



**INCLUSION IN EDUCATION
SCRUTINY REVIEW
FINAL REPORT**

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1.0 Foreword

- 1.1 The Committee made the decision to undertake this review following consideration of schools' admissions data and the identification of high numbers of Blackpool pupils out of education for extended periods of time.
- 1.2 Members identified that the reduction of an over-reliance on the Pupil Referral Unit would lessen the high costs associated with placing pupils out of mainstream education and as such wanted to explore ways in which to keep pupils in school wherever possible.
- 1.3 As Vice Chairman of the Children and Young People's Scrutiny Committee I was eager to lead the review in the hope of identifying system improvements which could be implemented to assist pupils and their families to navigate the schools' admissions process and to help reduce the length of time any of our pupils are out of education.
- 1.4 I would like to thank my fellow Members who participated in the review and asked thoughtful and challenging questions, all the Principals and Headteachers from our Academies as well as Officers at the Council who provided information and attended meetings to answer our questions.



Councillor Andrew Stansfield
Vice Chairman, Children and Young People's Scrutiny Committee

2.0 Background Information

- 2.1 At the Children and Young People’s Scrutiny Committee on 10 October 2020, Members agreed to undertake a scrutiny review on Inclusion of Blackpool pupils in secondary education.
- 2.2 Following the scoping of the review and further discussions with relevant officers, it was determined that the review should focus on the implementation of admissions procedures to ensure Blackpool Academies were adequately adhering to the agreed policies.
- 2.3 The working group also wished to ascertain whether parents of children applying for in-year school places were adequately and appropriately communicated with to ensure the best possible outcome for their child(ren).
- 2.4 Finally, Members also hoped to identify any blockages in the admission process which could cause delays to the placement of pupils within mainstream schools.
- 2.5 All Blackpool mainstream secondary schools are now Academies, with eight in total:
- Armfield Academy
 - Blackpool Aspire Academy
 - Highfield Leadership Academy
 - Montgomery Academy
 - South Shore Academy
 - St George’s School, A Church of England Academy
 - St Mary’s Catholic Academy
 - Unity Academy Blackpool
- 2.6 This review relates to the following Council priority:

Communities: Creating stronger communities and increasing resilience

3.0 Methodology

3.1 The working group held a total of three meetings, but gathered the majority of its evidence during an information session attended by a range of contributors, as detailed below:

Date	Attendees	Purpose
1 October 2019	<p>Councillors David Collett, Jo Farrell, Martin Mitchell, Andrew Stansfield and John Wing</p> <p>Paul Turner, Head of School Standards Safeguarding and Inclusion, Blackpool Council</p> <p>Phil Thompson, Head of SEND, Blackpool Council</p> <p>Elaine Ireland, Senior Democratic Governance Adviser</p>	To consider the issues around inclusion in education and agree a scope for the review.
15 January 2020	<p>Councillors Andrew Stansfield (in the Chair), Jo Farrell, Martin Mitchell and John Wing</p> <p>Paul Turner, Head of School Standards Safeguarding and Inclusion, Blackpool Council</p> <p>Phil Thompson, Head of SEND, Blackpool Council</p> <p>Paul Bainbridge, Schools Organisation and Admissions Manager, Blackpool Council</p> <p>Graham Warnock, Headteacher, St George’s School</p> <p>Chris Wardle, Deputy Headteacher (Inclusion and Academic Support) St George’s School</p> <p>Stephen Cooke, Headteacher, Unity Academy</p> <p>Neil Reynolds, Principal, South Shore Academy</p> <p>Simon Eccles, Headteacher, St Mary’s Catholic Academy</p> <p>Andrew Galbraith, Principal, Highfield Academy</p> <p>John Woods, Principal, Aspire Academy</p> <p>Elaine Ireland, Senior Democratic Governance Adviser</p>	<p>To receive information relating to the processing of In-Year Admissions.</p> <p>To identify recommendations and next steps.</p>
13 February 2020	<p>Councillors Andrew Stansfield (in the Chair), Jo Farrell and John Wing</p> <p>Elaine Ireland, Senior Democratic Governance Adviser</p>	To review findings and agree draft recommendations.

4.0 Detailed Findings and Recommendations

4.1 Context of the Review

- 4.1.1 At its Workplanning Workshop in June 2019, the Children and Young People’s Scrutiny Committee identified Inclusion in Secondary Education as an area of concern and proposed that a review be undertaken to ascertain where any improvements could be implemented.
- 4.1.2 The Scrutiny review was established to provide an opportunity for Members of the Committee to learn more about the admissions process across Blackpool’s secondary Academies and to identify recommendations for improvement.
- 4.1.3 During the course of the review, Members recognised the hard work and dedication demonstrated by all of our Academies and noted the commitment to pupil welfare from all the Principals and Headteachers.
- 4.1.4 The approval and publication of the final report was substantially delayed due to the restrictions imposed by the Covid-19 pandemic and its impact on Committee meetings.

4.2 In-Year Admissions

- 4.2.1 The high volume of pupils wishing to change schools within the academic year results in large numbers of requests for in-Year Admissions (IYA). Such volume has been identified by academies as being a major source of delays within the system.
- 4.2.2 Blackpool’s current IYA process was initially introduced in 2009/2010 at a time when there were no secondary academies and the number of requests received for IYA was considerably lower.
- 4.2.3 A reduction in the number of requests for IYA was identified by the working group as potentially beneficial in streamlining the process and decreasing the number of pupils changing schools during any given academic year. Feedback from the Admissions team indicated that parents have largely finalised their decision to request a move by the time they make contact with Admissions. This highlighted the importance of early intervention and positive dialogue with parents within school to try and dissuade from an in-year move.

Recommendation One

(a) Blackpool’s In-Year Admissions process should be reviewed by the School Admissions team as a matter of urgency.

Recommendation One

(b) Academies should maintain clear and positive lines of communication with parents and make efforts to discourage requests for in-year transfers wherever possible. The Council’s Head of School Standards, Safeguarding and Inclusion should closely monitor all in-year transfers and report any concerns to the Children and Young People’s Scrutiny Committee.

4.2.4 The working group agreed that consideration should be given to who was administering the admissions code within Academies to ensure that all staff were clear on how it should be applied. They queried whether, for example, office staff who may receive calls regarding admissions had received appropriate training in order to ensure that they were able to give correct advice in a range of situations, particularly for more complicated requests.

Recommendation One

(c) Appropriate training and guidance should be provided to all Academy staff who receive enquiries about admissions to ensure correct and appropriate advice is offered to parents. Academies should maintain records of all training undertaken, with the Council’s Head of School Standards, Safeguarding and Inclusion undertaking annual checks of training records.

4.2.5 Unnecessary delays by Academies in contacting parents to arrange admission meetings and pupil start dates were identified by the working group. Although Members acknowledged that some delays may be unavoidable if an Academy was processing a large number of placements, they agreed that Academies should be adhering to target dates and deadlines to avoid an unnecessarily long break in a pupil’s education.

Recommendation One

(d) Admission meetings with parents and start dates for new pupils should be provided by Academies within timeframes agreed with the Council to avoid lengthy delays and prolonged gaps in a pupil’s education provision. The Council’s Head of School Standards, Safeguarding and Inclusion should closely monitor admission meeting timeframes and pupil start dates and report any concerns to the Children and Young People’s Scrutiny Committee.

4.2.6 The working group was informed that a slimmed down version of the admission procedures were in use which was perhaps more open to individual interpretation. It was felt that a return to more prescriptive admission procedures would be beneficial. In addition, the number of different trusts operating across Blackpool was identified as a

consideration when establishing admissions policies, as each trust implements its own procedures. Members identified that a unification of such policies would help to simplify and streamline the process.

Recommendation One

(e) More prescriptive admissions procedures should be reintroduced by the Council's Admissions Team, with a unified procedure agreed with the Academies and introduced across the trusts. The Council's Head of School Standards, Safeguarding and Inclusion should lead on the coordination and implementation of the admission procedures.

4.3 Elected Home Education

- 4.3.1 The working group received information outlining the current system with regards to Elected Home Education (EHE) whereby parents may opt to withdraw their child from mainstream education in order to educate them at home.
- 4.3.2 The legal responsibility for a child's education rests with his/her parents. In England, education is compulsory, but attendance at school to receive an education is not.
- 4.3.3 If their child is on a school roll, then parents must notify the school in writing if they are taking them out of school. Parents do not need to be qualified teachers to home educate and there is no requirement to teach the National Curriculum, match age-specific standards or observe schools hours, days or terms. They must however ensure that their child receives suitable full-time education, although they do not need to have a fixed timetable or have formal lessons.
- 4.3.4 The working group received anecdotal evidence that there had been occasions whereby parents had been given an ultimatum in the form of an implied choice between their child being permanently excluded or them withdrawing them to be educated at home in order to encourage them to remove their child from the school roll.
- 4.3.5 The Education Act 1996 places statutory responsibility on the Local Education Authority to ensure that children are receiving a suitable education. This means that there is a legal responsibility on the Council's Children's Services to ensure that parents provide an efficient, full-time and suitable education for their child appropriate to his/her age, aptitude and ability and with regard to any special educational need he/she may have.
- 4.3.6 Academies identified the receipt of parental requests for EHE in response to the initiation of court proceedings for pupil non-attendance. Academies would still pursue the court proceedings even after the EHE request, but parents seemingly did not realise this prior to making the request and, it was suggested, submitted notification of EHE in order to avoid further court proceedings and possible penalties.

Recommendation Two

Wider communication and publication of the continued pursuit of court proceedings should be implemented by Academies to discourage Elective Home Education applications in cases where non-attendance sanctions are being pursued. Academy Principals and Headteachers should report their implemented measures to the Council’s Head of School Standards, Safeguarding and Inclusion.

4.4 School Admission Appeals Process

- 4.4.1 Parents who are unhappy with the Academy they have been allocated can appeal for a place at any other Blackpool Academy via the School Admission Appeals Process which is administered by the Council’s Admissions team.
- 4.4.2 The working group was made aware of the occurrence of incidences whereby Blackpool Academies had refused admissions and had instead directed families to the appeals process despite having suitable places available.
- 4.4.3 In some cases an individual appeal can take weeks to be heard, which subsequently causes a delay to the continuation of a pupil’s education. Following an appeal, a family may still be offered their second or third choice Academy, which may well be an unsuitable or impractical option for them.
- 4.4.4 There had been cases of pupils being placed within the Pupil Referral Unit (PRU) as a result of no other appropriate place being made available, which in some cases was linked to the provision of transport to the PRU, with no such provision made for pupils attending Academies.
- 4.4.5 Academy representatives intimated that admissions were allocated unfairly within certain areas of Blackpool, with the suggestion being made that some Academies received significantly more than others. In response, the explanation was offered that location was a limiting factor to some parents, with many being unwilling to travel across the town to an Academy in another area. Additionally, it was clarified that if there were places at an Academy, the admissions code states that a place must be offered unless a school leader believes that the admission should be referred back as an In Year Fair Access case for hard to place children.
- 4.4.6 Questions were explored over the potential issue that parents found the appeals process unclear and intimidating and as such did not fully understand their rights with regards to appealing against the place they had been offered.

Recommendation Three

The appeals process should be clearly explained to parents via the provision of a simple information leaflet clearly explaining the process, to be produced by the Council's Admissions Team and issued by Academies.

4.4.7 Fair Access Process meetings coordinated by the Council had previously been held with Headteachers in attendance but had since been changed, meaning that Council Officers considered the cases independently. A return to the previous system was agreed as beneficial on the proviso that participation and commitment from all Academies could be relied upon in order to make the process workable.

Recommendation Four

The Council should ensure that Fair Access Process meetings should return to their previous format whereby Headteachers were present and involved in the process. Commitment to attend from Academies would be required in order to allow fair and transparent administration of the allocation of places. The Council's Head of School Standards, Safeguarding and Inclusion to report back to the Committee on the implementation of the recommendation within twelve months.

4.4.8 There was an acknowledgement that appeals letters could be more factual and user-friendly for parents. Each Academy was operating its own appeals process and, whilst the working group accepted that this would be a large undertaking, agreement was reached that the entire system required review.

Recommendation Five

(a) To address the issue of each Academy operating its own appeals process, the whole system should be reviewed and brought into alignment across the Academies. This would be coordinated by the Head of School Standards, Safeguarding and Inclusion in conjunction with the trusts.

(b) Appeal letters to parents should be more user-friendly and all Academies should use the same format. This would be coordinated and approved by the Head of School Standards, Safeguarding and Inclusion.

4.5 Pupil Referral Unit

4.5.1 Educational Diversity is Blackpool's Pupil Referral Unit (PRU) delivering educational provision for pupils who are unable to attend mainstream school due to their social, emotional, behavioural or medical difficulties. The Unit comprises of three centres: Athena, Willows and Pegasus.

- 4.5.2 During the Scrutiny review, the need to reduce the over-reliance on the PRU facility was stressed. Headteachers had been approached by the Council to identify their Academy's specific needs in order that specialist provisions could be put in place over the next 12-18 months.
- 4.5.3 Athena's lack of specialist mental health staffing was made clear, with the staff made up of teachers and teaching assistants. A need for specialist mental health provision was recognised. The Council's Head of School Standards, Safeguarding and Inclusion committed to visiting all Academies in order to identify the needs of each setting, including the length of the required provision and the associated cost. The support would be school-financed and school-led in order to meet each Academy's individual needs and with the aim of reducing reliance on the PRU.

Recommendation Six

That the Council's Head of School Standards, Safeguarding and Inclusion work with all academies to identify the support required within each school for pupils in need of mental health provision, for example in the form of counselling sessions from appropriately trained specialists. Once the support required had been identified, to work with the academies to put that provision in place and report back to the Committee on progress in approximately twelve months.

- 4.5.4 The PRU recognised that its high numbers of pupils had been prohibitive in the implementation of improvements. The Headteacher was in the process of examining examples of good practice from other providers with the aim of introducing improved ways of working.
- 4.5.5 In addition to supporting the education of Blackpool pupils, the PRU is also used by pupils from outside the Borough. The working group was advised that the Council currently recharges the full cost of this provision to other Local Authorities at a rate of £17,500 per year and raised the question of whether this cost should be reviewed and possibly increased.

4.6 Other Considerations

- 4.6.1 The working group noted that prior to becoming Academies, Blackpool schools' governing bodies included representation from elected Councillors. Since the transition to Academies, no such representation has been in place.
- 4.6.2 Governing bodies are made up of a broad selection of people with a range of different backgrounds, skills and experiences who are all committed volunteers who work together for the benefit of the Academy. As an important link between the Academy and the community it serves, elected Councillors are perfectly placed to provide a valuable contribution to governing bodies and as such the working group would like to request that the reintroduction of Local Authority Councillors be considered by Academies.

Recommendation Seven

To request that Academies consider the reintroduction of Council representation on their Local Governing Bodies in order to allow valuable input from elected Councillors and an additional link with the Local Authority.

4.6.3 In order to work towards and promote a sense of co-ownership between Academies and the Local Authority, the working group suggests that the development of a Schools' Pledge could be a beneficial process. The pledge would be created by the Local Authority in conjunction with the Academy Headteachers and would aim to set out an agreement which works towards a co-ordinated approach to the provision of school places for all Blackpool pupils.

Recommendation Eight

A Blackpool Schools' Pledge should be created by the Council's Head of School Standards, Safeguarding and Inclusion, in conjunction with Academy Principals and Headteachers, with the joint aim of providing timely and appropriate school places for all Blackpool secondary pupils. All Academy Headteachers should be encouraged to sign up to and adhere to the Pledge. The Pledge should be reviewed annually with the Head of School Standards, Safeguarding and Inclusion reporting any compliance issues to the Committee.

5.0 Summary of Recommendations

Recommendation One

(a) Blackpool's In-Year Admissions process should be reviewed by the School Admissions team as a matter of urgency.

(b) Academies should maintain clear and positive lines of communication with parents and make efforts to discourage requests for in-year transfers wherever possible. The Council's Head of School Standards, Safeguarding and Inclusion should closely monitor all in-year transfers and report any concerns to the Children and Young People's Scrutiny Committee.

(c) Appropriate training and guidance should be provided to all Academy staff who receive enquiries about admissions to ensure correct and appropriate advice is offered to parents. Academies should maintain records of all training undertaken, with the Council's Head of School Standards, Safeguarding and Inclusion undertaking annual checks of training records.

(d) Admission meetings with parents and start dates for new pupils should be provided by Academies within timeframes agreed with the Council to avoid lengthy delays and prolonged gaps in a pupil's education provision. The Council's Head of School Standards, Safeguarding and Inclusion should closely monitor admission meeting timeframes and pupil start dates and report any concerns to the Children and Young People's Scrutiny Committee.

(e) More prescriptive admissions procedures should be reintroduced by the Council's Admissions Team, with a unified procedure agreed with the Academies and introduced across the trusts. The Council's Head of School Standards, Safeguarding and Inclusion should lead on the coordination and implementation of the admission procedures.

Recommendation Two

Wider communication and publication of the continued pursuit of court proceedings should be implemented by Academies to discourage Elective Home Education applications in cases where non-attendance sanctions are being pursued. Academy Principals and Headteachers should report their implemented measures to the Council's Head of School Standards, Safeguarding and Inclusion.

Recommendation Three

The appeals process should be clearly explained to parents via the provision of a simple information leaflet clearly explaining the process, to be produced by the Council's Admissions Team and issued by Academies.

Recommendation Four

The Council should ensure that Fair Access Process meetings should return to their previous format whereby Headteachers were present and involved in the process. Commitment to attend from Academies would be required in order to allow fair and transparent administration of the allocation of places. The Council's Head of School Standards, Safeguarding and Inclusion to report back to the Committee on the implementation of the recommendation within twelve months.

Recommendation Five

(a) To address the issue of each Academy operating its own appeals process, the whole system should be reviewed and brought into alignment across the Academies. This would be coordinated by the Head of School Standards, Safeguarding and Inclusion in conjunction with the trusts.

(b) Appeal letters to parents should be more user-friendly and all Academies should use the same format. This would be coordinated and approved by the Head of School Standards, Safeguarding and Inclusion.

Recommendation Six

That the Council's Head of School Standards, Safeguarding and Inclusion work with all academies to identify the support required within each school for pupils in need of mental health provision, for example in the form of counselling sessions from appropriately trained specialists. Once the support required had been identified, to work with the academies to put that provision in place and report back to the Committee on progress in approximately twelve months.

Recommendation Seven

To request that Academies consider the reintroduction of Council representation on their Local Governing Bodies in order to allow valuable input from elected Councillors and an additional link with the Local Authority.

Recommendation Eight

A Blackpool Schools' Pledge should be created by the Council's Head of School Standards, Safeguarding and Inclusion, in conjunction with Academy Principals and Headteachers, with the joint aim of providing timely and appropriate school places for all Blackpool secondary pupils.

All Academy Headteachers should be encouraged to sign up to and adhere to the Pledge. The Pledge should be reviewed annually with the Head of School Standards, Safeguarding and Inclusion reporting any compliance issues to the Committee.

6.0 Financial and Legal Considerations

6.1 Financial

6.1.1 The recommendations resulting from this review do not impact on Blackpool Council budgets.

6.2 Legal

6.2.1 There are no legal implications arising from this review.

Inclusion in Education Scrutiny Review Action Plan

	Recommendation	Cabinet Members' Comments	Rec Accepted by Executive?	Target Date for Action	Lead Officer	Committee Update
R1	(a) Blackpool's In-Year Admissions process should be reviewed by the School Admissions team as a matter of urgency.	Agreed		Jan 2021	Paul Turner	
	(b) Academies should maintain clear and positive lines of communication with parents and make efforts to discourage requests for in-year transfers wherever possible. The Council's Head of School Standards, Safeguarding and Inclusion should closely monitor all in-year transfers and report any concerns to the Children and Young People's Scrutiny Committee.	Agreed		Jan 2021	Paul Turner Academy Heads	
	(c) Appropriate training and guidance should be provided to all Academy staff who receive enquiries about admissions to ensure correct and appropriate advice is offered to parents. Academies should maintain records of all training undertaken, with the Council's Head of School Standards, Safeguarding and Inclusion undertaking annual checks of training records.	Partly agreed – the Council has no legal jurisdiction over the Academies but will work closely with them to clarify admissions guidance and to act in an advisory role.		Update Jan 2021	Paul Turner Academy Heads	

Recommendation	Cabinet Members' Comments	Rec Accepted by Executive?	Target Date for Action	Lead Officer	Committee Update
<p>(d) Admission meetings with parents and start dates for new pupils should be provided by Academies within timeframes agreed with the Council to avoid lengthy delays and prolonged gaps in a pupil's education provision. The Council's Head of School Standards, Safeguarding and Inclusion should closely monitor admission meeting timeframes and pupil start dates and report any concerns to the Children and Young People's Scrutiny Committee.</p>	<p>Agreed, however national consultation on proposed changes to the School Admissions Code is currently ongoing and anticipated to be completed by January 2021. These changes will impact implementation of the recommendation but can be incorporated into guidance provided to Academies.</p>		Update Jan 2021	Paul Turner Academy Heads	
<p>(e) More prescriptive admissions procedures should be reintroduced by the Council's Admissions Team, with a unified procedure agreed with the Academies and introduced across the trusts. The Council's Head of School Standards, Safeguarding and Inclusion should lead on the coordination and implementation of the admission procedures.</p>	<p>Partly agreed – whilst supportive of this recommendation, the Council lacks legal jurisdiction but will seek to standardise admissions procedures across the Academies as far as possible within its advisory role.</p>		Update Jan 2021	Paul Turner	

Recommendation		Cabinet Members' Comments	Rec Accepted by Executive?	Target Date for Action	Lead Officer	Committee Update
R2	Wider communication and publication of the continued pursuit of court proceedings should be implemented by Academies to discourage Elective Home Education applications in cases where non-attendance sanctions are being pursued. Academy Principals and Headteachers should report their implemented measures to the Council's Head of School Standards, Safeguarding and Inclusion.	Partly agreed – the Council would advise discouragement of EHE only in cases where provision has been identified as being unsatisfactory and can act in its advisory role to Academies to suggest a tightening up of their procedures.		Update Jan 2021	Paul Turner Academy Heads	
R3	The appeals process should be clearly explained to parents via the provision of a simple information leaflet clearly explaining the process, to be produced by the Council's Admissions Team and issued by Academies.	Agreed		Nov 2020	Paul Turner	

Recommendation		Cabinet Members' Comments	Rec Accepted by Executive?	Target Date for Action	Council Lead Officer	Committee Update
R4	The Council should ensure that Fair Access Process meetings should return to their previous format whereby Headteachers were present and involved in the process. Commitment to attend from Academies would be required in order to allow fair and transparent administration of the allocation of places. The Council's Head of School Standards, Safeguarding and Inclusion to report back to the Committee on the implementation of the recommendation within twelve months.	Partly agreed – Academies have ultimate control over their own processes but the Council is supportive in putting the recommendation to the Academy Chief Executives and Headteachers for implementation.		Update April 2021	Paul Turner Academy Heads	
R5	(a) To address the issue of each Academy operating its own appeals process, the whole system should be reviewed and brought into alignment across the Academies. This would be coordinated by the Head of School Standards, Safeguarding and Inclusion in conjunction with the trusts.	Not accepted. The appeals process is managed individually by each Academy and as such the Council is unable to enforce alignment across the Academies as a whole.			Paul Turner	

	(b) Appeal letters to parents should be more user-friendly and all Academies should use the same format. This would be coordinated and approved by the Head of School Standards, Safeguarding and Inclusion.	Partly agreed – the Council is supportive of the recommendation and will work with Academy Trusts to advise on the format of appeal letters.		Update Jan 2021	Paul Turner	
R6	That the Council’s Head of School Standards, Safeguarding and Inclusion work with all academies to identify the support required within each school for pupils in need of mental health provision, for example in the form of counselling sessions from appropriately trained specialists. Once the support required had been identified, to work with the academies to put that provision in place and report back to the Committee on progress in approximately twelve months.	Agreed		Nov 2020	Paul Turner	
R7	To request that Academies consider the reintroduction of Council representation on their Local Governing Bodies in order to allow valuable input from elected Councillors and an additional link with the Local Authority.	Agreed – the Council will issue the request to Academies.		Jan 2021	Paul Turner Academy Heads	

Recommendation		Cabinet Members' Comments	Rec Accepted by Executive?	Target Date for Action	Council Lead Officer	Committee Update
R8	A Blackpool Schools' Pledge should be created by the Council's Head of School Standards, Safeguarding and Inclusion, in conjunction with Academy Principals and Headteachers, with the joint aim of providing timely and appropriate school places for all Blackpool secondary pupils. All Academy Headteachers should be encouraged to sign up to and adhere to the Pledge. The Pledge should be reviewed annually with the Head of School Standards, Safeguarding and Inclusion reporting any compliance issues to the Committee.	Agreed – this can be incorporated into the launch of the 'Ten Year Education Strategy.'		Jan 2021	Paul Turner Academy Heads	