

# Reporting & Communication Policy

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## OUR VISION

Our vision is to provide pupils with the confidence, skills and ambition to achieve a successful and productive life. We aim to ensure they leave the school with a ‘new day, new opportunity’ ethos and are capable of becoming positive members of their communities. To do this, we have 3 principles that underpin our policies, practices and everything we do:

- Everyone can learn, achieve and has the potential to be successful
- Positive relationships are key to success and are underpinned by mutual trust, respect and caring for one another

<b>Policy owner</b>	White Trees School	<b>Last review</b>	March 2026
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## Introduction

Effective communication and streamlined workflows are the backbone of successful school operations. This policy aims to establish a clear and consistent approach for how individual school sites engage with the wider organization, ensuring that daily operational needs are met efficiently and supportively.

The organisation's senior leadership and head office are committed to providing high-quality, responsive support to each school site, ensuring that school leaders, staff, and students receive the best possible service. Achieving this objective requires strong partnerships, clear reporting structures, and flexible communication channels that promote problem-solving and collaborative working.

Key to the success of this policy is the recognition that communication must be constructive, concise, and solution-focused. While this document provides clear guidance, it is intentionally designed to be adaptable rather than prescriptive, allowing for responsiveness to the unique circumstances and challenges faced by each school site.

## Partnership Working

### Empowerment & Autonomy

Deputy heads are empowered to make day-to-day management decisions, provided these align with the policies and guidance established by the executive headteacher and the senior management team (SMT). This empowerment fosters trust, accountability, and responsive leadership at each school site.

### Supervision & Support

Monthly supervision meetings between deputy heads and the executive head provide a structured opportunity to discuss roles, responsibilities, successes, and challenges. These meetings create a supportive environment for professional development, problem-solving, and collaborative decision-making, ensuring that deputy heads feel supported in their leadership roles.

## Teaching & Learning Oversight

Termly supervisions, conducted by the head of teaching and learning, provide an opportunity to evaluate school progress, identify strengths, and address areas for improvement. These meetings include a thorough review of teaching and learning requirements, particularly those identified during compliance inspections. This collaborative approach ensures that all school sites maintain high standards while responding flexibly to evolving educational needs.

By promoting open communication and collaborative decision-making, partnership working ensures that school leaders, staff, and the wider organization work together to deliver high-quality education and support to all pupils.

## Key Reporting Areas

### Role of the School & Business Team

The **School Business Team** serves as the primary gateway between individual school sites and head office. This team plays a pivotal role in facilitating communication, problem-solving, and operational efficiency. If staff are ever unsure how or where to report an issue, the school business team is the first point of contact. They will either guide the staff member to the appropriate department or escalate the issue as needed.

The school business team works closely with the heads of each department within the organization. These departments encompass almost every aspect of school operations, including:

- **Finance**
- **Human Resources (HR)**
- **Staffing and Recruitment**
- **Teaching and Learning**
- **Wellbeing and Pastoral Support**

While the school business team serves as a central hub, staff are also encouraged to report directly to the individual heads of each department or their respective teams. This direct reporting ensures that requests, concerns, and operational needs are addressed efficiently by the appropriate specialists.

## Key Reporting Domains

The following domains outline the specific areas where reporting is required, ensuring that operational standards are maintained and that all school sites receive the support they need from head office.

## Safeguarding

Safeguarding remains the highest priority across all school sites, ensuring that every child is safe, supported, and protected.

- **Reportable Concerns:** All safeguarding concerns—including restraints, serious incidents, disclosures, or any issue affecting student welfare—must be reported immediately.
- **Reporting Pathway:** Concerns should be reported in line with the established safeguarding policy, ensuring they reach the designated safeguarding lead (DSL) promptly. If there is any uncertainty about how to proceed, the school business team can provide guidance.
- **Collaborative Oversight:** The safeguarding team at head office works closely with school-based safeguarding leads to ensure all concerns are documented, addressed, and monitored effectively.

**Partnership Working:** Collaboration between school staff, safeguarding leads, and external agencies ensures pupil welfare is prioritized.

**Team Working:** Staff work together to identify, report and respond to safeguarding concerns.:

**Consistency:** Adherence to safe guarding policies ensures uniform protection across all sites.

**Flexibility:** Responses are tailored to the unique circumstances of each case.

**Reporting:** Prompt and accurate reporting prevents issues from escalating.

**Communication:** Clear documentation and dialogue ensure concerns are addressed appropriately

## Staffing

Effective staffing management is crucial for the smooth running of school sites. Accurate reporting ensures that leadership remains informed about team dynamics and can respond appropriately.

- **Reportable Matters:** Staffing reports should include team movements (new hires, departures, promotions), supervision outcomes, appraisals, and any changes affecting team structures.
- **Communication Channels:** While staffing matters can be reported directly to the HR team, the school business team can also assist in navigating complex issues.

- **Collaborative Approach:** Regular reporting ensures that senior leadership is aware of staffing needs, potential challenges, and opportunities for professional development.

**Partnership Working:** Collaborative staffing decisions promote shared accountability

**Team Working:** Regular communication ensures cohesive team operations

**Consistency:** Transparent processes promote fairness and equity.

**Flexibility:** Adaptive approaches accommodate evolving team needs.

**Reporting:** Timely updates ensure leadership oversight

**Communication:** Open dialogue fosters a positive, well-informed workplace culture.

## Human Resources (HR)

The HR team plays a crucial role in supporting staff welfare, performance, and conduct. Effective reporting ensures that issues are addressed proactively and professionally.

- **Reportable Issues:** Deputies must report HR-related matters, including staff sickness, performance concerns, conduct issues, and any other employment-related challenges.
- **Support Pathway:** Reports can be made directly to the HR team, being logged on staff safe on cpoms.
- **Case Management:** HR will collaborate with school leadership to address concerns, ensuring fair, transparent, and supportive processes.

**Partnership Working:** HR and school Leadership collaborate to support staff welfare

**Team Working:** HR acts as a bridge between Leadership and staff, ensuring balanced support

**Consistency:** Standardised HR processes ensure fairness across all sites

**Flexibility:** Individual cases are managed with sensitivity and responsiveness

**Reporting:** Timely escalation prevents issues from escalating

**Communication:** Clear, confidential channels promote trust and transparency.

## Finance

Sound financial management is essential for school sustainability and operational success. Collaborative reporting ensures that budgets are well-planned, tracked, and aligned with school priorities.

- **Budget Management:** School budgets should be managed in collaboration with the finance team, ensuring accurate forecasting and expenditure tracking.

- **Resource Allocation:** Budget planning should reflect educational priorities and operational needs.
- **Reporting:** Regular financial reports must be submitted to senior leadership and the finance team, ensuring transparency and accountability.

**Partnership Working:** Collaborative budgeting promotes shared accountability.

**Team Working:** School and Finance teams work together to manage resources effectively.

**Consistency:** Standardised financial practices ensure responsible spending.

**Flexibility:** Budgets can be adjusted based on evolving needs.

**Reporting:** Regular reporting ensures financial oversight

**Communication:** Open dialogue prevents Financial discrepancies.

## Teaching & Learning

High-quality teaching and learning are the foundation of school success. Regular reporting ensures that curriculum planning, delivery, and outcomes align with organisational standards.

- **Curriculum Oversight:** School leadership must regularly review curriculum planning and teaching outcomes, ensuring alignment with educational priorities.
- **Timetable Adjustments:** Any changes to timetables should be communicated promptly, ensuring that business support can update the SIMS system accordingly.
- **Monitoring and Feedback:** Teaching and learning supervisions provide opportunities for staff to receive feedback and share best practices.

**Partnership Working:** Collaboration between Teaching staff and Leadership ensures alignment with school goals.

**Team Working:** Staff work together to deliver consistent, high-quality instruction.

**Consistency:** Regular reviews promote uniform standards across all sites

**Flexibility:** Curriculum adjustments accommodate student needs and evolving priorities.

**Reporting:** Progress updates ensure Leadership oversight.

**Communication:** Clear channels for sharing curriculum changes prevent misunderstandings.

## Wellbeing & Pastoral Support

Pupil wellbeing is central to successful learning. Reporting ensures that students receive appropriate support and that staff remain informed about individual needs.

- **Student Wellbeing:** Pastoral concerns, including mental health challenges, behavioural issues, and attendance concerns, should be reported to the wellbeing team.
- **EHCP Reviews:** The SENCO is responsible for overseeing Education, Health, and Care Plan (EHCP) reviews and ensuring that all staff are aware of the support required for individual students.
- **Specialist Support:** Staff can also report concerns directly to therapists, assistant psychologists, and educational psychologists within the wellbeing team.

**Partnership Working:** Collaborative approaches ensure student needs are met holistically.

**Team Working:** Multi-disciplinary teams provide comprehensive support.

**Consistency:** Regular EHCP reviews ensure student needs are met consistently.

**Flexibility:** Support plans can be tailored to individual circumstances

**Reporting:** Accurate documentation ensures accountability.

**Communication:** Open dialogue prevents gaps in student support.

## Communication Pathways

To ensure effective communication and timely reporting, staff should follow these pathways when raising concerns or seeking support:

- **Direct Reporting:** Staff can report directly to the heads of each department (Finance, HR, Staffing, Teaching and Learning, Wellbeing) or their teams for specific issues.
- **School Business Team:** If staff are unsure how to report an issue or where it should be addressed, the school business team serves as the primary gateway. This team will either provide guidance or escalate the matter to the appropriate department.
- **Executive Oversight:** For more complex issues or those requiring strategic leadership, reports should be escalated to the executive headteacher or senior management team.

## Conclusion

The **Key Reporting Areas** outlined above ensure that communication remains clear, consistent, and solution-focused across all school operations. By working collaboratively with the school business team, departmental heads, and senior leadership, staff can ensure that issues are addressed proactively and that school sites continue to operate effectively.

Ultimately, effective reporting strengthens partnerships, promotes teamwork, ensures consistency, and provides the flexibility needed to meet the evolving needs of each school community. Through open communication and shared accountability, school sites can continue delivering the highest quality education and support to every student.

## Safeguarding

- **Priority of Student Welfare:** Safeguarding remains the highest priority across all school sites, ensuring that every child receives the support and protection they need.
- **Reporting Requirements:** Safeguarding concerns—including restraints, serious incidents, and any issue affecting student welfare—must be reported promptly and in accordance with the established safeguarding policy.
- **Collaboration and Oversight:** The safeguarding team at head office works closely with school-based safeguarding leads, ensuring concerns are addressed swiftly and effectively.

**Partnership Working:** Effective safeguarding relies on close collaboration between school staff, safeguarding leads and external agencies.

**Team Working:** Staff must work together to identify, report and respond to safeguarding concerns, ensuring no child is left vulnerable.

**Consistency:** Adherence to the safeguarding policy ensures uniform protection measures across all sites.

**Flexibility:** While the policy provides structure, responses are tailored to the unique circumstances of each case.

**Reporting:** Prompt and accurate reporting prevents issues from escalating,

**Communication:** Clear documentation and open dialogue ensure concerns are addressed appropriately.

## Staffing

Effective staffing management ensures that each school site operates smoothly, with teams that are well-supported, motivated, and aligned with organizational goals.

- **Reporting Expectations:** Reportable staffing matters include team movements, promotions, supervision outcomes, appraisals, and any significant changes in team dynamics.
- **Team Changes:** Deputy heads are responsible for communicating staffing changes to senior leadership, ensuring that the impact on school operations is effectively managed.

- **Professional Development:** Outcomes from supervision and appraisals should be shared with the executive head and HR, ensuring staff receive the necessary support and development opportunities.

**Partnership Working:** Collaborative staffing decisions promote a shared commitment to school success.

**Team Working:** Regular communication ensures team cohesion and operational continuity.

**Consistency:** Transparent processes for staff movements promote fairness and equity.

**Flexibility:** Adaptive approaches accommodate evolving team needs.

**Reporting:** Timely updates ensure Leadership oversight and responsive support.

**Communication:** Open dialogue fosters a positive, well-informed workplace culture.

## Human Resources (HR)

Effective HR management ensures that staff receive appropriate support, enabling them to perform their roles effectively while maintaining professional standards.

- **Reporting Requirements:** Deputies must report staff-related issues, including sickness, performance concerns, and conduct matters, to HR in a timely manner.
- **Case Management:** HR will work collaboratively with school leadership to address concerns, ensuring that processes are fair, transparent, and supportive.
- **Wellbeing and Support:** Staff wellbeing remains a priority, with HR providing guidance and resources to promote positive working environments.

**Partnership Working:** HR and school Leadership collaborate to support staff welfare,

**Team Working:** HR acts as a bridge between Leadership and staff, ensuring balance support.

**Consistence:** Standardised HR processes ensure fairness across sites.

**Flexibility:** Individual cases are managed with sensitivity and responsiveness.

**Reporting:** Timely escalation prevents issues from escalating

**Communication:** Clear, confidential channels promote trust and transparency.

## Finance

Effective financial management ensures that school resources are used efficiently, supporting high-quality teaching, learning, and operational success.

- **Budget Management:** School budgets should be managed in close collaboration with the finance team, ensuring accurate forecasting, expenditure tracking, and adherence to financial policies.
- **Resource Allocation:** Budget planning should reflect the school's educational priorities, ensuring that resources are directed toward areas of greatest need.
- **Reporting and Accountability:** Financial reports should be submitted regularly to senior leadership and finance, ensuring transparency and accountability.

**Partnership Working:** Collaborative budgeting promotes shared accountability.

**Team Working:** School and Finance teams work together to manage resources effectively.

**Consistency:** Standardised financial practices ensure responsible spending.

**Flexibility:** Budgets can be adjusted based on evolving needs.

**Reporting:** Regular reporting ensures financial oversight

**Communication:** Open dialogue prevents financial discrepancies.

## Teaching & Learning

High-quality teaching and learning are at the heart of school success. Regular reviews ensure that curriculum planning, delivery, and outcomes remain aligned with organizational standards.

- **Curriculum Oversight:** Curriculum planning and outcomes must be regularly reviewed, with updates shared with senior leadership.
- **Timetable Adjustments:** Any changes to timetables must be communicated promptly, ensuring alignment with business support and accurate reflection in the SIMS system.
- **Monitoring and Feedback:** Teaching and learning supervisions provide opportunities for staff to receive feedback and share best practices.

**Partnership Working:** Curriculum planning involves collaboration between Teaching staff and Leadership.

**Team Working:** Staff work together to deliver consistent, high-quality instruction.

**Consistency:** Regular reviews promote uniform standards across sites.

**Flexibility:** Curriculum adjustments accommodate student needs and evolving priorities.

**Reporting:** Progress updates ensure Leadership oversight.

**Communication:** Clear channels for sharing curriculum changes prevent misunderstandings.

## Student Related Matters

Addressing student needs proactively ensures a positive, supportive school environment.

- **Oversight Responsibilities:** Deputy heads oversee student-related matters, including attendance, sickness, uniforms, and behavioural concerns.
- **Collaborative Support:** Working closely with pastoral staff ensures that student needs are addressed holistically.
- **Monitoring and Reporting:** Regular updates ensure that no concerns are overlooked.

**Partnership Working:** Collaboration ensure comprehensive student support.

**Team Working:** Staff coordinate to address student needs.

**Consistency:** Uniform procedures promote fairness.

**Flexibility:** Individualised approaches accommodate student circumstances.

**Reporting:** Clear documentation ensure accountability.

**Communication:** Open dialogue prevents gaps in support.

## Admissions & Leavers

A structured admissions process ensures that students transition smoothly into and out of school settings.

- **Joint Assessment:** The deputy head and SENCO should jointly assess whether the school can meet a prospective student's needs before an offer is made.
- **Final Approval:** Admission decisions require consultation with the executive head, ensuring alignment with the admissions policy.
- **Process Oversight:** The deputy head retains full autonomy in overseeing the admissions process, ensuring adherence to organizational standards.
- **Transition Support:** When students leave, transition planning ensures continuity of care and education.

**Partnership Working:** Admissions involve collaboration between school leadership, SENCOs, and senior management.

**Team Working:** Joint assessments promote well-informed decisions.

**Consistency:** Adherence to the admissions policy ensures fairness.

**Flexibility:** Each case is evaluated individually.

**Reporting:** Accurate documentation supports smooth transitions.

**Communication:** Clear communication prevents misunderstandings

## Wellbeing & Therapeutic Input

Student wellbeing is paramount, with the SENCO playing a central role in ensuring appropriate support.

- **EHCP Reviews:** SENCOs, supported by their team, must meticulously review Education, Health, and Care Plans (EHCPs), ensuring that staff are fully informed of student needs.
- **Resource Access:** SENCOs should have direct access to the head of wellbeing and receive unrestricted support, including training, therapeutic resources, and specialist expertise.
- **Specialist Support:** SENCOs should be able to engage with therapists, assistant psychologists, and educational psychologists as needed.

**Partnership Working:** Collaboration ensures that wellbeing remains a shared priority.

**Team Working:** Multi-disciplinary teams provide comprehensive support

**Consistency:** Regular EHCP reviews ensure student needs are met.

**Flexibility:** Tailored support plans accommodate changing circumstances.

**Reporting:** Accurate documentation ensures accountability.

**Communication:** Transparent dialogue keeps staff informed.

## Compliance & Oversight

To ensure high standards across all school operations, termly inspections will be conducted. These inspections will assess:

- **Student Journeys:** Evaluating the quality of student experiences from admission to graduation.
- **Academic Progress:** Monitoring student outcomes and curriculum delivery.
- **Safeguarding Practices:** Ensuring that safeguarding policies are consistently implemented.
- **Health and Safety Compliance:** Verifying adherence to health and safety standards.
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**Partnership Working:** Collaborative inspections promote shared accountability.

**Team Working:** Staff and Leadership work together to meet in compliance standards.

**Consistency:** Standardised assessments ensure fairness.

**Flexibility:** Inspections accommodate site-specific contexts.

**Reporting:** Inspection reports highlight strengths and areas for improvement.

**Communication:** Clear feedback promotes continuous improvement.

## Progression & Planning

Strategic planning ensures that each school site continues to evolve and improve.

- **School Improvement Plan (SIP):** Each school site must develop an annual SIP, finalized at the end of each academic year. This plan informs the executive head's whole-school improvement strategy.
- **Improvement Priorities:** The SIP should highlight planned improvements, including curriculum advancements, staffing plans, and overall school development.
- **Collaborative Development:** SIPs should be created collaboratively, with input from senior leadership, staff, and school governors.

**Partnership Working:** SIP development involves Leadership, Staff and Governors.

**Team Working:** Collaborative planning ensures well-rounded strategies.

**Consistency:** Standardised SIPs promote alignment

**Flexibility:** Plans can adapt to changing needs.

**Reporting:** SIPs provide a structured reporting framework

**Communication:** Clear documentation ensures accountability.

## Conclusion

This **Reporting and Communication Policy** establishes a robust framework for effective communication, operational efficiency, and collaborative decision-making across all school sites. By emphasizing **partnership working, teamwork, consistency, flexibility, reporting, and communication**, the policy ensures that all stakeholders remain aligned in their efforts to provide the highest quality education and support to students.

Ultimately, this collaborative approach enables school sites to operate independently while remaining firmly connected to the wider organization, promoting continuous improvement, innovation, and success.

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