



Standards and Accountability Committee of the City of London Academies Trust

Date: THURSDAY, 6 FEBRUARY 2020
Time: 9.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR WEST WING, GUILDHALL

Members: Tijds Broeke (Chair)
Edward Benzecry (Co-opted Trustee)
Roy Blackwell
Ann Holmes
Andrew McMurtrie

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AGENDA

1. **APOLOGIES**
2. **DECLARATIONS**
3. **MINUTES**
To agree the public minutes of the meeting held on 7 November 2019.

For Decision
(Pages 1 - 4)
4. **OUTSTANDING ACTIONS**
Report of the Clerk.

For Information
(Pages 5 - 6)
5. **COLAT STRATEGIC PLAN REVIEW**
Report of the Chief Executive Officer.

For Decision
(Pages 7 - 10)
6. **PARENT, COMMUNITY AND COMMERCIAL LINKS SURVEY**
Report of the Chief Executive Officer.

For Decision
(Pages 11 - 14)
7. **QUESTIONS**
8. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
9. **EXCLUSION OF THE PUBLIC**
MOTION – That the public be excluded for the remaining items of business as they are likely to involve discussion on matters deemed commercially sensitive to the City of London Academies Trust.

For Decision
10. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 7 November 2019.

For Decision
(Pages 15 - 20)
11. **ANNUAL SPRING DATA SUMMARY UPDATE**
Report of the Chief Executive Officer.

For Information
(Pages 21 - 26)

12. **PRE-APPRENTICESHIP PROGRAMME PROPOSALS**

Report of the Chief Executive Officer.

Additional background information is provided as follows:

Annex A: Evening Standard Article (7 January 2020)

Annex B: Islington Gazette (30 December 2019)

Annex C: London Borough of Islington – Findings of Review on Permanent and Fixed-Period Exclusion from School (20 June 2019)

Annex D.1: Letter from Hackney Learning Trust (19 November 2019)

Annex D.2: Hackney Learning Trust - Behaviour Advice: To Support Reviews of School Behaviour Policies 2019-20 (Autumn 2019)

For Information
(Pages 27 - 60)

13. **ACADEMIES AT A GLANCE - ACADEMIES SUMMARY**

Report of the Chief Executive Officer.

For Information
(Pages 61 - 64)

14. **IMPACT VISITS - SPRING 1 SUMMARIES - TERMLY REPORT**

Report of the Chief Executive Officer.

For Information
(Pages 65 - 80)

15. **COLAT SCHOOLS SAFEGUARDING MONITORING UPDATE AND UPDATE ON GOVERNOR PARTICIPATION IN SAFEGUARDING TRAINING**

The Chief Executive Officer to be heard.

For Information

16. **NON-PUBLIC QUESTIONS**

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

Part 3 - Confidential Agenda - Circulated Separately

18. **LEADERSHIP PERFORMANCE MANAGEMENT JUDGEMENTS 2018/19 AND TARGETS FOR 2019/20**

Report of the Chief Executive Officer.

For Information

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

Thursday, 7 November 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:

Tijs Broeke (Chair)
Edward Benzecry

Roy Blackwell
Andrew McMurtrie

Officers:

Mark Emmerson
Kerry Nicholls

- Chief Executive Officer
- Town Clerk's Department

1. ELECTION OF CHAIR

An election for Chair was conducted. Tijs Broeke being the only Trustee willing to serve, was elected Chair for the ensuing year.

The Chair led the Committee in thanking Roy Blackwell for his excellent work as Chair of the Standards and Accountability Committee for the 2018-19 academic year.

2. APOLOGIES

Apologies were received from Ann Holmes.

3. DECLARATIONS

There were no declarations.

4. MINUTES

RESOLVED, that the minutes of the meeting held on 2 May 2019 be approved as a correct record.

5. PILOT ALTERNATIVE PROVISION, RESPITE AND MANAGED MOVES PROTOCOL

Trustees considered a report of the Chief Executive Officer outlining the pilot Alternative Provision, Respite and Managed Moves Protocol and the following points were made:

- The Protocol had been developed to reduce permanent exclusions, fixed-term exclusions and external sixth day provision across the Trust by establishing a brokerage system between Trust schools for respite and managed moves in which existing resources could be better managed. It was anticipated that the proposed arrangements would reduce the number of short fixed-term exclusions as a stronger

behaviour culture developed across the Trust, and that an efficient transfer arrangement between schools sharing a similar ethos would create a more positive experience for affected pupils. It was hoped to involve the two City-sponsored academies the City Academy Hackney and the City of London Academy Islington in the proposed new arrangements. The City of London Academy Southwark would continue to work with neighbouring schools to broker respite and managed moves and was also planning to build closer working links with Redriff Primary City of London Academy where Year 7 pupils might benefit from engaging in active support with younger children.

- By increasing access to respite, more preventative work could be undertaken with pupils identified as being at risk of exclusion which would also help build understanding with parents and carers over Trust-wide expectations around behaviour. A Governor observed that respite placements could be used as a pathway to successful managed moves. The increased use of managed moves between schools within the Trust would also minimise the time students spent out of formal education and would provide a positive means of maintaining the mainstream education of pupils who displayed persistently disruptive behaviour. The Chief Executive Officer explained that dual registration would be maintained for pupils joining a new school under a managed move which would enable them to transfer back to their original school if this was felt appropriate. The exam results of dual-registered pupils would be attributed to their original school unless their dual-registration was removed by mid-January. The current arrangements for lagged funding meant that schools would not receive funding for pupils joining via a managed move for approximately 18 months; however, the cost of pupils joining existing classes would be marginal.
- The Trust was looking for opportunities to establish longer term alternative provision arrangements to avoid the necessity to permanently exclude students. There was an ambition for such a provision to draw on best practice and become a centre of excellence which, following initial start-up costs, would eventually be self-financing. The Chief Executive Officer observed that, as a Regional National Behaviour Advisor for the Department for Education, he was well-placed to identify best practice in effective out-of-school provision as well as any potential funding opportunities in this area.

In concluding, Trustees requested that an update on the Trust's plans to establish its own alternative provision be reported to the meeting of the Standards and Accountability Committee on 30 April 2020. Trustees also requested that a reporting mechanism be developed to assess the impact of the Alternative Provision, Respite and Managed Moves Protocol, which could include key metrics around the number of exclusions. The Chief Executive Officer confirmed that a termly audit would be undertaken on pupils being moved via the Protocol, the findings of which would be reported to the Standards and Accountability Committee and the Board of Trustees, and that

this would provide valuable context for Ofsted in assessing school performance.

RESOLVED, that the Alternative Provision, Respite and Managed Moves Protocol be supported and that its effectiveness in reducing permanent exclusions, fixed-term exclusions and external sixth day provision be reviewed.

6. **QUESTIONS**

There were no questions.

7. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

Trustees noted that the next meeting of the Standards and Accountability Committee would be held at 9.00am on Thursday 6 February 2020.

8. **EXCLUSION OF THE PUBLIC**

RESOLVED, that the public be excluded from the following items of business.

9. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 2 May 2019 be approved as a correct record.

10. **OUTSTANDING ACTIONS**

Trustees considered a report of the Clerk regarding outstanding actions arising from previous meetings.

11. **PILOT ALTERNATIVE PROVISION, RESPITE AND MANAGED MOVES PROTOCOL - NON-PUBLIC INFORMATION**

Trustees considered non-public information alongside Item 5: Pilot Alternative Provision, Respite and Managed Moves Protocol.

12. **ACADEMIES AT A GLANCE**

Trustees considered a report of the Chief Executive Officer presenting the 'Academies at a Glance' summary.

13. **COLAT SCHOOLS SAFEGUARDING MONITORING UPDATE**

Trustees considered a report of the Chief Executive Officer reporting the outcome of the first safeguarding monitoring exercise for the 2019-20 academic year.

14. **SCRUTINY MEETINGS - LINES OF ENQUIRY**

Trustees considered a report of the Chief Executive Officer regarding the outcomes of scrutiny meetings for the City of London Corporation's academies held on 30 October 2019 in accordance with the City of London Corporation's accountability framework.

15. **NON-PUBLIC QUESTIONS**

There was one non-public question.

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

There was no urgent business.

The meeting closed at 10.30 am

Chair

Contact Officer: Kerry.Nicholls@cityoflondon.gov.uk

CITY OF LONDON ACADEMIES TRUST
Standards and Accountability Committee – Outstanding Actions

| Action Number | Date | Action | Responsible Officer | Progress Update |
|----------------------|-----------------|---|----------------------------|--------------------------------------|
| 1/20/SA | 7 November 2019 | The work programme to be updated to include the following reports/updates: <ul style="list-style-type: none">• Parent, Community and Commercial Links Survey – Annual Report (April 2020) | Clerk | The Work Programme has been updated. |

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| Committee: | Date: |
| City of London Academies Trust Standards and Accountability Committee | 6 February 2020 |
| Subject: Strategic Plan Review | Public |
| Report of: Chief Executive Officer | For Decision |
| Report Author: Mark Emmerson, CEO | |

Summary

At the Trust Board meeting in December 2019, it was agreed that Trustees would review the Trust four-year Strategic Plan (2016-2020) at the next Board meeting in March 2020. A new plan needs to be constructed, written and approved for the next four years (2020-2024) at the Board meeting in July 2020.

The process and timeline for this review is outlined in this paper so that Trustees are aware of the process we are undertaking and to ensure that all key stakeholders are engaged. We aim to ensure that all stakeholders contribute to the formulation of a clear and manageable forward plan which identifies key actions, timelines, monitoring processes and appropriate performance indicators.

Recommendation(s)

Trustees are asked to:

- Review the proposed timeline and approach, suggesting amendments as necessary.

Main Report

Current Position

1. The current Strategic Plan is due to expire in September 2020.
2. The CEO, central Trust team and the Directors of Standards have reviewed and evaluated the current plan and objectives. They have also undertaken a SWOT analysis to inform thinking around the shape and key objectives of the future plan.
3. The CEO, central team and Directors of Standards will be shaping a draft outline plan which will then pass through reviews before being finalised and agreed at the Board meeting in July 2020.

Process

4. Several stages and key meetings have been identified for the purpose of strategic review and forward planning. These meetings and dates are shown in the Timeline table below.

Timeline

| Date | Activity | Purpose |
|----------|------------------------------|---|
| 20/01/20 | CoLAT Strategic Team Meeting | Review of 16-20 plan and SWOT analysis |
| 22/01/20 | Heads' Forum | Outline process to school leaders |
| 03/02/20 | Team Meeting | First draft of outline plan to be drawn up |
| 06/02/20 | Standards and Accountability | Agree process of Trustee engagement |
| 27/02/20 | Finance, Audit and Risk | Consider and amend draft plan |
| 28/02/20 | Governors' Forum | Consider and amend draft plan |
| 19/03/20 | Trust Board | Extended meeting to consider and amend draft plan |
| 26/03/20 | Heads' Forum | Consider and amend draft plan |
| 30/04/20 | Standards and Accountability | Consider and amend draft plan |
| 03/06/20 | Governors' Forum | Consider and amend draft plan |
| 02/07/20 | Heads' Forum | Consider and amend draft plan |
| 09/07/20 | Trust Board | Final consideration and ratification of plan |

Recommendations

5. Trustees are asked to:
 - Review the proposed timeline and approach, suggesting amendments as necessary.

Appendices

- Appendix 1 – Strategic Plan Review

Mark Emmerson

CEO

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Appendix 1

Vision and 4 Year Strategic Plan 2020 – 2024 (Review and Proposals Template)

Shared Vision

The City of London Academies draw upon the best traditions, institutions, heritage and historical successes of the City Corporation and London. We will deliver life-transforming learning experiences allowing all our pupils, whatever their background, to make a positive contribution to their local, national and global communities.

Our academies are characterised by:

High expectations, aspirations, excellence and a belief that all can succeed - Combining creativity, innovation & enterprise, alongside tradition and continuity - Developing people who are confident, resilient, compassionate and democratic

| Objective 1: Outstanding CoLAT Strategic Leadership | | | | | | |
|--|---|--|----------------|----------------------------------|-----------|----------------------------------|
| Task | Action | Whether achieved | Proposal 20-24 | Proposal next step actions 20-24 | Timescale | Mon/Eval |
| 1.1 Implement vision, KPIs, plans & perf mgt | <ul style="list-style-type: none"> Establish MAT vision CoLAT KPIs and targets agreed annually Draw up and implement strategic plan Implement accountability framework MAT perf management system supporting delivery of KPIs | Y Y Y Not consistently | | • | | Board Mtgs Sept-Oct |
| 1.2 Effective governance arrangements | <ul style="list-style-type: none"> Appoint directors + committee Establish committees and terms of reference Secure effective clerking | Y Y Y | | • | | Board Mtg Aut/Spr annually |
| 1.3 Develop + implement effective quality assurance system | <ul style="list-style-type: none"> Establish clear due diligence process engaging all stakeholders Efficient and robust monitoring of performance and leadership Establish strong lines of accountability Review school leadership in the light of outcomes | Y Y Y but still being developed Y | | • | | Standards + Acct committee |
| 1.4 Establish central functions and policies | <ul style="list-style-type: none"> Establish central CoLAT shadow staffing structure Recruitment of high quality Staff as CoLAT grows Draw up and ratify key central policies Develop corporate image and CoLAT website | Y Y Y Y | | • | | Board Mtgs |

| Objective 2: Outstanding Outcomes for Learners | | | | | | |
|---|---|---|----------------|----------------------------------|-----------|--|
| Task | Action | Whether achieved | Proposal 20-24 | Proposal next step actions 20-24 | Timescale | Mon/Eval |
| 2.1 Embed the principles of 'CoL Foundations of Excellence' | <ul style="list-style-type: none"> All schools to reflect Foundations of Excellence Establish 5 FoE strand support progs Schools work collaboratively to improve performance Resources to support school improvement | Not consistent Y Not consistent Y but limited | | • | | Board Standards + Acct committee |
| 2.2 Outstanding School Leadership | <ul style="list-style-type: none"> Executive model of Leadership development Robust Leadership appointments process fit for purpose. Building leadership capacity strategies in each cluster | Y Y Not embedded | | | | Board Standards + Acct com |
| 2.3 Outstanding Behaviour | <ul style="list-style-type: none"> Strategies developed to promote engagement in learning Explicit behaviour improvement strategies in all schools Staff training to support high behavioural standards Engagement with hard to reach parents | Y Not consistent Not embedded Not consistent | | | | LGB Standards + Acct committee |
| 2.4 Outstanding Teaching | <ul style="list-style-type: none"> Establish/ adopt teaching standards Robust teaching appointments 6 month probationary period for all staff Models & strats promote outstanding teaching for progress Strategies to ensure engagement & creativity drive learning Sharing excellent practice across the CoLAT | Not consistent Not always Y Y Y Not yet embedded | " | | | LGB Standards + Acct committee |
| 2.5 Outstanding Assessment, Intervention and outcomes | <ul style="list-style-type: none"> Exceptional improvement expectation for all Develop consistent approach to levels within the MAT Assessment driven intervention Outcomes leading to evaluation and review of effectiveness | Not at S or HG Started Y Not consistent in sec | | | | LGB Standards + Acct com |
| 2.6 Outstanding Curriculum | <ul style="list-style-type: none"> Annual review of Curriculum undertaken in each Academy Best practice used from local/national high perf schools Models to support national expectations | Y Not consistent in sec Not embedded in sec | | | | LGB Standards + Acct com |

| Objective 3: Outstanding Resource Management | | Proposal to change to Objective 3: Outstanding Leadership of Finance, Resources and Risk Management | | | | |
|---|---|---|----------------|----------------------------------|-----------|--|
| Task | Action | Whether achieved | Proposal 20-24 | Proposal next step actions 20-24 | Timescale | Mon/Eval |
| 3.1 Outstanding management of finance | <ul style="list-style-type: none"> All schools and academies respond to funding changes to run appropriate budget surpluses All schools and academies meeting the requirements of the Academies Financial Handbook and the funding agreements Notional 2% budget re-charge Savings from joint procurement redistribution decisions | <ul style="list-style-type: none"> N - HG, NCS, S Y Y Y – need to go further | Board | • | | <ul style="list-style-type: none"> Board Audit and Resources |
| 3.2 Outstanding HR management | <ul style="list-style-type: none"> Rev policy/procedures in line with legn & best practice. Work in partnership with the unions on policy development. Create a culture aligned to the vision and the need for change Ensure induction is comprehensive, relevant & supportive Ensure a pro-active approach to apprenticeships Provide training/advice & info on equality/diversity to key staff Ensure leaders/mgrs use best practice in selection, devt & retn Set CoLAT Pay Policy, Remuneration & LGB pay com with ToR Establish clear and transparent pay structures with rationale | <ul style="list-style-type: none"> Y Y Y Y but not consistent Not really as yet N Y but not embedded Y Y | | • | | <ul style="list-style-type: none"> Board Audit and Resources |
| 3.3 Outstanding ICT provision | <ul style="list-style-type: none"> Develop a rolling 4 yr CoLAT strategy and action plan Provide cost effective ICT systems Establish central guidance, policies and protocols | <ul style="list-style-type: none"> Y Planned Y | | • | | <ul style="list-style-type: none"> Board Audit and Resources |
| 3.4 Outstanding Estates Management | <ul style="list-style-type: none"> Development of an Estates Management Plan Prioritise annual capital improvement programmes Secure funding from reserves, capital allocation or bidding | <ul style="list-style-type: none"> In progress Y Y | | • | | <ul style="list-style-type: none"> Board Audit and Resources |
| 3.5 Establishing best value central contracts to reduce schools' unit costs | <ul style="list-style-type: none"> Web Presence Facilities Management Human Resource functions Cloud based ICT storage and services Financial management, audit and control methodology Clerking Insurance External accountability, leadership coaching and support | <ul style="list-style-type: none"> Y Partial Y Partial Y Y Y Y to be reviewed | | • | | <ul style="list-style-type: none"> Board Audit and Resources |

| Objective 4: Outstanding Leadership of CoLAT expansion | | Proposal to change to Objective 4- Outstanding Leadership of Central CoLAT Functions | | | | |
|---|---|--|----------------|----------------------------------|-----------|---|
| Task | Action | Whether achieved | Proposal 20-24 | Proposal next step actions 20-24 | Timescale | Mon/Eval |
| 4.1 Examining expansion opportunities | <ul style="list-style-type: none"> Current expansion fulfilled – map to CoLAT shadow structure Establish a clear CoLAT strategy to priorities opportunities Due diligence – maintaining/promoting excellence Application process Interview and approval/rejection | <ul style="list-style-type: none"> N Y Process Y outcome N Y Y | | • | | Board Mtgs |
| 4.2 Fulfilling individual Academy milestones to opening | <ul style="list-style-type: none"> Capital projects undertaken to deliver buildings on time Project management board leading development Budgets set within revenue projections Marketing and admissions processes Statutory policies in place i.e. Safeguarding/Prevent, Equalities, Health and Safety, recruitment, employment etc. LGB Established any variations agreed Principal/ school leader Appointment process Revise staffing structure and initiate TUPE transfers Staff appointments made to structure Key operational policies and systems in place, i.e. Behaviour, uniform, teaching and learning, assessment and curriculum Academy projects open to schedule | <ul style="list-style-type: none"> N Y N Y Y Y Y Y Y Ongoing process Y N | | • | | <ul style="list-style-type: none"> Board Mtgs Proj Mtgs LGB Mtgs |

| | |
|--|---------------------|
| Committee: | Date: |
| City of London Academies Trust Standards and Accountability Committee | 6 February 2020 |
| Subject: Parent, Community and Commercial Links Survey | Public |
| Report of: Executive and Communications Assistant to the CEO | For Decision |
| Report Author: Natalie Williams | |

Summary

A survey will be sent to the Trust schools to request information on parent, community and commercial links within each. The survey questions have been drafted based on the last survey conducted in 2019 and require approval by the Committee meeting before being circulated to schools.

Recommendation(s)

Trustees are asked to:

- Review the proposed survey questions (Appendix 1);
- Suggest any amendments and/or additions to the survey questions; and,
- Agree the timeline for the survey to be circulated.

Main Report

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 be circulated to Trust schools to identify and review the activities and processes that are in place to promote and maintain parent, community and commercial links. Following the first survey conducted in 2019, it was agreed that this exercise should be carried out annually.

Process

3. The survey has been built online via Survey Monkey. For continuity and to allow comparisons, questions have been kept the same as the survey conducted in 2019.

4. For users to feel that the survey is manageable and not time-consuming, there are still 10 questions; it is estimated that the survey would take less than 10 minutes to complete.
5. The questions refer to various activities carried out in schools and are mostly multiple choice to avoid users having to provide long responses.

Timeline

6. The proposed timeline for the survey is:
 - Survey circulated to Trust schools – week commencing 24 February 2020
 - Deadline for responses – Monday 16 March 2020
 - Chase missing responses – Monday 16 – Friday 20 March 2020
 - Summary report to Committee – reported at meeting on 30 April 2020.

Recommendations

7. Trustees are asked to:
 - Review the proposed survey;
 - Suggest amendments and/or additions to the survey questions; and,
 - Agree the timeline for the survey to be circulated.

Appendices

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

Natalie Williams

Executive and Communications Assistant to the CEO

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*** 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.**

- | | |
|--|--|
| <input type="checkbox"/> Open evenings | <input type="checkbox"/> Founders' Day celebration |
| <input type="checkbox"/> Open mornings | <input type="checkbox"/> International/Multi-Cultural evening/events |
| <input type="checkbox"/> Parent Day/Evening | <input type="checkbox"/> Black History Month events |
| <input type="checkbox"/> Subject evenings | <input type="checkbox"/> Fundraising events |
| <input type="checkbox"/> Newsletters | <input type="checkbox"/> World Book Day events |
| <input type="checkbox"/> Summer concert/show | <input type="checkbox"/> Work experience |
| <input type="checkbox"/> Christmas concert/show | <input type="checkbox"/> Local/national sports tournaments |
| <input type="checkbox"/> Drama performances | <input type="checkbox"/> City of London events |
| <input type="checkbox"/> Music performances/recitals | <input type="checkbox"/> Awards/prize-giving events |
| <input type="checkbox"/> Opportunity for parents to meet governors | <input type="checkbox"/> Art exhibition |
| <input type="checkbox"/> Lettings to the public | <input type="checkbox"/> Prom |
| <input type="checkbox"/> Lettings to charities | <input type="checkbox"/> Anti-bullying events |
| <input type="checkbox"/> Parent Surgery | <input type="checkbox"/> Duke of Edinburgh's Award |
| <input type="checkbox"/> PSA/PTA meetings/events | |
| <input type="checkbox"/> 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)

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

- Once a day
- Two/three times a week
- Once a week
- Once a fortnight
- Once a month
- Less than once a month
- Not applicable (no social media platforms are used)

* 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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