

Ocker Hill Academy

in conjunction with Tipton Learning Community

ATTENDANCE POLICY

Principles:

Good attendance and punctuality are vital for success at **Ocker Hill Academy** and establish positive life habits necessary for future success. They also minimise the risks of pupils conducting anti-social behaviour or becoming victims or perpetrators of crime or abuse. Regular attendance also encourages your child to build friendships and develop social groups, working together as a whole team, sharing ideas and developing on life skills, they will also inevitably miss out on essential learning and on events taking place such as academy visits. Children's social skills are also enhanced by regular attendance.

The academy displays a positive and proactive ethos that places high value on attendance and punctuality and values its partnership with parents/carers and Tipton Learning Community to promote good attendance. This policy advocates close working with all Tipton Learning Community Partner Schools/Academies and aims to provide a cohesive approach to tackling attendance within Tipton ensuring that every child matters.

Aims:

- to share the responsibility for promoting academy attendance amongst everyone at Ocker Hill Academy and the broader academy/school community;
- to develop and implement an effective attendance policy that touches all aspects of an academy's life, and relates directly to the academy's values, ethos and curriculum - staff particularly strive:
 - i. to encourage all pupils to reach their true potential and eventually become independent learners who value learning with and from others, i.e. have a positive attitude to life-long learning;
 - ii. to value application, perseverance, initiative and independence of thought and action, as well as co-operative endeavours.
- this attendance policy and its implementation should encourage some pupils to attend the academy more regularly by the implementation of specific measures, e.g.
 - i. registering pupils accurately and efficiently;
 - ii. setting attendance targets for individual pupils, the academy and specific year groups (where applicable);
 - iii. contacting parents the same day when reasons for absence are unknown or unauthorised;
 - iv. at least weekly monitoring of pupil attendance and punctuality;
 - v. regularly reporting academy attendance statistics to parents and the DFE as appropriate.
- to monitor and evaluate this policy and its implementation by, amongst other means, rigorously collecting and analysing data about attendance to check our progress against measurable outcomes, e.g. National and LA-level.

Attendance and the Law:

It is a legal obligation of all parents/carers to ensure their child attends regularly, by law all children of compulsory school age must get a proper full time education.

The 1996 Education Act states;

"The parent of every child of compulsory school age shall cause him to receive efficient full-time education suitable—

(a) to his age, ability and aptitude, and

(b) to any special educational needs he may have, either by regular attendance at the academy/school or otherwise"

Why Regular Attendance Is So Important:

Every lesson counts and your child's attendance is linked to attainment. This is an example of the number of lessons your child will miss.

1 day absence = 4 lessons missed.

3 day absence = 12 lessons missed.

1 week absence = 20 lessons missed.

2 week absence = 40 lessons missed.

Section 1 Roles and Responsibilities

Parents

All children of compulsory academy/school age (5-16) should receive suitable education, either by regular attendance at an academy/school or otherwise. If a child is registered at the academy, parents have the legal responsibility for ensuring that their child attends regularly. They should also ensure that they are fully aware of the academy's attendance policy and adhere to it. **In addition to statutory obligations parents/carers are encouraged to sign the Home-Academy Agreement - a section of which describes the agreed responsibilities of the parents/carers which include 'a responsibility of parents/carers to make sure their child attends regularly.'**

The Parents' Responsibilities

To help fulfil parents important role in their child's education, and to be as informed as possible in any communications or discussions with teachers, parents are requested and encouraged, to the extent feasible:

- To ensure their child attends the academy regularly and punctually;
- To notify the Academy if their child cannot attend for any reason - this is for the child's security as well as administrative reasons;
- To work with the Academy and Senior Attendance Improvement Officer (SAIO) to resolve/alleviate any attendance problems or protracted absence;
- To attend meetings as required in relation of their child's attendance;
- **To ensure they complete a 'request for leave of absence in term time' form for their child for any holidays before booking them. Attend a meeting with the SAIO and Governor for Attendance for requests.**

To discharge their agreed responsibilities parents should always:

- encourage good attendance making sure that their child goes to the academy regularly and arrives on time;
- take an interest in their child's academy work;
- make sure their child understands that the parents do not approve of absence from the academy;
- support the academy in its efforts to control inappropriate behaviour;
- inform the academy on the first day of non-attendance;
- co-operate with the academy staff and the SAIO to make sure their child overcomes his or her attendance problems and gets a proper education;
- discuss planned absences with the academy and apply for permission well in advance, e.g. a wedding or other special occasions, etc. Parents should not normally:
 - i. expect the academy to agree to shopping trips during academy hours;

- ii. take their own family holidays outside of the academy holidays;
- iii. take their own family holidays during test time;
- iv. expect the academy to agree to their child missing academy days for family holidays.

Pupils

- i. Pupils are actively encouraged to attend the academy regularly and to arrive punctually at the academy and at the start of lessons after break.
- ii. Pupils should inform staff if there is a problem that may lead to their absence, e.g. bullying, racism, etc.
- iii. Pupils should use their best endeavours to pass on absence notes from parents to their class teacher and to pass academy correspondence to their parents.
- iv. Pupils must be encouraged to understand the importance of attending the academy and know that it is compulsory to attend regularly.
- v. Pupils should all understand that only 'real' illnesses can be a reason for absence.
- vi. Understand, contribute and adhere to the academy's Child Friendly Attendance Policy.

Senior Attendance Improvement Officer (SAIO)

The SAIO works collaboratively across 12 school/academy settings to implement the common Tipton Learning Community Policy and procedures. Early warning of attendance problems should be referred directly to the SAIO following the three points of academy contact with parents/carers. Legal action (direct from Academy settings) will be a last resort and will only ensue following advice and preventative action from the SAIO and the academy.

Following referral to the SAIO, a decision will be made in relation to possible course of action depending on the circumstances and family.

- **Academy Attendance Orders (Parent Contract)** - these enforce the parents' responsibility for ensuring that children of compulsory school/academy age receive suitable education and to ensure that the parent takes responsibility for making sure that their child attends regularly;
- **Home Visit** - a visit to the family by the SAIO to discuss issues surrounding non-attendance and/or lateness in an attempt to solve the problem. This discussion will also involve advice to parents around the legal obligations of parents to ensure good academy attendance and possible consequences for non-compliance.
- **Prosecution** may be considered for further periods of poor attendance (again for reasons stated above) All referrals will be made via the SAIO.
- **15 Day Notifications** - to improve attendance, to be issued directly from Academy settings
- **Parenting Orders (as a result of court action)** - a legal requirement for a parent to undertake specific measures in order to improve the situation.
- **Education Supervision Orders (as a result of court action)** - this means that the court appoints a supervisor to help and give advice to the Parents and the child.

Academies are responsible, by law, for making sure that registered pupils of compulsory school/academy age attend regularly. The SAIO will monitor academy attendance and help parents meet their responsibilities.

The SAIO will be responsible for the attendance, in conjunction with the academy, of all the pupils in the settings.

The SAIO will check the academy registers regularly (every 2 weeks) to ensure that they are being completed in accordance with the academy's policy and to identify any patterns of absence which have not already been notified. The SAIO promptly follows up incidents where the Attendance Officer and/or Principal/SMT have identified a possible attendance problem (pupils whose attendance is **90%** or less even after academy intervention).

The SAIO works closely with the academy and families to resolve attendance issues, arranging home visits where necessary. The key to success is an effective working relationship between our academy and the learning community:

- Ensuring shared policies and operational practices between the SAIO and our academy (see below);
- Clearly defined roles of academy staff and the SAIO ;
- How much time the SAIO will devote to the academy;
- The expectation of the quality of SAIO service;
- Arrangements for referral, regular review, monitoring and evaluation in place;
- Effective procedures for resolving enquiries;

The Governing Body

The governing body is legally responsible for many aspects of the academy management including the attendance register and so it is registered with the Data Protection Registrar under the Data Protection Act 1998. However, the Principal manages the day-to-day running of the Academy and in so doing takes responsibility for the day-to-day implementation of this policy.

To discharge their agreed responsibilities it is suggested that Governors should:

- i. Meet to discuss whole academy attendance regularly (at least termly)
- ii. Be kept updated on all attendance related issues and monitor termly Academy Attendance Data and external RAISE Data.
- iii. Ensure that a designated governor is able to assist with attendance reviews/parent contracts where required.

The named academy Governor for Attendance is Mr A Hadley.

- iv. Monitor the academy's annual attendance target and its progress towards this on termly basis.
- v. Provide training for all TLC Attendance Leads on at least a termly basis.

The Principal

The Principal is required to tell the SAIO if **a pupil fails to attend regularly or has been absent for a continuous period of three days and the absence is treated as unauthorised (in addition where deemed appropriate a 'Safe and well Check' can be arranged)**

Principals can, of course, notify the SAIO earlier if there are areas of concern, however normally the academy itself will have made and recorded efforts to address the non-attendance through the three points of contact prior to any SAIO intervention:

- action by the class teacher as part of their day-to-day duties;
- action by the Attendance Officer as part of their day-to-day duties;
- involvement of others within the Academy, e.g. Principal or Vice Principal;
- contact with parents and parent/child interviews;
- records of invites to meetings etc.

Referral to the SAIO would normally take place if:

- a pattern of irregular attendance or lateness is either continuing or worsening;
- parents do not accept their responsibilities for ensuring the child attends the academy, and are refusing to discuss ways of improving attendance with the Academy;
- condoned, unjustified absence is increasingly a problem;

- the parents ask for excessive authorised absence.
- **pupil overall attendance remains at 90% or less.**

The Principal is also required to maintain two registers:

- an admission register (known as the academy roll) which contains a list of all pupils at the Academy;
- an attendance register for all pupils of compulsory school age on the admission register. This must be taken twice a day; once at the start of the morning session and once during the afternoon session. Similarly, the Academy keeps a register of pupils present on the academy site during lunch time, this is needed in the event of an emergency to show which pupils need to be accounted for.

The Principal ensures that a clear policy on attendance is in place, which is known to staff, pupils and parents. The positive link with parents can be strengthened if the arrangements for notifying absence and the Academy's policy towards absence (authorised and unauthorised) is regularly publicised. Each term, the Academy is required to submit to the details of the level of absence within the Academy via the Pupil Census/weekly via B2B electronic data collection system to the LA.

Class Teacher

Class teachers must enforce this policy strictly. If a pupil is absent without explanation when the register is called and electronically submitted, the School Attendance Officer will contact the parents the same day wherever possible. The absence will also be followed up with the parent to ensure that a written note or verbal acceptable explanation is received explaining the absence. **Where no reply is received this will be recorded as unauthorised will be sent. Coding for all pupils should be completed on a weekly basis - by Attendance Leads.**

When a pupil is missing from class for no apparent reason, the class teacher will immediately inform the academy office so that the pupil's absence can be further investigated. Class teachers can also contribute to the reduction of unauthorised absence by delivering interesting and engaging lessons and insisting on punctuality for themselves, colleagues and pupils.

Academy staff will receive regular training in relation to Attendance Policy, Protocol and Guidelines (by SAIO)

Police

Under the Crime and Disorder Act 1998 the police now have powers to remove truants found in public places and to return them either to their school/academy or a place designated by the LA.

Section 2 Initiatives To Improve Attendance Rates

There are many reasons why pupils would not attend the academy without permission; there is no one solution to the problem of absenteeism. The academy has set reward schemes, such as certificates and extra-curricular activities. Wherever possible the Academy works alongside the SAIO in supporting and implementing attendance initiatives which:

- help children develop the habit of regular attendance including through providing a number of regular initiatives;
- show parents clearly that unjustified absence will be recorded and challenged;
- Visit all absentees, regardless of attendance levels, on a daily basis;
- minimise problems in KS2 by helping pupils transition from KS1 and from KS2 to KS3.

The Academy has considered initiatives that are most appropriate and always takes into account a pupil's individual circumstances, e.g. setting reward schemes such as certificates, for 100% attendance and effort to attend. Other helpful initiatives include:

- Implementing first day contact with parents of children who are absent from the academy without prior knowledge. It is hoped that this sends a clear signal to pupils and parents that absence is a matter of concern and will be followed up;
- Encouraging regular attendance checks, scheduled or unscheduled, which are effective particularly when pupils are not with the class teacher;
- Regular half termly register sweeps for pupils below 95% and follow up with the support of the SAIO.
- Having a member of the admin staff responsible for first day contact and the Principal/SMT responsible for attendance overall;
- Interviews for target families following half termly sweep and a further period of monitoring to ensure attendance improves.
- Parent contracting system (see above)
- Academy attendance displays (raising the profile of attendance)
- A draw for £20 for 100% attendance each half term for pupils;
- 100% attendance certificates at the end of each half term plus the most improved attendance for that term;
- The class with the overall best weekly attendance is awarded with 15 minutes extra social or playtime;
- After School Club provision for our pupils;
- 100% attendance trip to Drayton Manor for pupils as an incentive on an annual basis.
- The issue of termly attendance reports to all parents so that they can actively monitor their own child's attendance.
- The employment of a Learning Mentor. The Learning Mentor is a paid, academy-based employee who helps to identify and support pupils by early intervention, and by helping them overcome problems inside and outside of the academy, leaving teachers more free time to teach.

The role of the Mentor includes:

- i. working with the key stage managers to smooth the transition from KS1 to KS2/ KS3
- ii. Contributing to the pupil attitude and self-esteem assessment of pupils entering or returning to the academy;
- iii. drawing up and implementing action plans for children needing extra support;
- iv. Keeping in regular contact with families and carers of children needing support and encouraging families to be involved in children's learning;
- v. working with the SENCo to act as a point of contact for specialist support and building up knowledge of support services available to children related to behaviour;
- vi. Implementing a 'buddy mentoring system' for pupils to promote inclusion and readiness to learn.

The introduction of the SIMS.net computer system which stores accessible pupil profiles containing a full range of information from both the existing electronic attendance system and the school management system. Additional technician hours may also allocated to support the network. This management system:

- i. is accessible to all staff with specific access rights for the SMT and Attendance Officer;
- ii. enables staff to have access to a complete pupil profile in reviewing non-academic achievements as well as pupils academic performance;
- iii. enables staff to interrogate data and produce ICT generated management information and reports;

The Principal has made a concerted effort to encourage a good working relationship with parents by regularly publicising the arrangements for notifying absence (on an annual basis), the academy's policy towards authorised absence is on the website and regular communications.

Section 3

Keeping The Register

Registers should be treated as legal documents - indeed they may be used as evidence in court cases. For this reason they should be retained for a minimum of three years. For each pupil, the register must be marked either as present or absent. If the pupil is absent, the register **must** clearly differentiate between whether the absence is authorised or unauthorised by the Academy.

Understanding Types of Absence

Authorised Absence

Authorised absence is absence with permission from the Principal or other authorised representative of the Academy- this includes instances of absences for which a satisfactory explanation has been provided, e.g. ill health. Parents reporting absence should give the reason and expected date of return for the child. If this is unknown, regular contact on a daily basis should be kept with the Academy Attendance Officer. For periods of extended absence, the academy **WILL** seek the advice of the school nurse and HPA (Health Protection Agency) and will only authorise the number of days that have been advised by Sandwell Health Authority for the illness.

NB- Reporting an absence does not guarantee authorisation. Authorisation will be considered in relation to the reason and your child's past attendance record is taken into consideration. Medical appointment cards and hospital letters WILL be required for all appointments, in order that an authorisation can be made. No absence below 85% will be authorised unless in extenuating circumstances.

Please note - Absences for head lice will not be authorised.

Authorised absences are equivalent to 'present' for performance table purposes. Even when pupils are engaged in Approved Educational Activity off-site, they must not be marked as present, as good Health and Safety practice requires that the Academy needs to know who is on the premises in the case of a fire drill or a real emergency. In the case of a pupil leaving the academy during a session and/or returning later, care must be taken to maintain the accuracy of who is known to be on site in the case of an emergency - for this reason an effective signing in and out register form these purposes should also be maintained.

Tipton Learning Community Partner Schools may authorise absence in the following circumstances:-

- Personal illness (Excessive or extended absences will require medical evidence).
- Medical appointment (Copy of appointment card to be seen and retained)
- Family bereavement.
- Conditions rendering attendance impossible or hazardous to child's health and safety. Religious observance, necessitating absence from the academy (limitations apply)
- A traveling child's absence
- Involvement in a public performance
- Approved sporting activity

Unauthorised Absence

Unauthorised absence is absence without permission from the Principal or other authorised representative of the Academy- this includes all unexplained or unjustified absences.

NB - Please note that NO absences are authorised by the Principal without the pupil's past attendance record being taken into consideration.

All registers must allow for the original entry and any subsequent correction to be clearly distinguishable and that, on retrieval, they appear in chronological order.

Tipton Learning Community Partner Schools/Academies will not authorise absence in the following circumstances:-

- No explanation is offered by the parent/carer
- The explanation offered is unsatisfactory (e.g. shopping, minding the house etc)
- Leave of absence (which are taken without the academy's prior consent or knowledge and/or are in excess of the time agreed by the academy)
- Lateness when the child arrives after the register has closed (**20 minutes after the academy starts**)
- Special occasions, birthdays (when the academy does not agree that leave should be given).
- Looking after siblings
- Headlice
- Family holidays in term time (which may result in a child being taken off the academy role)

The SAIO has the duty to consider the use of legal action in terms of court action to address incidences of poor attendance.

Persistent Absenteeism (PA)

Persistent Absentees are pupils whose attendance falls below 90%. Tipton Learning Community Partner Schools/Academies will refer any individual child whose attendance is 90% to the SAIO at which point legal proceedings could follow, however a variation may be considered on an individual academy basis depending on numbers of PAs in the academy and overall attendance levels.

All PAs are tracked and reported to the Governing Body on a termly basis.

Punctuality and Lateness:

The Academy actively discourages late arrival by staff, setting a good example, and by challenging it whenever it occurs. Normal register entries do not usually indicate the severity or degree of lateness and the Academy therefore has systems to detect patterns of late arrival. Frequent lateness of pupils can provide grounds for prosecution of parents. The Academy allows the register to be kept open for up to **10 minutes** from the beginning of registration, however all teachers must ensure that registers are completed electronically by 9:00am in the morning and by 1:15pm in the afternoon. The academy completes a punctuality trawl each half term and targets families who are at risk. A monitoring period with then follows and if progress is not made then a referral to the SAIO will be made (10 lates = unauthorised absence)

Lateness is often an indication of more serious problems, but can also be the result of poor time management. 2 minutes everyday over 2 weeks equates to 20 minutes of missed opportunities for learning:

- The academy day starts at **08:50**.
- All late students are marked appropriately using code "L" if your child is late before the register closes, "U" after the close of register.
- If your child is persistently late the designated SAIO attached to this academy will in collaboration with the Principal will operate late gates to highlight the damage caused by lateness.
- The Academy will send out letters to parents whose children are late on more than **5** occasions.
- **Refer to the SAIO after 10 lates are recorded.**
- Work with the SAIO to implement regular late gates.

Pupils Present At Registration (SIMS.net Electronic Registration)

The school uses the SIMS Electronic registration system, which must be marked directly onto the computer.

/ - is entered to show the pupil is present in the morning session

\ - is entered to show the pupil is present in the afternoon session

N - is entered to show the pupil is absent without a reason

If the pupil arrives late this is recorded by the attendance Officer directly to the electronic system. Pupils who are helping with events on-site should still personally report to their class teacher (if at all possible) to be registered no matter how brief their presence may be. However, it may not always be possible for pupils to go to registration, e.g. if a pupil is on site for a test then that pupil should be marked "present" as normal - the member of staff must personally be absolutely sure that the pupil is in attendance at the test.

NB - If a pupil does arrive late following register close, teachers should always ensure that they have been seen by the office staff by checking that they have an orange card stating that they have been seen and have been added to the system to comply with current fire regulations.

Annotation For Absences

The SIMS attendance system records absence with N for no reason yet supplied. The official register is printed for monitoring by the Principal and Attendance Officer on a Friday where the appropriate attendance code is then applied.

Codes used for unauthorised absence

Late after register close (9.20am or 1.30pm)

U

Unauthorised circumstances

O

Codes used for authorised absence

Present

/(AM)

Present

\(PM)

Educated off site (*incl. hospitalisation*)

B

Other authorised circumstances

C

Dual registration

D

Excluded

E

Annual Family Holiday (not agreed)

G

Illness

I

Interview

J

Late before register close

L

Medical/Dental

M

No reason yet provided for absence

N

Unauthorised absence

O

Approved Sporting Activity

P

Religious Observance

R

Study Leave

S

Traveller Absence

T

Late after register close

U

Educational Visit

V

Work Experience

W

Only staff should attend

X

Enforced closure

Y

Attendance not required

!

These codes and the criteria of authorised absence are all recorded by the Attendance Officer into the computerised SIMS Attendance System.

Temporary Academy Closures

Where an academy has to close due to severe weather conditions, fire or other structural damage or for in-service training, no attendance registers are needed. This will be coded appropriately. The academy will liaise with local settings to ensure commonality in closure - this will be a Tipton Learning Community decision.

Deleting Pupils From The Admissions Register

There are strict rules on when an academy can delete pupils from their admissions register. Where an academy has decided to remove a pupil from their admission roll for any reason, they should notify their SAIO for advice - weekly tracking is submitted to the LA for monitoring. If a pupil is to be taken off the admissions register because the child is moving to another area or school/academy, staff should first find out the name and address of the new school/academy and when the pupil will start, confirming this information with the receiving school/academy. Academy staff should be concerned:

- if the parents do not name the receiving school/academy;
- if a pupil has 'disappeared' from the area without explanation;
- if a pupil has not returned to the academy within ten days of the agreed return date after a family holiday in term-time.

If the Academy is concerned they will alert the Area Child Protection Representative (as named in the Academy's Child Protection Policy) without delay. The Tipton Learning Community Child Protection Officer will then decide whether to alert Children's Services who may in turn involve the police. If, however, the academy has good reason to believe that a crime may have been committed, they should contact the police directly.

When a family returns to their country of origin for a long period of time, the academy will work with the SAIO to draw up an Extended Holiday Contract, stating the agreed date of return. Should the pupil not return at the agreed date, then the child will be taken off roll as agreed by the academy, parents and SAIO.

If a family decides to take a holiday that means a child will have taken over 10 days holiday in Academy term time in one academic year, the Academy will off role the child, depending on the child's overall attendance. If this happens the parents will need to re-apply for their child's place on their return, but need to understand that if there is a child waiting for a place at the Academy at that time there may be no place available on their return.

Attendance Registers - Security

The Academy keeps the attendance registers secure on the academy network and paper records relating to monitoring when not in use and are located in the Academy Office. Older paper based registers are archived in the Stock Room at the back of the Academy Hall.

Section 4 Monitoring, Evaluation and Review

The Academy will review this policy annually and assess its implementation and effectiveness. The policy will be promoted and implemented throughout the Academy and staff, pupils and parents should be reminded regularly of its contents. Effective monitoring/evaluation of the attendance policy and guidelines are dependent upon the maintenance of accurate and up-to-date records. The criteria by which the monitoring and evaluation of the provision is undertaken are described below:

Parents:

1. the degree to which the pupils and parents have been consulted during the formation and implementation of relevant policies; **(including an annual update to parents in the form of a summary)**
2. any pertinent feedback from parents;
3. regular updating of the information pack for parents (Prospectus);
4. the amount of data and information given to parents regarding the attendance rates of their children (annually in the end of year report or as requested)
5. **Attendance Reports To Parents:** The academy issues termly attendance reports to ALL parents in order that they can actively monitor their own child's attendance. The academy sets challenging targets for overall attendance and expects all pupils to reach the target of 95%+ for each academic year. Children who fall below the agreed levels will be targeted by the academy and SAIO, where applicable, in order to provide support and a possible solution to the ongoing absence.
If parents are at all worried about their child's attendance levels or wish to discuss any part of the academy attendance policy further, they are encouraged to contact the academy for an appointment. Parents are also encouraged to offer their views on attendance when meeting with the Principal or class teacher at formal consultation evenings, informally on a day to day basis and in the academy parent survey.

Pupils:

6. the degree to which the social inclusion targets have been met - these include:
 - pupil achievement, e.g. increase in attendance over time;
 - the numbers of fixed-period and/or permanent exclusions;
7. any improvements in the support infrastructure for disruptive and disaffected pupils and those responsible for teaching them;
8. the number, frequency or extent of incidents of poor behaviour in the academy;
9. the rate of reintegration into mainstream education of pupils who have been out of a school/academy;
10. the number of reports of bullying;
11. any pertinent feedback from pupils;

Outside Agencies & LA:

12. the instigation of effective links with LAs' behaviour support plans;
13. the effectiveness of a partnership approach, making full and appropriate use of the experience and expertise of all agencies with relevant skills, e.g. the Education Welfare and Educational Psychology Services, voluntary organisations and the private sector wherever appropriate;

Budget:

14. any appropriate adjustments in budget allocation to reflect changing needs;

Planning:

15. the consideration of attendance issues in development planning. Planning should have a clear implementation strategy and statement of objectives and targets, together with performance indicators against which the effectiveness of provision can be measured; time should be allocated to planning for pupils with special needs related to attendance;
16. the effects on academy ethos/atmosphere related to attendance and related policies;

Staff/Inset:

17. involvement by all staff in INSET courses relating to attendance issues as required;
18. academy management involvement in attendance issues;
19. any improvements in the support infrastructure for disruptive and disaffected pupils and those responsible for teaching them;

Independent Reports:

20. analysis and publication of OFSTED/RAISE/ LA reports.

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