

City Heights E-ACT Academy



Management Plans

Draft written: 10th October 2012

Author: Jim Henderson, Principal Designate

Content

1 Introduction p3

2 City Heights Management Plan p4

3 Community Use Plan p7

4 Parking Management p14

5 Waste Management Plan p15

6 Academy Travel Plan p16

7 Joint planning with Fenstanton Primary School p17

Part 1: Introduction

1.1 City Heights E-ACT Academy Mission, Aims and Values

The E-ACT mission statement is to create “Excellence in Education for All” and City Heights E-ACT Academy warmly embraces this inclusive striving for excellence. We will enhance the life chances of all of our students by providing the highest quality education within a curriculum which meets their diverse needs. We will place high expectations on all our students in terms of their engagement in learning, their endeavour and resilience and in their personal standards.

We will do this to ensure that every student achieves beyond their expectations and progresses to further study and employment. We understand that the life chances, quality of life and economic well-being of every person is improved by experiencing success and good qualifications at school and through the broader experiences and skills that a school can bring.

We will give every student the skills, self belief and motivation to be successful in their learning to ensure that they become well-educated global citizens, able to contribute fully and effectively to the economic and social well-being of the wider community.

City Heights’ core aims and values are to:-

- Strive to achieve high educational standards for all our learners
- Emphasise in learners the traditional values of self-discipline, responsibility, respect, trust and co-operation
- Nurture integration and community cohesion
- Reflect a culturally inclusive ethos
- Actively seek to collaborate and establish partnerships with organisations that will contribute to the development of the academy’s ethos
- Fully involve parents/carers, key stakeholders, partners and communities
- Ensure that all staff are positive role models for learners, alongside community mentors and champions
- Provide a programme of high quality continuing professional development and training for all staff to underpin and sustain improvements in teaching and learning

All staff will receive a comprehensive induction programme. This will be vital in establishing shared values and approaches to our work which reflects and delivers our aims. All new students will also follow an induction programme which introduces them to our expectations around learning and behaviour alongside the shared values which underpin them. This will ensure that all members of the academy community share an understanding of and language for how we will strive to achieve excellence in all we do for everyone.

1.2 Culture and Ethos

City Heights E-ACT Academy will have a very clear code of conduct and will expect high standards of behaviour from its students and staff while in the academy and in the local community.

We will have a formal school uniform and will expect every student to wear the uniform with pride and respect. Good attendance is essential to success at school and all students will be expected to have an excellent attendance record and be punctual.

The environment of City Heights E-ACT Academy will be calm, welcoming and courteous. Students and staff will be encouraged to be polite and helpful towards any visitor to the academy.

Our academy will serve a diverse and vibrant community. We will have the same high expectations of success for every student. We will also respect the culture and heritage of every student and build opportunities into the daily life of the Academy to celebrate this diversity.

1.3 House structure

Every student and staff member at City Heights E-ACT Academy will be a member of a house. There will be four houses in total, named after eminent Spanish or Latin-American people.

There will be eight mixed-ability tutor groups in each year, two for each house. All students will have opportunities to experience the sense of belonging to this family within the school. This will be enhanced through assemblies, inter-house competitions and house points and awards.

The houses will also be vertically-aged structures which will help younger students to meet older students and to learn the ethos, expectations and history of the academy from them.

1.4 Curriculum

The curriculum will develop in order to meet the needs and interests of the diverse range of students within the academy. There will be opportunities for the most able students to follow an accelerated curriculum while there will also be an emphasis on depth rather than breadth for those students who require extra time to secure their literacy and numeracy.

Part 2: City Heights Management Plan

2.1 Pedestrian entrances and exits

2.1.1 Students

City Heights' students will arrive at the academy between 7:45 and 8:40am and leave between 3:30 and 5:30pm. They will enter the site either via the entrance on Christchurch Road. The Christchurch Road entrance will be closed at 8:45am and any student arriving after this time will only be able to access the site via the Abbots Park entrance. A member of

the leadership team or the reception staff will make a note of this student's arrival time and issue a slip to permit them into lessons. The academy attendance register will be updated to show that student as present but late.

At the end of the school day, students will be free to leave by either of the two exits.

No students in years 7-11 will be allowed off the site during the academy day unless by agreement with their parent/carer or on an accompanied academy trip. This will not include students being escorted to the Dip Site where general permission will be sought once at the start of the students' time at City Heights as part of the Home-Academy agreement.

We expect the vast majority of students to live close enough to the academy to walk or cycle to school. Where students are travelling from further afield we will encourage these students to use public transport. The City Heights site is well served by buses and an overground train service.

Where families do need to drop a student off or pick them up, we will encourage them to park on roads to the south of Christchurch Road to avoid congestion of the very crowded Abbots Park side of the site. This will in any case be the more convenient place for the student entrances.

2.1.2 Staff

All staff will also be able to use either of the two entrances detailed above to enter the site. During the academy day, staff will be able to access the site via the Christchurch Road gates by using the padlock combination.

As with students, we will encourage staff to walk or cycle to work and to use public transport. We will establish a "Ride to Work" scheme which will allow staff to purchase discounted bicycles and equipment.

There are 24 parking spaces including 2 disabled bays on the site for City Heights' staff and visitors. Three of these will be reserved as visitors' bays. Two will be reserved for incidental parking requirements for staff emergencies. The remaining 19 parking spaces will be allocated according to the following criteria:

- Staff with disabilities sufficient to warrant a disabled parking permit
- Staff with young, old or disabled dependents who require use of their car at the start and/or end of the day to provide this care.
- Staff in a car pool arrangement which regularly transports at least three members of staff.

The allocation of spaces will be determined at the start of each academic year and will be reviewed each year.

2.1.3 Visitors

School hours

Visitors who wish to drive will need to gain permission to use one of the allocated parking bays. They will then enter the site by the Abbots Park entrance and sign in at reception.

Visitors arriving on foot will also enter the site via the Abbots Park entrance and report to reception.

All visitors will be signed in at reception and given an identification badge which they will be required to wear on site at all times.

Visitors will be asked to remain in the reception area until collected by the relevant member of staff. Visitors will never be unaccompanied while on the academy site.

Out of school hours

It is expected that the academy facilities will be made available for use by community users. These arrangements will be made by the academy's Business and Finance Director. The facilities management team will be responsible for managing any out-of-hours use. The academy security alarm system is designed to be zoned to allow visitor access only to the appropriate areas of the building. All such usage will be accessed via the Abbots Park entrance and will be monitored by a member of the facilities team.

2.2 Disabled access

City Heights Academy has been designed to allow access to any student, staff or visitor with mobility issues.

2.3 Behaviour Management

City Heights' management systems will be designed to ensure that students are well-managed at the start and end of the day. These systems will ensure that there is good organisation and supervision to ensure the safety and well-being of students, staff and members of the local community through the following strategies.

2.3.1 Ethos

All students will wear our distinctive uniform. Local residents and shop-keepers will be advised of our expectations for student behaviour in the community. There will be a dedicated line available for any member of the community to report incidents of misbehaviour, disrespect or anti-social behaviour. We will also encourage local residents and shopkeepers to report on courteous and helpful behaviour which upholds our values so that this can be positively recognised.

All students and staff will be advised that they are ambassadors for City Heights and provided with clear guidance on expectations of behaviour and consideration within our community.

2.3.2 Building design

The two entrances/exits to the academy will ensure that students gather and disperse in a way which minimises disruption to the local community.

2.3.3 Management strategies

Every morning and afternoon at least two senior members of staff will be on gate and community duty to ensure that our expectations are upheld and that all students and local residents are safe and undisturbed.

We will liaise with the local community police officers to seek a presence and support at the start and end of each day to help to ensure these community values.

Gate duty staff will discourage students from congregating in large groups near the academy. They will be politely requested to move on.

The Principal will meet with the Borough Commander and neighbourhood police team to develop strategies for ensuring that the area around the academy and the main routes to the academy are safe.

Part 3: Community Use Plan

3.1 Introduction

City Heights E-ACT Academy is keen to promote the community use of our building and resources. We believe that the academy should be a community resource, helping to broaden opportunities for the local community in terms of leisure and interest pursuits and adult learning. We believe that the engagement of the community in our building will help student motivation and participation, engage families with our project and develop strong links with the community.

We hope that students from City Heights will be very engaged with local community activity and will contribute to the community's aspirations. We also hope that local community groups will be able to enrich the learning of our young people and provide strong role models for the development of lifelong learning.

3.2 Our plan

The academy building on Christchurch Road will open in September 2014 and will offer a range of amenities which will be available beyond the academy day.

The following areas will be made available, when possible, for Community Use in line with any Planning Permissions granted and the need to ensure the safety of our students and our resources:-

- Sports Hall
- Outside Sports Areas including the Dip Site
- Fitness Suite
- Dance Studio
- Main Hall and Theatre
- Learning Resource Centre
- ICT Facilities

Priority for use of these facilities will be made as follows:-

- Academy use for students and academy events
- Academy use for extension and enrichment programme
- User groups representing the families and carers of City Heights students
- Community users i.e. Non-profit making registered charities and organisations wishing to hire facilities for the benefit of local residents
- Other registered charities/group users
- Private individuals/company users

3.3 Consultation and Community Involvement

The academy will consult with and involve our families, the local community and interested groups locally in developing the extended use of the academy resources and our Community Use Plan.

This Consultation Group will operate within an agreed set of terms of reference. The terms of reference will be agreed by November 2014 and the Consultation Group will be formed and meet for the first time by January 2015.

The Consultation Group will be constituted to reflect the local demography and that of the academy's population.

The academy will publish annually details of the consultation that has taken place.

3.4 Hours of Availability

Subject to Planning Permissions and to the working hours of the academy facilities management team, the buildings and resources will be available between the hours of 8:00am and 10:30pm where this use does not impact on the education of academy students. The expected key hours for community use will be from 5:00pm to 10:30pm on weekdays and between 8:00am and 10:30pm on weekends during term time and for days and time periods to be agreed during academy holidays.

The academy buildings will not be available for use on bank holidays except by specific agreement.

3.5 Charging

The Local Governing Body of the academy, in discussion with the Consultation Group, will agree a charging policy which will be published by September 2014. This charging policy will be reviewed annually.

3.6 Variations

No member of staff is allowed to vary the terms and conditions on which the academy premises are hired to either individuals or organisations nor to deviate from the governors' published charging policy without the agreement of the academy's Business and Finance Director.

3.7 Lettings Documentation

All formal hiring of the academy premises, including those for which no charge is made, shall be properly documented. All hirers must complete a Lettings of Hire Agreement and will receive a copy of the Conditions of Hire. The Hire Agreement is a contract that the governors may enforce in law.

3.8 Charging arrangements

3.8.1 Scale of Charges

In arriving at their scale of charges, the governors will follow these principles:-

- That Community Use users will receive a predetermined discount on the commercial rates;
- That other users will be charged on a commercial basis
- That there will be parity of treatment for similar users;
- That for all bookings, the cost to the academy of letting its facilities will be recovered from users

For the purpose of charging, the Business and Finance Director is empowered to determine to which category any particular individual or organisation belongs. The basis of charging will be determined by the purpose for which a letting is arranged.

3.8.2 Discounts

These form part of the scale of charges and are the only permitted variations to the standard charges.

3.8.3 Value Added Tax

The governors are constrained by law to apply Value Added Tax to all transactions where this is appropriate.

3.8.4 Minimum charges and deposits

The minimum hire period will be one (1) hour.

The governors reserve the right to require a deposit over and above the hiring charge as a surety against damage to the premises (including any equipment) or the premises being left in an unacceptable condition, necessitating their incurring additional cost for cleaning, caretaking or other expenses.

3.8.5 Cancellations

Governors will seek to recover any cost incurred by the Academy which are unavoidable and result directly from the cancellation of a letting.

3.8.6 Payment methods

The governors are mindful of their responsibilities in safeguarding the academy from bad debt. Therefore payment is required at the time of booking. In all cases where cash or cheques are paid over, then an official receipt must be issued.

3.8.7 Extension of Credit

The governors will allow the extension of credit to bona fide local organisations and individuals where they are satisfied that they are credit worthy. In all cases, the governors reserve the right to withdraw credit facilities where prompt payment is not received. In all cases where credit is extended, an official invoice will be issued. The governors will not normally extend credit for lettings where the invoice value is less than fifty pounds (£50). The governors are likely to delegate the approval of credit facilities to the academy's Business and Finance Director who will maintain a list for the guidance of administrative staff. In all cases where credit is advanced, the invoice is to be raised at the time of booking.

3.9 Security

The governors insist upon continuous caretaking presence to ensure that the hiring does not leave the academy vulnerable to theft or damage.

3.10 Conditions of Hire

The use of the premises has to be restricted to the use and accommodation specified in the hire agreement. The hirer should take all precautions to prevent any damage. Some footwear in particular can cause damage to floors and persons wearing such footwear will

not be permitted to enter the premises. The hirer is required to pay for any breakages, losses or damage to property arising out of the letting.

Nominated Representatives of the Academy must be given free access to the hired premises for the purpose of inspection. The Academy also reserves the right to cancel any letting, in which case a proportion of the charges will become refundable.

It is anticipated that any recognised organisation should have their own public liability insurance at a level commensurate with the activity they undertake. For those groups or individuals who do not hold their own insurance cover, this can be arranged on their behalf through the Academy's own policy on the condition that insurance has not previously been declined.

The academy will not be responsible for any injury to persons or damage to property arising out of the hiring of the premises unless such injury or damage results from the negligence or breach of statutory duty on the part of the academy.

The sub-letting or sharing of the premises is prohibited.

3.11 Public Safety

The Hirer shall be responsible for the prevention of overcrowding such as would endanger public safety and for keeping clear all gangways, passages and fire exits.

The Hirer shall be responsible for providing adequate supervision to maintain order and good conduct.

The charge for accommodation includes the use of furniture only within the room. In the event of the hirer requiring additional furniture a separate charge will be made according to circumstances. On the days when the Academy is in session, articles such as pianos, tables, flowers, etc., may not be delivered to the Academy before 4.30 pm on the day of use, unless arrangements for early delivery are made with the Site Manager. The Hirer should remove all chairs or other furniture, decorations and any other materials introduced into the premises, within an agreed reasonable time after the period of hire. If this is not done, the Academy will be entitled to remove and dispose of such items and the Hirer will pay the cost of removal (less the proceeds of disposal where relevant) on demand.

Special preparations, such as those required for the purpose of dancing, must not be applied to the floors without specific approval. The Facilities Manager can advise.

Licenses are generally required for:

- Performing plays
- 'Public dancing, music or other public entertainment 'of a like kind' under the Local Government (Miscellaneous Provisions) Act 1982
- Games of bingo

Hirers should ascertain whether or not a license is required for these uses, or for any other use to which the premises are to be put, and, if so, to obtain and ensure full compliance with the necessary license. The premises are not already licensed.

Intoxicating liquor is not permitted to be sold to the public or supplied on educational premises without the express consent of the academy, which the academy will not be obliged to give nor give reasons for refusal. Details of the license for the sale to the public of "Intoxicating liquor" will need to be available for inspection.

The premises are not licensed under the Cinematography Acts and no inflammable films or materials of any inflammable nature should be used.

When commercial sound recordings (gramophone records, tape recordings, CDs or digital music) are publicly used, an application for a license to use such recordings must be submitted to Phonographic Performance Limited, Evelyn House, 62 Oxford Street, London W1N 1AN. Application forms may be obtained from them on request.

Under the conditions of the Performing Rights Society, hirers of educational establishments are required to furnish details directly to the Society of 'all musical works, whether published or in the manuscript, performed at the premises locally, instrumentally or mechanically, at entertainments for which a charge is made'. A form can be provided that should be completed and forwarded directly to the Performing Rights Society Limited immediately after the letting has taken place.

3.12 Community Sports Users

Where a community sports group has booked a regular hiring and requires specific equipment in order to facilitate that activity which is not easily portable, the academy will make every reasonable effort to provide on-site storage depending on space available. Major equipment owned by the Academy for sporting activities will be provided, but peripheral equipment must be provided by the hirer e.g. badminton nets will be provided, however racquets and shuttlecocks will not. To facilitate a new sports club in its infancy, interim arrangements can be made to hire small equipment, but that club will be responsible for loss or damage, during use.

3.13 First Aid

The Academy takes no responsibility for First Aid provision. Hirers are required to provide details of their own First Aid cover at events.

3.14 Non-Smoking

The Academy adheres to government legislation and is a non-smoking environment. Hirers using the Academy premises must adhere to these regulations and are not allowed to smoke within the Academy building or its surrounding grounds.

PLEASE NOTE: Individuals or organisations that breach these regulations will be subject to a fixed penalty fine of £50 or up to £200 on summary conviction.

3.15 Telephones

There is no access to a public telephone.

3.16 Cleaning Costs

The hirer must ensure that the premises are left litter free and in the condition in which they were let. Cleaning arrangements for lettings are covered in the Academy cleaning contract. However the hirer may be subject to additional charges if the conditions of the premises are left in an unreasonable state and the Academy incurs additional charges from their cleaning contractor.

3.17 Academy Dip Site

The hirer must ensure that the use of the MUGA pitches will not prejudice its use for normal purposes. Full supervision by a responsible adult must be undertaken whilst being used.

3.18 Parking

Parking facilities are available at the Academy. The Academy asks that, if insufficient parking is available, hirers are considerate to our local community and do not park in such a way to cause offence to our local residents. All hirers will be advised that they use street parking on the roads to the south of Christchurch Road.

3.19 Litter

The hirer is responsible for leaving the academy facilities litter free and fit for the main purpose of teaching and learning.

3.20 Behaviour

Hirers of all facilities are responsible for the behaviour of those present and full supervision by a responsible adult is imperative. No adults or children should be allowed access to any other areas of the Academy building/premises other than those specified in the Hire Agreement/Letting form.

3.21 Review of the Community Use Plan

This plan will be reviewed with the Consultation Group after six months of the full opening of the Academy and, thereafter, annually.

Part 4: Parking Management

4.1 Introduction

City Heights E-ACT Academy takes seriously its responsibility for contributing positively to a less-polluted environment. To this end all staff, students, families and visitors to the academy will be encouraged to make their journeys by foot, by bicycle or by public transport. City Heights is an academy that will serve a student population who will mainly live within easy walking distance of the academy. It is also served well by a local overground station, Tulsa Hill, and many bus routes including a direct bus link to Brixton Underground Station.

Our academy travel plan provides more detail about local transport options for our staff and students.

The parking that will be available on site is limited to 24 spaces and routes into the parking area run through residential streets. Our parking management plan also recognises the need to reduce congestion on these streets to a minimum in a spirit of road safety and good neighbourliness.

For these reasons, we will expect very few journeys to and from the academy to be made by car

4.2 Parking availability and allocation

The site provides a shared parking facility for Fenstanton Primary School and City Heights E-ACT Academy. There are 35 parking spaces in total, 4 of which are disabled bays, allocated as 11 to Fenstanton and 24 to City Heights.

The 24 parking spaces on the site for City Heights will be allocated as follows:-

- ❖ Three of these will be reserved as visitors' bays
- ❖ Two will be reserved for incidental parking requirements for staff emergencies
- ❖ The remaining parking spaces will be allocated according to the following criteria:
 - Staff with disabilities sufficient to warrant a disabled parking permit

- Staff with young, old or disabled dependents who require use of their car at the start and/or end of the day to provide this care.
- Staff in a car pool arrangement which regularly transports at least three members of staff.

The allocation of spaces will be determined at the start of each academic year and will be reviewed each year. Any staff driving in without an allocated space will be directed to park on the roads to the south of Christchurch Road.

4.3 Deliveries and refuse

4.3.1 Deliveries

Vehicular access for deliveries will take place via the Abbots Park entrance. Students will not have access to the car park and deliveries area. The academy will endeavour to negotiate all deliveries to take place outside the start and end periods of the academy day to limit congestion and impact and to maximise safety.

4.3.2 Refuse

The academy will negotiate all refuse collection to occur outside the start and end periods of the academy day to limit congestion and impact and to maximise safety.

Part 5: Waste Management Plan

5.1 Introduction

City Heights E-ACT Academy has a commitment to sustainable waste management and will put systems in place to ensure that waste is minimised, that materials are re-used as far as possible, that all recyclable materials are separately gathered and disposed of.

The Business and Finance Director, along with the facilities team, will oversee our waste management arrangements.

5.2 Minimising waste

The academy will regularly provide guidance and encouragement for staff and students to think carefully about what waste they produce, especially in relation to the printing of paper documents. We will establish a “do you need to print me?” reminder in all offices and learning spaces. The Facilities Team will monitor levels of waste weekly and provide a report for SLT and governors.

5.3 Reuse of materials

We will adopt guidelines and practices which encourage staff and students to reuse materials where possible. Particularly in practical classes such as Art, Science and D&T, we will endeavour to find ways of reusing materials from curriculum work. These departments will develop projects which can also use materials from students' homes to encourage a green approach amongst our community.

5.4 Recycling

We will establish arrangements to allow for the separate collection of:- compostable materials; plastics; metals; glass; cardboard; paper. Arrangements will be made with the refuse collection team to ensure that these materials are taken for recycling.

City Heights will register with Eco-Schools and set a target of achieving Green Flag status within three years of opening. The criteria for this award will drive considerations of energy use, water use as well as refuse and recycling.

Part 6: Academy Travel Plan

6.1 Introduction

City Heights E-ACT Academy will encourage all stakeholders (staff, students, visitors, community users, delivery and service providers) to consider their travel options in order to minimise reliance on forms of travel which have high environmental impact.

Once open, the academy will conduct surveys to analyse existing travel plans, to identify issues that emerge and to put plans in place to address these issues.

6.2 Non-car options

The vast majority of staff, students and visitors can use walking, cycling or convenient public transport options to travel to the academy site.

6.3 Students

We anticipate that over 90% of students will live sufficiently close to the academy either to walk or cycle to school.

We will work with Lambeth to ensure that provision for crossing Christchurch Road is improved to provide safe and convenient crossing points from the south.

We will provide lockers for students to ensure that they do not have to carry heavy bags to and from the academy.

We will provide cycling proficiency courses to encourage students to cycle confidently and safely. We will also arrange cycle maintenance classes for students.

We will provide secure cycle storage areas. There are 198 cycle spaces which will be divided for use between City Heights E-ACT Academy and Fenstanton Primary School.

6.4 Staff

As indicated in Part 4 above, there will be strict criteria in place for staff requesting parking spaces on site.

We will establish a “Ride to Work” scheme to encourage staff to buy and use bicycles for their journey.

6.5 Visitors

We will include detailed public transport guidance for any visitor to the school to encourage them to travel to us by this means. While there will be parking spaces for visitors, all staff will recommend public transport solutions except where good reason exists for visitors to come by car.

6.6 Full Travel Plan

We will use surveying and questionnaires once we are open to help us to analyse travel patterns and to develop a full travel plan by December 2014. This will then be reviewed annually.

Part 7 Joint planning with Fenstanton Primary School

Once City Heights is co-located with Fenstanton Primary School, we will arrange meetings between the two schools to co-ordinate and combine our approaches to the issues detailed above in order to ensure that we are managing our facilities to our best ability.