

Three Counties Academy Trust



Media Relations Policy

#GN5

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Policy lifespan: 3 years. Subject to annual compliance check. Next full review 11th June 2029.

Version history

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Policy Abbreviations and Acronyms

CEO	Chief Executive Officer
DfE	Department for Education
DPO	Data Protection Officer
DSL	Designated Safeguarding Lead
ICO	Information Commissioner's Office
LGB	Local Governing Body
TCAT	Three Counties Academy Trust

NB. Where the term “parent” or “parents” is used this includes those who act as carers or have parental responsibility.

Statement of intent

Three Counties Academy Trust (TCAT) and our schools understand the importance of maintaining our reputation where our pupils can have a high-quality educational experience, staff can be supported throughout their personal and professional development, and our school communities can preserve safe, nurturing and positive environments.

In order to retain a reputation that matches the positive environment at TCAT, we aim to foster close and mutually respectful relationships with the local and regional media, to ensure our successes can be celebrated and to protect us from negative and libellous reports in the press.

This policy sets out our strategies for liaising with the media and our procedures for press engagement, coverage and comment, as well as the conduct all staff are expected to adhere to with regard to speaking to the press.

Member, Trustee, Local Governor and Staff Summary

Purpose

- Protect and promote the reputation of TCAT and our schools
- Ensure staff understand expectations when interacting with the media
- Enable positive promotion while safeguarding against negative or inaccurate press coverage

Key Principle for All Staff

- Do not speak to the media unless authorised
- Always act in a way that promotes TCAT's reputation and avoids disrepute

Who Can Speak to the Media

- CEO (Trust level)
- Executive Headteachers / Headteachers and Heads of School where delegated (school level)
- Other staff only with explicit permission and training

If Contacted by the Media

- Do not comment or engage in conversation
- Refer enquiries to CEO, Executive Headteacher or Headteacher
- Inform your Executive Headteacher or Headteacher immediately

Press Releases

- Must be approved before release
- Must not include pupil information without written consent
- Unauthorised release may result in disciplinary action

Unauthorised Media Contact

- Report immediately to the CEO or your Executive Headteacher/Headteacher
- A record will be kept of what was said
- May result in training or disciplinary action

Handling Negative Press

- Report concerns immediately to the CEO
- Do not respond or engage publicly
- Responses will be managed centrally and professionally

Sensitive Situations

- No staff should comment under any circumstances
- Use: "Unable to comment on an ongoing investigation"
- Do not disclose identities

Media on School Site

- Media must have a pre-arranged appointment
- Must be supervised at all times
- No filming or photography without consent

Pupils and Media

- No pupil under 16 photographed/interviewed without consent
- Schools prevent unauthorised media contact

Data Protection

- Maintain confidentiality at all times

- Do not share identifiable information without consent

Professional Conduct

- Do not accept or offer incentives for coverage
- Report any concerns about media behaviour immediately

Media Training

- All staff receive basic training at induction
- Additional training for authorised spokespeople

Key Takeaways

- Do not speak to the media without permission
- Refer all enquiries to senior leaders
- Protect pupils, staff and TCATs reputation
- Report all media contact immediately

Legal framework

This policy has due regard to all relevant legislation and statutory guidance including, but not limited to, the following:

- [DfE 'Governance guide'](#)
- [DfE 'Keeping children safe in education'](#)

Where legislation has been passed or updated during the shelf life of this policy, we will always apply the latest version available irrespective of the version quoted here.

This policy operates in conjunction with the following policies:

- Records Management Policy (FI2)
- Freedom of Information Policy (FI10)
- Gifts, Hospitality and Anti-Bribery Policy (FI13)
- Data Protection Policy (FI20)
- Marketing and Communications Policy (GN15)
- Disciplinary Policy and Procedure (HR3)
- Staff and Volunteer Confidentiality Policy (HR32)
- Child Protection and Safeguarding Policy and Procedures (SG1)
- Allegations of Abuse Against Staff Policy (SG5)
- Social Media Policy (SG24)
- Pupil Confidentiality Policy (SG28)
- Visitor Policy (SG47)

Central TCAT policies have the policy number identified, e.g. "SG1". Where no policy number is identified this indicates the policy is a school specific policy available from an individual TCAT school's website.

Roles and responsibilities

The CEO is responsible for:

- Drafting, monitoring and reviewing this policy
- Ensuring TCAT and each TCAT schools media conduct is in line with the Trust Board's strategy for media engagement and marketing
- Quality assuring media correspondence, e.g. press releases from Headteachers/Heads of School where required
- Managing relationships with media outlets at a Trust level

The Trust Board and where delegated, Local Governing Bodies are responsible for:

- Maintaining strategic oversight of TCATs media engagement and marketing endeavours
- Reviewing this policy
- Ensuring proactivity in managing TCAT and TCAT schools reputations
- Collaborating with the CEO, Executive Headteachers, Headteachers and Heads of School in developing strategies for responding to negative, sensitive, libellous, defamatory and malicious coverage

Executive Headteachers, Headteachers and Heads of School are responsible for:

- Overseeing the day-to-day implementation of this policy in their school
- Ensuring their media conduct is in line with the Trust Board's strategy for media engagement and marketing
- Promoting their school in a positive way
- In consultation with the CEO or in the case of Heads of School, their Executive Headteacher, developing strategies for engaging with the media and handling media coverage of all kinds
- Liaising with the media, including scheduling and handling appointments with media representatives and managing the relationships between their school and media outlets
- Drafting media correspondence, e.g. press releases, on all important and/or successful school activities to ensure positive exposure, or delegating this responsibility to other staff where relevant and appropriate
- Quality assure and approving any press releases drafted by their staff

- Submitting their own press releases to the CEO or in the case of Heads of School, their Executive Headteacher for quality assurance where required and likely to bring the school or TCAT into disrepute
- Ensuring that their staff know what to do when contacted by the press, in line with this policy

All staff are responsible for:

- Adhering to this policy in its entirety
- Acting in such a way that supports and promotes TCAT and our schools good reputation, and avoiding acting in such a way that could bring TCAT or their school into disrepute
- Undertaking media training as required
- Submitting any draft press releases to their Headteacher or Head of School for quality assurance

Maintaining TCAT and TCAT schools reputation

Staff, Members, Trustees and Local Governors have a responsibility to safeguard TCAT and TCAT schools reputations and, where possible, promote a positive image of TCAT and our schools. TCAT recognises the significant role that media coverage can play in the community's perceptions of TCAT and our schools, and, thus, will ensure that all staff, Members, Trustees and Local Governors are well-prepared to handle the media in line with the 'Media training' section of this policy.

TCAT will adopt a proactive approach to media management, ensuring that the local media is always aware of positive news about each of our schools and that any negative news is immediately handled to mitigate the risk of damage to reputation.

TCAT, our schools and our staff will not at any time attempt to mislead the media, either through a direct statement or deliberate omission of information.

Communicating with the media

The CEOs contact information will be published on the TCAT website, and as appropriate, Executive Headteachers, Headteachers and Heads of School contact information will be published on school websites to enable streamlined media communications.

The CEO will be responsible for managing relationships with local media outlets in respect of the Trust, and Executive Headteachers/Headteachers for their schools. TCAT aims to develop a close, professional relationship with such outlets, in which the CEO has a point of contact in each of the local and regional media outlets, where possible. The CEO, Executive Headteachers and Headteachers will be proactive in engaging the media with regard to positive news, events and information about TCAT and our schools, and will encourage media representatives to feel like a member of the TCAT community.

Unless expressly delegated to the Head of School by the Executive Headteacher, all direct communication with the media will be conducted through the CEO at Trust level or Executive Headteachers/Headteachers at school level. TCAT and our schools will endeavour to maintain a close relationship with local media outlets and will supply them with regular content to use for stories.

Press releases and coverage

Where possible, Executive Headteachers, Headteachers and Heads of School will ensure that their school activities and successes are actively publicised. Executive Headteachers/Headteachers and where delegated Heads of School, will draft press releases, which will be quality assured by the CEO or Executive Headteacher as appropriate before submission. Where press release drafting is delegated by a Headteacher or Head of School to another member of staff, e.g. the coach of a team that has won a competition, the Executive Headteacher or Headteacher as appropriate will quality assure and approve the press release prior to submission.

No press releases will include photographs of pupils or other identifying information, e.g. names, unless express, written permission from parents exists for each individual pupil in the relevant photographs. Executive Headteachers, Headteachers and Heads of School will liaise with their DSL and if required the DPO on matters of consent and data protection, in line with the 'Data protection and record keeping' section of this policy and TCATs Data Protection Policy.

No staff member or member of the TCAT community will release a press release on behalf of, or regarding, TCAT or one of our schools without prior quality assurance and approval from the CEO, Executive Headteacher or Headteacher as set out in this policy. Failure to follow this process may be dealt with in line with TCATs Disciplinary Policy and Procedure.

Where press coverage takes place, all parties who may have an interest, e.g. parents, staff, Members, Trustees, Local Governors and pupils, will be informed as soon as is practicable.

All press releases and press coverage will be reported to the Trust Board and Local Governing Bodies in advance where possible and retrospectively where not.

Formal requests for comment

Where TCAT or one of our schools receives a request from the media for a quote or a comment on a story, the query will be handled by the CEO, Executive Headteacher or Headteacher as appropriate. In such situations, Executive Headteachers and Headteachers should liaise with the CEO. Where possible, the CEO, Executive Headteacher or Headteacher will avoid giving immediate, impromptu quotations. All comments given will be succinct and professional.

The CEO will liaise with the Trust Board before giving comment on any stories which, for example:

- Are particularly contentious
- Are particularly sensitive
- Have the potential to be damaging to TCAT or a TCAT school's reputation
- Relate to confidential information about TCAT or our schools, a member of staff, pupil, parent, or another member of the TCAT community

The CEO, Executive Headteachers and Headteachers will weigh the pros and cons of responding to requests for comment before deciding whether to respond, in the knowledge that the story will likely be published regardless.

Media access to schools

The CEO, Executive Headteachers or Headteachers will be responsible for arranging appointments with representatives of the media for the promotion of TCAT schools activities, attainment and progress, in line with TCATs wider marketing and promotion strategies. The CEO, Executive Headteachers and Headteachers will also be responsible for liaising with media representatives who reach out to TCAT or our schools for an appointment.

TCAT will not permit individuals representing the media to enter TCAT school premises without prior appointment. Any media representatives attempting to enter TCAT school premises without authorisation will be barred from the grounds; where they refuse to exit, the police will be called.

Where representatives of the media are permitted to enter TCAT school grounds to attend a previously agreed appointment, e.g. to conduct an interview with a member of staff or photograph a group of pupils, they will be supervised at all times, in line with TCATs Child Protection and Safeguarding Policy and Procedures. Representatives of the media will not be permitted to enter TCAT school grounds during break and lunch times when pupils are outside, where possible.

Media representatives will not be permitted to film or take photographs inside TCAT school premises indiscriminately. Where a media representative requires pictures of pupils, the Executive Headteacher, Headteacher or Head of School as appropriate, in collaboration with their DSL and if required the DPO, will ensure no pupil for whom consent has not been obtained is photographed or filmed, and that, where possible, filming of the school grounds is done where pupils are not present.

Media representatives will be treated as visitors when on TCAT school grounds and will be managed in line with TCATs Visitor Policy.

Pupils and the media

Representatives of the media will not be left unsupervised around pupils and will not be permitted to photograph or talk to pupils under the age of 16 without prior, written permission from their parent(s). Pupils over the age of 16 will be required to provide written consent to being photographed prior to being photographed by the media. TCAT and our schools will take all reasonable steps to prevent pupils being approached or photographed by media outlets where express consent has not been granted.

Where a current or past pupil, by virtue of the fame, notoriety, actions or position of themselves or a member of their family, becomes the subject of media attention, TCAT and our schools will avoid engaging in any discussion about that pupil with a member of the media without express permission from the parent(s) of the pupil concerned, or the pupil themselves where they are over the age of 16. Where permission is given for TCAT to respond to media attention, it will keep communications brief, avoid passing any kind of judgement, and discourage press from approaching the pupil, TCAT or the school again for comment.

Staff and the media

No member of staff will communicate with the media without the express permission of the CEO or their Executive Headteacher/Headteacher as appropriate. Where members of staff are asked questions about TCAT or their school but have not been cleared by the CEO, Executive Headteacher, Headteacher or Head of School as appropriate to speak to the media, they will avoid giving comment. Where a member of staff

has news they would like to share with the media, they will discuss this with the CEO, Executive Headteacher or their Headteacher/Head of School who will engage the media with input from the member of staff as appropriate and in line with the conditions of this policy.

Where a member of staff is cleared to speak to the media alone, this will be done on a case-by-case basis, meaning that this permission does not automatically extend to other circumstances. Staff must seek permission each time they wish to speak to the media. Before being permitted to speak on behalf of TCAT or their school, staff will be given training in line with the 'Media training' section of this policy.

Where a member of staff speaks to the media without authorisation, they will be required to inform the CEO, Executive Headteacher or Headteacher as appropriate immediately, who will take a record of the incident, including:

- The name of the staff member who spoke to the media
- The approximate date and time the staff member spoke to the media
- The name of the media representative spoken to, if known, and/or the name of the media platform or outlet they represent
- Details of exactly what was said to the media
- Any follow-up actions needed for damage control

Incidents of staff speaking to the media without authorisation will be handled by the CEO, who will assess whether this was done maliciously. If the CEO concludes that the staff member's discussion with the media was a one-time mistake that was not intentionally malicious, they may recommend that the staff member undergo media training in how to deflect media questioning. Where the staff member has made the same mistake multiple times, their comments were particularly damaging, whether deliberately or not, or the CEO believes they have spoken to the media with the malicious intent of damaging the school's reputation, the case will be handled in line with TCAT's Disciplinary Policy and Procedure.

Where a staff member is approached to speak to the media in a personal capacity that is unrelated to TCAT or their school, they are free to do so, provided that they do not make any comments about TCAT or their school. Where TCAT or their school is discussed with the media during conversation, the member of staff will contact the CEO or their Executive Headteacher/Headteacher as appropriate to inform them of what was said.

Where TCAT or one of our schools is approached with regard to the fame, notoriety, actions or position of a member of staff or their family, it will decline to comment in most circumstances, and always where permission has not been sought and obtained from the member of staff. Where permission is given for TCAT or the school to respond to media attention, it will only respond where it is relevant and appropriate for the staff

member's workplace to do so, contingent on the issue at hand. All communications with the media on such issues will be brief, avoid passing any kind of judgement, and discourage press from approaching TCAT or our schools again for comment.

Handling unwanted media interest and negative press

TCAT will aim to ensure that all unwanted media interest and negative press is handled in the most positive way possible. Any unwanted media interest levelled at any member of the TCAT community will be reported to the CEO as soon as possible. Where the CEO receives a report of unwanted media interest, they will contact the media outlet responsible to provide their email address or that of the Executive Headteacher/Headteacher as appropriate and inform them that all queries related to TCAT or our schools, our staff and our pupils should be directed to them.

TCAT will always aim to put forward the most considered and prepared statements in response to negative press or unwanted media interest, but it will not exercise undue delay in responding due to the adverse impact on TCAT or our schools reputations this could have.

Allegations and investigations

Where media interest concerns an ongoing investigation, whether internal or external, e.g. a police investigation, all staff, Members, Trustees, Local Governors and volunteers will be informed to avoid speaking to the media in all circumstances. TCAT or our schools will not discuss an investigation of any kind publicly, at least until the case has closed. Staff will be instructed to inform the media that they are "unable to comment on an ongoing investigation" if approached for comment.

TCAT and our schools will ensure that, in the case of an investigation or perceived scandal, the identities of any individuals involved are not released to the media. No pupil under the age of 16 will be named by TCAT or our schools to the media under any circumstances. In all but exceptional circumstances, TCAT and our schools will not name any pupil, member of staff, Member, Trustee, Local Governor, parent, or any other stakeholder when approached by media to do so. What constitutes exceptional circumstances will be decided on a case-by-case basis by the CEO, and any decision made will remain fully compliant with the TCATs Data Protection Policy, Pupil Confidentiality Policy and Staff and Volunteer Confidentiality Policy.

Where an allegation is made about a member of staff, TCAT will observe its duty of care to staff by taking all reasonable steps to avoid revealing identifiable information about that member of staff, in line with TCATs Allegations of Abuse Against Staff Policy.

The private and personal lives of staff, Members, Trustees, Local Governors and volunteers

Where the private and personal lives of members of staff, Members, Trustees, Local Governors or volunteers become the subject of media interest, TCAT and our schools will not comment. Where appropriate, TCAT may advise the member of staff, Member, Trustee, Local Governor or volunteer to seek legal advice, or to complain to the Independent Press Standards Organisation through its online form.

Where a staff member's employment is terminated amidst media interest, TCAT will only comment to confirm the termination of their employment and will refrain from discussing the information in any further detail.

Negative media coverage

TCAT will maintain a proactive approach to tackling negative coverage. Where negative press is expected, the CEO will, following a discussion surrounding the best way to handle the specific situation with the Trust Board, reach out to pupils, staff, parents and other stakeholders to reassure them of how TCAT will deal with the issue in question as soon as possible, and preferably before they have a chance to read or see it in the media.

Any unexpected negative media coverage will be reported to the CEO as soon as it is discovered. No member of staff, Member, Trustee, Local Governor or volunteer will respond directly to negative press. Instances of negative press will first be discussed between the CEO and Trust Board, who will decide whether the risk of damage to TCAT or a TCAT school's reputation is significant. If so, the matter will be escalated to the full Trust Board, which will decide on how the matter will be approached.

No TCAT or school representative will engage directly and publicly with the source of the negative press, i.e. beginning a public argument. Where a response is necessary as agreed by the CEO and the Trust Board, this will be done in an appropriate form, rather than as a direct response to the initial press.

Statements in response to negative press will always use simple and clear Standard English, avoiding complex and nuanced undertones to avoid confusing audiences. Statements will refrain from apologising, admitting wrongdoing or making promises for future action, unless legal advice has been sought to this effect.

Following negative coverage, the CEO will reach out to the press after a period of time to refocus their attention on positive TCAT and school practices.

Handling sensitive issues or crises

In sensitive circumstances, such as a death on TCAT school premises, a death or injury during a school trip, or another type of emergency, no member of the TCAT community will offer any comment until the CEO has delivered an official statement. The CEO will liaise with the press office of any third party involved in the issue, e.g. the local police, to ensure a consistent response.

Regardless of the severity of an incident, TCAT and our schools will communicate first with staff to inform them of what has happened and what to say if asked about it by the media, and to ensure TCAT and our schools can maintain a united front. The CEO will then write to parents, giving a considered statement on the incident, including all the facts that can be given, and setting out TCATs planned actions.

The CEO will handle all wider media attention following a crisis management meeting with the Trust Board, where applicable.

Data protection and record keeping

TCAT will ensure that no comments are made that violate the rights to confidentiality and/or anonymity of any member of the TCAT community. To this effect, TCAT and our schools will avoid naming, or publicising identifiable information about, any individuals in the press unless consent has been explicitly sought and provided.

Where TCAT believes a media organisation has not complied with data protection legislation, it will lodge a complaint with the ICO through its online form.

The CEO, Executive Headteachers and Headteachers will ensure that records are kept of all direct contact with the media, including that which has been inadvertent or otherwise unauthorised. These records will be maintained in line with TCATs Records Management Policy and will be made available for review by the Trust Board where necessary.

Bribery and blackmail

While TCAT and our schools aim to maintain a close, professional relationship with members of the media, it will be careful to avoid inadvertently engaging in behaviour that aligns with bribery or corruption.

The relationship between TCAT, our schools and the press will never include the exchange of favours or gifts, e.g. money or material gifts in return for positive coverage, nor will TCAT accept these from the press. Any incidences of bribery attempted bribery or actions that may be incorrectly perceived as bribery will be managed in line with TCATs Gifts, Hospitality and Anti-Bribery Policy.

In the unlikely event that a member of the media attempts to leverage action from a member of staff, the Trust Board or a Local Governing Body under the threat of negative personal coverage, the individual in question will report this to the CEO immediately without responding to the media representative. The CEO will support the individual to file a complaint regarding the media representative's conduct with Independent Press Standards Organisation and report the incident to the police where appropriate. Under no circumstances will a member of staff, Member, Trustee or Local Governor commit the actions that are being leveraged without speaking to the CEO first.

To ensure transparency in operations staff, Members, Trustees, Local Governors and volunteers will make a note of all conversations they have had with the media in their capacity as a member of TCAT, other than press releases they have issued following quality assurance and communicate these to the CEO or their Executive Headteacher/Headteacher.

Libellous, defamatory or malicious coverage

Where seriously damaging coverage is levelled at TCAT or a TCAT school, TCAT or the school will not normally pursue legal action and will instead handle this according to the following procedure:

- Where the media releases malicious, libellous or defamatory content about TCAT or our schools in general, the CEO and the Trust Board will discuss the appropriate response, e.g. what a published statement will say and whether TCAT or the school will request a retraction. Following this discussion, the CEO will draft a statement which:
 - Corrects any incorrect information, providing facts to support this
 - Explains TCAT or the school's actions or words
 - Refutes any untrue allegations, providing facts to support this
 - Maintains a professional tone – statements will not involve name-calling, threats to take legal action, or libellous, defamatory or malicious words
 - Will be posted on the TCAT and school website and sent to local and regional media outlets
- Where the media releases malicious, libellous or defamatory content about an individual member of TCAT or a TCAT school, e.g. a member of staff, Member, Trustee, Local Governor or volunteer, the individual will be informed that TCAT or the school will remain neutral in the case,

including not making any public comment or publicly taking the side of the individual. The individual will be informed that they are free to personally pursue legal action if the coverage is particularly damaging to their personal or professional reputation

- Where media coverage is critically damaging to TCAT or a TCAT school's reputation and is libellous, defamatory or malicious, TCAT and the school will pursue legal advice, with approval from the Trust Board, with due consideration of the fact that this could potentially have a detrimental impact on TCAT and the school's reputation

Media training

As part of their induction, all staff will receive training that informs them to avoid engaging with the press on behalf of TCAT or their school, and the potential consequences of unauthorised responses.

Before being authorised to talk to the media in any circumstance, relevant staff, Members, Trustees and Local Governors will be trained to engage effectively with the media. The CEO, Executive Headteachers, Headteachers, Heads of School, and any other staff, Members, Trustees or Local Governors expected to engage with the media on a regular basis will have relevant training.

Media training will ensure that, when engaging with the media, staff, Members, Trustees and Local Governors will:

- Talk positively about TCAT and our schools
- Understand strategies that media representatives will often use to elicit comment, approval or denial from them, and how to avoid inadvertently bringing TCAT or their school into disrepute or revealing information when not authorised to do so
- Avoid saying anything to, or in the presence of, a media representative that they would not want to be included in coverage of TCAT or our schools
- Know how to prepare information for media interviews and how to avoid going off topic
- Understand what they can and cannot reveal or say to avoid bringing TCAT and our schools into disrepute

Monitoring and review

At any point this policy is updated or fully reviewed, it will be updated on the main TCAT website and will automatically update on all TCAT school websites simultaneously.

Where an annual check or other check results in minor changes, the Version History will be reviewed and updated with a change in the number following the decimal point, for example, v1.1 ⇒ v1.2. Where the policy is reviewed in full, then the number before the decimal point will change and reset, for example v1.4 ⇒ v2.0.

Any changes made by the CEO in collaboration with the Board Appointed Trustee will be passed to the Trust Board for ratification and subsequently be notified to Clerks to Local Governing Bodies, Executive Headteachers, Headteachers and Heads of School.

The next scheduled full review date for this policy is 11th June 2029.

Date approved by the Board Appointed Trustee: 12th June 2026.

To be ratified and recorded in the minutes at the first Trust Board Meeting after 12th June 2026.

Trust Glossary

AA	Admissions Authority	H&S	Health and Safety
AAI	Adrenaline Auto-Injector (Epi Pen)	HoS	Head of School
ACM	Asbestos Containing Materials	HSE	Health and Safety Executive
AHT	Assistant Headteacher	ICO	Information Commissioners Office
AIR	Attendance Intervention Reviews	IDSR	Inspection Data Summary Report
APDR	Assess Plan Do Review Cycle	IHP	Individual Healthcare Plan
APIs	Application Programming Interfaces	IRMS	Information and Records Management Society
ASC	Autistic Spectrum Condition	IWF	Internet Watch Foundation
ASP	Analyse School Performance	KCSIE	Keeping Children Safe in Education
ATH	Academy Trust Handbook	KS1/2/3/4	Key Stage 1/2/3/4
BAME	Black, Asian and Minority Ethnic Backgrounds	LAC	Looked After Child
BAT	Board Appointed Trustee	LADO	Local Authority Designated Officer
BCP	Business Continuity Plan	LGB	Local Governing Body
BFR	Budget Forecast Return	LLC	Low-Level Concerns
CEO	Chief Executive Officer	LSA	Learning Support Assistants
CFO	Chief Financial Officer	MASH	Multi-Agency Safeguarding Hub
CIF	Condition Improvement Fund	MAT	Multi-Academy Trust

CIN	Child in Need	MFA	Multi-Factor Authentication
CLA	Children Looked After	MFL	Modern Foreign Language
CMIE	Child Missing in Education	NCSC	National Cyber Security Centre
COO	Chief Operating Officer	NoV	Note of Visit
COSHH	Control of Substances Hazardous to Health	NPQ	National Professional Qualifications
CP	Child Protection	PA	Persistent Absence
CPD	Continuing Professional Development	PAN	Published Admission Number
CPOMS	Child Protection Online Management System	PECR	Privacy and Electronic Communications Regulations
CSCS	Children's Social Care Services	PEP	Personal Education Plan
CSE	Child Sexual Exploitation	PEEP	Personal Emergency Evacuation Plan
CTIRU	Counter-Terrorism Internet Referral Unit	PEx	Permanent Exclusion
CWD	Children with Disabilities	PP	Pupil Premium
CYPMHS	Children and Young People's Mental Health Services	PPG	Pupil Premium Grant
DBS	Disclosure and Barring Service	PSHE	Personal, Social and Health Education
DDSL	Deputy Designated Safeguarding Lead	PSED	Public Sector Equality Duty
DfE	Department for Education	PTFA	Parent, Teacher and Friends Association
DHT	Deputy Headteacher	QA	Quality Assurance

DSE	Display Screen Equipment	RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
DSL	Designated Safeguarding Lead	RHE	Relationships and Health Education
DPO	Data Protection Officer	RPA	Risk Protection Arrangement
EAL	English as an Additional Language	RSHE	Relationships, Sex and Health Education
ECT	Early Career Teacher	SA	Severely Absent
EDIB	Equality, Diversity, Inclusion and Belonging	SALT	Speech and Language Therapist
EHA	Early Help Assessment	SARC	Sexual Assault Referral Centre
EHCNA	Education, Health and Care Needs Assessment	SBM	School Business Manager
EHCP	Education, Health and Care Plan	SCC	Standard Contractual Clause
EHE	Elective Home Education	SCITT	School-Centred Initial Teacher Training
ELSA	Emotional Literacy Support Assistant	SCR	Single Central Record
ESFA	Education and Skills Funding Agency	SDP	School Development Plan
EVC	Educational Visit Coordinator	SDQ	Strengths and Difficulties Questionnaire
EWOSSO	Education Welfare and Safeguarding Support Officer	SEF	Self-Evaluation Form
EYFS	Early Years Foundation Stage	SEMH	Social, Emotional, and Mental Health
FBV	Fundamental British Values	SENCO	Special Educational Needs Coordinator
FFT	Fischer Family Trust	SEND	Special Educational Needs and Disabilities

FGM	Female Genital Mutilation	SIP	School Improvement Partner
FGMPO	FGM Protection Order	SLA	Service Level Agreement
FOI	Freedom of Information	SLCN	Speech, Language and Communication Needs
FSM	Free School Meals	SLT	Senior Leadership Team
FTS	Find a Tender Service	SPOC	Single Point of Contact
GAG	General Annual Grant	STEM	Science, Technology, Engineering and Maths
GDPR	General Data Protection Regulation	TA	Teaching Assistant
GIAS	Get Information about Schools	TAC	Team Around the Child
HASH	Herefordshire Association of Secondary Heads	TCAT	Three Counties Academy Trust
HBA	Honour Based Abuse	TUPE	Transfer of Undertakings (Protection of Employment)
HR	Human Resources	VSH	Virtual School Headteacher