above.

2. The timeline for the survey, as set out in paragraph 6 of the report, be approved.

5. **QUESTIONS**
There were no questions.

6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items.

7. **EXCLUSION OF THE PUBLIC**
RESOLVED, that the public be excluded from the meeting for items 8 - 13

8. **NON-PUBLIC MINUTES**
RESOLVED, that – the non-public minutes of the meeting held on 1 November 2018 be approved.

9. **DATA SUMMARY**
Trustees received a report of the CEO.

10. **IMPACT VISITS - SPRING 1 SUMMARIES**
Trustees received a report of the CEO.

11. **CITY OF LONDON ACADEMIES TRUST STRATEGIC RISK REGISTER**
Trustees received a report of the CEO.

12. **NON-PUBLIC QUESTIONS**
There was one question whilst the public were excluded.

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT THAT THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
Two items of urgent business were discussed whilst the public were excluded.

**The meeting closed at 10.05**

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Chairman

**Contact Officer:** Julie Mayer, Town Clerks, City of London Corporation
Julie.mayer@cityoflondon.gov.uk – 0207 332 1410

| Committee(s): | Date: |
|---|---|
| Standards and Accountability Committee | 2 May 2019 |
| **Subject:** Parent, Community and Commercial Links Survey Results | **Public** |
| **Report of:** Executive and Communications Assistant to the CEO | **For information** |

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**Summary**

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During the Committee meeting held on 1 November 2018, Trustees requested that a survey be circulated to Trust schools to find out more about parent, community and commercial links within each. Once Trustees had reviewed and approved the questions, the survey was circulated to Trust schools to be completed. The results are summarised in the main report.

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**Recommendation**

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Trustees are asked to note the report.

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**Main Report**

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**Current Position**

1. Monitoring parent, community and commercial links in Trust schools falls within the remit of the Standards and Accountability Committee, as outlined in the Terms of Reference (*Objectives*, page 2, point 8):

   *"To consider and recommend strategies for the development and maintenance of strong Academy parent, community and commercial links and monitor and review progress."*

2. At the meeting held on 1 November 2018, the Committee agreed that a short survey should be circulated to Trust schools to identify and review the activities and processes that are in place to promote and maintain good parent, community and commercial links.

3. A draft survey was built online via Survey Monkey. The proposed questions were presented to the Committee at the meeting on 7 February 2019 and Trustees recommended some amendments to questions; the proposed timeline for the survey was agreed.

**Process**

4. The questions were amended as requested by the Committee and the survey was circulated to schools via Survey Monkey on 25 February 2019.

5. To ensure the survey was manageable and not time-consuming for users, 10 questions were selected; it was estimated that the survey would take between five and seven minutes to complete. The questions referred to various

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activities carried out in schools and were mostly multiple choice to avoid users providing long responses.

**Survey Results**

6.  Out of the eight Trust schools, seven schools completed the survey; there was no response from COLA Highbury Grove.

<u>Activities/Events held during the Academic Year</u>

7.  From the list of activities provided, users identified those held at their school. The responses are summarised in the table below.

| Activity | Responses | |
|---|---|---|
| | Percentage | No. of Responses |
| Parent Day/Evening | 100% | 7 |
| Open Evenings | 86% | 6 |
| Newsletters | 86% | 6 |
| Christmas Concert/Show | 86% | 6 |
| Fundraising Events | 86% | 6 |
| World Book Day Events | 86% | 6 |
| Open Mornings | 72% | 5 |
| Summer Show/Concert | 72% | 5 |
| Drama Performances | 72% | 5 |
| Music Performances/Recitals | 72% | 5 |
| Parent Surgery | 72% | 5 |
| PSA/PTA Meetings/Events | 72% | 5 |
| Awards/Prize-Giving Events | 72% | 5 |
| International/Multi-Cultural Evenings/Events | 57% | 4 |
| Black History Month Events | 57% | 4 |
| Local/National Sports Tournaments | 57% | 4 |
| City of London Events | 57% | 4 |
| Anti-Bullying Events | 57% | 4 |
| Work Experience | 43% | 3 |
| Art Exhibition | 43% | 3 |
| Prom | 43% | 3 |
| Opportunity for Parents to meet Governors | 29% | 2 |
| Lettings to the Public | 29% | 2 |
| Lettings to Charities | 29% | 2 |
| Duke of Edinburgh's Award | 29% | 2 |
| Subject Evenings | 14% | 1 |
| Founders' Day Celebration | 0% | 0 |
| Other | 29% | 2 |

8.  The responses identified that the only activity conducted by every school was Parent Days/Evenings. Most schools also hold Open Evenings, have

Newsletters, hold Christmas Concerts/Shows, hold Fundraising Events, and participate in World Book Day events.

9. Some of the activities listed are only relevant to specific types of schools; for example, Prom, Duke of Edinburgh's Award and Work Experience would not necessarily be relevant for Trust primary schools. This would account for the low number of responses for these activities as it is likely that only secondary schools would have selected them. Equally, this is also a good indicator of the types of activities that are relevant to and are held across all types of schools, showing that parents/carers and the community are more engaged in school life through the activities which appear higher in the table.

10. The number of activities identified by each school is summarised in the table below.

| School | Number of Activities |
|---|---|
| COLA Southwark | 25 |
| COLA Highgate Hill | 22 |
| Redriff Primary | 18 |
| Galleywall Primary | 15 |
| COLA Shoreditch Park | 15 |
| COL Primary Academy Islington | 13 |
| NCS | 5 |

11. For the most part, it seems that the size of the school correlates with the number of events and activities held, i.e. schools with more students and staff report holding a higher number of events and activities. This is positive as it shows that schools are using the resources available effectively to engage parents/carers, students and the community, relative to their size and capacities. As Shoreditch Park, Galleywall and Primary Academy Islington are newer, growing schools and are not yet full in terms of their rolls, they may be limited in terms of the types of activities they are able to hold for their students, parents/carers and communities.

12. It is noted that NCS identified that they hold the fewest number of the activities/events listed, namely:
    - Open Evenings
    - Parent Day/Evening
    - Music Performances/Recitals
    - Work Experience
    - Anti-Bullying Events.

13. The low number could be attributed to NCS being the Trust's only sixth form centre, and only having two year groups. There are also many events and activities held by NCS which have not been identified as part of the survey, such as seminars and lectures by guest speakers across a wide range of specialisms, trips to universities, and workshops.

Charity Events and Working with Charities

14. Five of the seven schools indicated that they take part in charity events and work with local charities.

15. These five schools indicated the charities they work with and the events they hold, which included:
   - Macmillan Coffee Morning
   - Red Nose Day
   - Comic Relief
   - Children in Need
   - Jeans for Genes
   - Stonewall
   - Save the Children (Christmas Jumper Day)
   - Help for Heroes
   - Poppy Appeal
   - Anti-Bullying Odd Sock Day
   - Charities connected to Ramadan
   - Cheverton Lodge Care Home
   - Being a Food Bank partner.

16. NCS and Primary Academy Islington indicated that they do not have links with local charities.

Links with Local/National Organisations

17. Three schools indicated that they have links with local/national organisations and charities; these are summarised below.
   - Redriff – St Olaves, Global Generation, Time and Talents, Bubble, Dockland Settlement, Millwall FC.
   - Primary Academy Islington – NSPCC, Red Nose Day.
   - Highgate Hill – part of Business in the Community, work with Pinsent Masons law firm, partnership with Almeida Theatre who work with key stage 4 students, work with IntoUniversity and Big Alliance to allow students access to the world of work and mentoring, work with the local authority to provide careers and college/apprenticeship application support, and students take part in Duke of Edinburgh's Bronze Award.

Social Media

18. Schools were asked which social media platforms they used. The responses are summarised in the table below.

| Social Media Platforms | Responses | |
|---|---|---|
| | Percentage | No. of Responses |
| Twitter | 86% | 6 |
| LinkedIn | 29% | 2 |
| Facebook | 14% | 1 |
| Instagram | 14% | 1 |

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19. Shoreditch Park was the only school to indicate that they do not use any social media platform.

20. Frequency of posts on social media varied across schools:

| Frequency | Responses | |
|---|---|---|
| | Percentage | No. of Responses |
| Once a Day | 14% | 1 |
| Two/Three times a week | 29% | 2 |
| Once a Week | 14% | 1 |
| Once a Fortnight | 0% | 0 |
| Once a Month | 14% | 1 |
| Less than Once a Month | 14% | 1 |

21. The schools who post via social media at least once a week have more 'followers' than those who do not post regularly. Posting more frequently ensures good engagement with followers and, as followers can often be from the local community, this can work to the schools' advantage.

Parent-Staff/Teacher Association (PTA/PSA)

22. Schools were asked how many events their PTA/PSA hold each year.

| Number of Events Per Year | Responses | |
|---|---|---|
| | Percentage | No. of Responses |
| 1 – 2 | 43% | 3 |
| 3 – 4 | 43% | 3 |
| 5 – 6 | 14% | 1 |
| More than 6 | 0% | 0 |

23. The results show that schools' PSA/PTAs are holding events regularly and this ensures appropriate engagement with parents, however three schools hold events less than once a term so this could be an area for improvement.

Academic Reports

24. Schools were asked how often academic reports are sent to parents/carers to update them on their child's progress.

| Academic Reports | Responses | |
|---|---|---|
| | Percentage | No. of Responses |
| Once a Half Term | 29% | 2 |
| Once a Term | 43% | 3 |
| Twice a Year | 0% | 0 |
| Once a Year | 29% | 2 |

25. Most schools indicated that they send progress reports to parents/carers at least once a term. Two schools, Redriff and Primary Academy Islington, indicated that they send reports once a year.

Feedback for Events/Activities

26. Schools identified the various ways that parents/carers provide feedback on events/activities.

| Feedback Method | Responses | |
| --- | --- | --- |
| | Percentage | No. of Responses |
| Feedback Forms | 72% | 5 |
| Survey/Questionnaire | 43% | 3 |
| Verbal Feedback | 29% | 2 |
| Principal's Surgery | 14% | 1 |
| Post-It on a Board | 14% | 1 |
| Email Staff Members | 14% | 1 |

27. All schools identified at least one method for parents/carers to give feedback.

28. Most schools indicated that they provide feedback forms to parents/carers, which are quick way to receive instant feedback following an activity/event and immediately identify what went well and areas for improvement.

29. Schools also identified other positive methods that they receive feedback, showing that there is good engagement with parents/carers and that there is an aspiration to continue to improve events and activities within schools.

Additional Information

30. Schools were asked whether there were any activities or events that they, their students or parents/carers had expressed an interest in holding but were unable to, due to specific restrictions. Users were given the opportunity to provide details and to add any additional information that they would like to highlight as part of the survey.

31. Five schools responded to the question; the responses are detailed below.

| School | Comments |
| --- | --- |
| Galleywall Primary | Would like to hold more parent events, e.g. art exhibition, performances, but the building is being refurbished. |
| COLA Highgate Hill | Our students would like to go on more visits and certainly have opportunities to visit other countries. A large proportion of our students come from disadvantaged backgrounds and so parents cannot afford to pay for them to go on trips abroad and even struggle with much smaller activities. |
| COLA Shoreditch Park | We are restricted with events outside the standard opening hours for the building due to the neighbour. |
| COL Primary Academy Islington | Summer and Winter Fair due to building space. |
| Redriff Primary | The school's performances are severely limited by the lack of space – there is only one hall which is used for three lunch sittings every day, PE, as well as assemblies and performances, and breakfast club and after school club. |

32. Redriff, Galleywall, Primary Academy Islington and Shoreditch Park highlighted that they are somewhat restricted when holding events due to various issues with their school buildings.

33. Highgate Hill indicated that some parents/carers struggle with funding trips and activities for their children due to many coming from disadvantaged backgrounds.

**Conclusions**

34. The survey results show that Trust schools are working effectively to engage parents/carers and the community. Events and activities are extensive in most schools and social media is used effectively by most schools to highlight and promote their positive work and achievements. This enhances schools' reputations within their communities and will have positive effects on school applications, recruitment, staff morale, and media interest.

35. It is useful to note that some schools are in temporary accommodation or undergoing building work so are restricted with space and the events they can hold. In these cases, Trust schools could benefit by collaborating more with one another. Some issues raised as part of the last question relating to building space could be remedied by using facilities in other Trust schools within the same borough or nearby, for larger events like school shows, concerts or fairs.

36. Schools that are growing and are limited in terms of space may eventually be able to hold additional events once the school population grows and they move into permanent premises.

37. It should be noted that, although Trust schools hold numerous successful events and activities, only four schools identified that they take part in City of London events. All schools, without exception, are given opportunities to take part in a wide range of activities and events led by the City of London Corporation throughout the academic year; these include the City Schools' Concert, Lord Mayor's Show, debating competitions and careers events. Schools should ensure that they are taking up more opportunities to work closely with the City of London to ensure that students are have access to the cultural, enterprising and social activities available to them at no cost.

38. Although Trust schools' PSA/PTAs do hold events, it would be positive to see these groups holding events at least once a term if possible, to ensure more regular and consistent contact with parents/carers and local communities.

39. Only a small number of schools indicated that they have links with local organisations. It is important to show that schools are active and interested in their local communities. In addition, building good links with local and national organisations can provide invaluable opportunities in terms of work experience for students, use of organisations' facilities, lettings opportunities for schools, and positive publicity. To increase the number of schools working with local/national organisations, those who already have links could put other Trust schools in their borough in touch with contacts at the organisations they work with, to try and provide more opportunities and further strengthen the relationship with organisations.

40. Schools with social media accounts who submit posts at least once a week have more followers than those who post less frequently. If these schools are more active on social media, this could engage the local community more, increase positive publicity for schools, and allow Trust schools to interact with each other via social media to show support, cohesion and consistency across the Trust. As Shoreditch Park is the only school without any social media presence, it may be necessary for the school to consider developing this to be in line with all other Trust schools.

## Recommendations

41. Trustees are asked to note the report.

## Appendices

- Appendix 1 – Parent, Community and Commercial Links Survey Questions

**Natalie Williams**
Executive and Communications Assistant to the CEO

T: 020 7332 1432
E: natalie.williams@cityoflondon.gov.uk

**Appendix 1**

\* 1. School Name

[                    ]

\* 2. Please tick the boxes below to indicate which of the following activities/events you hold during the academic year at your academy.

| | | | |
|---|---|---|---|
| ☐ | Open evenings | ☐ | International/Multi-Cultural evening/events |
| ☐ | Open mornings | ☐ | Black History Month events |
| ☐ | Parent Day/Evening | ☐ | Fundraising events |
| ☐ | Subject evenings | ☐ | World Book Day events |
| ☐ | Summer concert/show | ☐ | Work experience |
| ☐ | Christmas concert/show | ☐ | Local/national sports tournaments |
| ☐ | Drama performances | ☐ | City of London events |
| ☐ | Music performances/recitals | ☐ | Awards/prize-giving events |
| ☐ | Lettings to the public | ☐ | Art exhibition |
| ☐ | Lettings to charities | ☐ | Prom |
| ☐ | Parent Surgery | ☐ | Anti-bullying events |
| ☐ | PSA/PTA meetings/events | ☐ | Duke of Edinburgh's Award |
| ☐ | Founders' Day celebration | | |
| ☐ | Other (please include details below) | | |

[                    ]

\* 3. Does your academy take part in charity events or work with local charities?

◯ Yes

◯ No

If yes, please provide details.

[                    ]

\* 4. Does your academy have any links to local/national organisations or charities?

◯ Yes

◯ No

If yes, please provide details.

[                    ]

\* 5. Which of the following social media platforms does your academy use:

☐ Twitter

☐ Facebook

☐ Instagram

☐ LinkedIn

☐ Other (please specify)

[                    ]

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* 6. On average, how often does your school post updates on social media?

○ Once a day    ○ Once a month

○ Two/three times a week    ○ Less than once a month

○ Once a week    ○ Not applicable (no social media platforms are used)

○ Once a fortnight

* 7. How many events does your PSA/PTA hold each year?

○ 1 - 2

○ 3 - 4

○ 5 - 6

○ More than 6

* 8. How often do you send academic reports to parents/carers to update them on their child's progress?

○ Once a half term

○ Once a term

○ Twice a year

○ Once a year

* 9. What is the process for parents/carers giving feedback on events/activities?

* 10. If there any activities/events that you, your students or parents/carers have expressed an interest in holding but are unable to, due to specific restrictions (e.g. funding, building capacity, etc.), please provide details below. Please also add any comments or additional information you would like to highlight as part of the survey.

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