

ATTENDANCE / CHILDREN ABSENT FROM EDUCATION POLICY

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Associated Documents <i>Safeguarding Policy</i> <i>KCSIE 2023</i> <i>Admissions Policy</i> <i>Behaviour Management Policy</i> <i>Data Protection Policy</i> <i>Working together to improve school attendance Published May 2022, Applies from September 2022</i> Working together to improve school attendance (publishing.service.gov.uk)		

1. PURPOSE

OneSchool Global UK (OSG UK) Biggleswade Campus' Attendance / Children Absent From Education Policy aims to enable the Campus to provide consistent practice that encourages and facilitates the regular attendance of all students. Regular attendance at school is key to student progress and attainment, and enjoyment of learning. For this reason, the Campus is committed to ensuring its Attendance Policy is followed at all times.

2. SCOPE

This Policy applies to all stakeholders.

3. DEFINITIONS

For the purposes of this Policy, the following definitions apply.

Term	Definition
Attendance	Full time education means attendance for the period described by the Campus and a student may be marked absent if they arrive after the time when the Campus closes its register. Regulations distinguish between 'authorised' and 'unauthorised' absences although this distinction is no longer reported.
Attendance Register	The daily register taken at the beginning of each day and again in the afternoon. The use of Attendance Codes will be used to record individual student's attendance at Campus.

Admission Register	The Roll Register of all students at the Campus. It includes the date of admission and the name and address of the school that the students last attended. If a student leaves, then details of the school that they go to must be recorded.
Persistent Absence	Attendance which is less than 90%.
BromCom	School Management Information System

4. INTRODUCTION/POLICY STATEMENT

4.1 INTRODUCTION

- 4.1.1 At this Campus, we stress the importance of good attendance, and the Attendance Policy fosters this commitment. The Campus owes a duty of care to both parents and students to ensure that all students attend regularly; there is also a moral and statutory responsibility to safeguard and promote the welfare of children and young people.
- 4.1.2 Schools are required to keep Admission Registers and Attendance Registers by law. They can be kept in hard copy or electronic form; this Policy and procedure advises how they should be kept.

4.2 POLICY PRINCIPLES

- 4.2.1 The Campus takes a whole-school approach to maintaining excellent attendance and it is the joint responsibility of parents, students and all staff members to ensure that children are attending school as they should be. We endeavour to work with families to make sure that any problems or circumstances which may lead or be leading to poor attendance are given the right attention and appropriate support.
- 4.2.2 Our aim is to have a minimum attendance level of 95%.

4.3 POLICY

- 4.3.1 The Education Act 1996 states that:
- 4.3.2 The parent of every child of compulsory school age shall cause them to receive efficient full-time education suitable -
- to their age, ability and aptitude, and
 - to any special educational needs, they may have,
 - either by regular attendance at school or otherwise.
- 4.3.3. By law a person ceases to be of compulsory school age at the end of the day which is the school leaving date for any calendar year (the last Friday in June) -
- if they attain the age of 16 after that day but before the beginning of the school year next following,
 - if they attain that age on that day, or

- if that day is the school leaving date next following his attaining that age.

4.3.4. Students enrolled at the Campus are expected to attend school until the completion of Year 13 unless there are specific circumstances agreed on an individual basis.

4.3.5. The law requires regular attendance by students registered at the Campus. It is the parents' responsibility to ensure attendance.

4.4 DUTIES

4.4.1 The Board will recognise the importance of school attendance and promote it across the schools ethos and policies

4.4.2 **The board will** ensure school leaders fulfil expectations and statutory duties.

4.4.3 Regularly review attendance data, discuss, and challenge trends, and help school leaders focus improvement efforts on the individual pupils or cohorts who need it most.

4.4.4 Ensure school staff receive adequate training on attendance.

4.4.5 Share effective practice on attendance management and improvement across schools.

4.4. CAMPUS DUTIES: Each campus will appoint a Senior Leader with the strategic responsibility for attendance.

NAME of SENIOR LEADER: Santania Ricketts-Singh

CAMPUS NAME: Biggleswade Campus

CONTACT DETAILS: santania.ricketts-singh@uk.oneschoolglobal.com

4.4.2. The campus has identified Form Tutors who monitor a child's attendance on a daily basis. Contact details are as follows.

Year	Contact Name	Contact details
3	Nichola Walton	nichola.walton@uk.oneschoolglobal.com
4	Willow Evans	Willow.evans@uk.oneschoolglobal.com
5	Salina Caunhye	salina.caunhye@uk.oneschoolglobal.com
6	Benjamin Young	Benjamin.young@uk.oneschoolglobal.com
7	Katherine Law	katherine.law@uk.oneschoolglobal.com
8	Andrew Ball	Andrew.ball@uk.oneschoolglobal.com
9	Elizabeth Jordan	Elizabeth.jordan@uk.oneschoolglobal.com
10	Helen Large	Helen.large@uk.oneschoolglobal.com

11	Louise Harland	Louise.harland@uk.oneschoolglobal.com
12	Lucy Parr	Lucy.parr@uk.oneschoolglobal.com
13	na	

- 4.4.3. Should more detailed or additional information about attendance be required, the Senior Leader responsible for attendance should be contacted as detailed in 4.4.1/ Alternatively the Campus Principal can be contacted.
- 4.4.4. The Campus is required to ensure that an attendance register is taken twice a day, at the beginning of the morning and afternoon session on which the presence or absence of every student should be recorded.
- 4.4.5. Students must arrive in school no later than 8.45am. Registers close at 9.00am. After which any students that arrive will be marked as late.
- 4.4.6. Afternoon registration takes place at 1:15pm. Registers close at 1: 30pm after which a student will be marked absent for the afternoon session.
- 4.4.7. All attendance must be recorded in BromCom in the electronic class registers.
- 4.4.8. The Campus must provide the Secretary of State with information of levels of authorised and unauthorised absence when requested or via the DfE Independent School Census.
- 4.4.9. The Campus will monitor and evaluate attendance, analysing trends and / or patterns over time for individuals or groups of students using BromCom. Appendix 2 and 3 should be used.
- 4.4.10. The Campus should regularly monitor students below 95% and put in place an Action Plan if attendance does not improve (see Appendix 6 and 7 for guidance). If necessary, this may include multi agency support.
- 4.4.11. The Campus should review data to identify cohorts of students who are most vulnerable to poor attendance and consider strategies to intervene prior to attendance concerns arising e.g., learning support teams, additional pastoral support
- 4.4.12. The Campus should demonstrate that where a student’s absence falls below 90%, they have taken robust action to address this.
- 4.4.13. The campus has a duty to inform the Local Authority, of the name and address of any registered student who fails to attend regularly, or has been absent for a continuous period of 10 or more school days, except if:
- such absences are covered by a medical certificate
 - the absences are authorised by the Campus

- 4.4.14. The Campus should promote and incentivise good attendance by rewarding individuals in an appropriate way including recognition assemblies/ attendance certificates/ Annual Recognition of Excellence Ceremony
- 4.4.15. The Campus will visibly demonstrate the benefits of good attendance throughout school life. this may include in displays, assemblies or in registration periods. where used sensitively and without discrimination, this may also include praising and rewarding improvements in attendance at year group, class/form and individual level.

5. PROCEDURES

5.1. CAMPUS SESSIONS

- 5.1.1. The OSG UK Academic Calendar and Timetables determine the times of the daily sessions and duration of the terms and are approved by the Board.

5.2. ATTENDANCE REGISTERS

- 5.2.1. The Education (Student Registration) (England) Regulations 2006 govern the attendance registers that the campus must keep. They also regulate the power to grant leave of absence.
- 5.2.2. A set of national codes and descriptors to record the reason for student absence is as Appendix 1.

5.3. ELECTRONIC REGISTER IN BromCom

- 5.3.1. Admission and attendance registers are kept in BromCom. The registers must be backed up, in the form of an electronic or printed copy, not less than once a month. Printed copies on a monthly basis should be signed and dated by the Campus Principal as accurate records and retained in a single volume. Each of these additional copies of the admission and attendance registers must be retained for three years after the end of the school year in question, as will those done by hand.

5.4. SETTING UP THE ACADEMIC YEAR IN BromCom

- 5.4.1. There are 190 days for maintained schools, 185 for OSG UK Campuses. This will be administered centrally by OSG UK.

5.5. KEEPING REGISTERS

- 5.5.1. Registers must:
- be taken at the beginning of the morning and afternoon sessions.
 - distinguish between authorised and unauthorised absence and daily totals calculated.
- 5.5.2. If a correction is made to an original entry the correction will be clearly identifiable. There are only three occasions when an entry in an attendance register can be altered:
- When staff discover that an error has been made, for example a typing error
 - When a student's absence was unexplained but has since been explained
 - When a student's name has changed

5.5.3. Whenever a change is made, both the original entry and the amendment must be clearly distinguishable. The original entry and the correction should be kept so entries appear in chronological order. Any amendments should also indicate the reason for them and who made the amendment.

5.6. INSPECTION OF ATTENDANCE REGISTER

5.6.1. It is a statutory requirement for all schools to keep attendance registers and these must be available for inspection during school hours by authorised persons. Those authorised to inspect registers could include Ofsted, ISI, Estyn, HMIE and ETINI Inspectors and authorised local authority officers.

5.7. PRESERVATION OF RECORDS

5.7.1. Registers are legal records and all schools must preserve every entry in the attendance or admission register for 3 years from the date of entry

5.8. DATA PROTECTION

5.8.1. OSG UK is registered with the Information Commissioner's Office under the Data Protection Act 2018. The campus will retain information for as long as is necessary and usually for six years from the date on which the Student left the school or six years after his or her 18th birthday, whichever is longer.

5.9. SCHOOL LEAVING AGE

5.9.1. Students must do one of the following until they are 18:

- Stay in full time education
- Start an apprenticeship or traineeship
- Work or Volunteer (for 20 hours or more a week) whilst in part time education or training

5.10 LEAVE OF ABSENCE FOR STUDENTS

Only exceptional circumstances warrant a leave of absence.

The school will consider each application individually considering the specific facts and circumstances and relevant background context behind the request.

If a leave of absence is granted, it is for the Campus Principal to determine the length of the time the pupil can be away from school.

Campus Principals should only grant leaves of absence in exceptional circumstances it is unlikely a leave of absence will be granted for the purposes of a family holiday.

An application has been made in advance to the Campus Principal by a parent with whom the student normally resides.

5.11 AUTHORISED ABSENCE (See Appendix 1 – National Codes for full list of attendance codes) Absence may be authorised by the school for the following reasons:

- Illness (Code I)
- Medical and dental appointments (Code M)
- Interviews (Code J)
- Holidays in term time (Agreed Code H, Not agreed Code G)

- Exclusion (Code E)
- Study Leave, Year 11 only (Code S)
- Enrichment, Y12 and Y13 (Code X – not required in school)
- Covid Related Absence (X Code subcodes)
- Special Meeting requests out of student locality (Code C)
- Work experience (Code W)
- Religious observance – Weddings, Burials and Local Community Meetings (Code R)
- Planned whole or partial school closure for national community events or for up to five non-educational days to be used for curriculum planning/training (Code #)

5.11.2 Guidance for use of D code (Dual Registration) is specified in Appendix 5.

5.12 AUTHORISING ABSENCE

5.12.1. The campus should authorise absence only after careful consideration. If the reason for absence is unknown at the time the register is taken, it should be marked as unauthorised and can be changed later.

5.13 LOCAL AUTHORITY

5.13.1. The Campus is required to maintain an attendance register and Trustees will report as soon as possible to the Local Authority in which the student lives:

- Ten days of unauthorised absence (other than for reasons of sickness or leave of absence)
- Failure to attend regularly.

5.14 POLICE POWER OF TRUANTS

5.14.1. If a police officer has reasonable cause to believe that a child is of compulsory school age and is absent from school without lawful authority, the officer can take the child back to school or to another place designated by the Local Authority. The child must be in a public place when this power is exercised. Truancy is not a criminal offence, so this is not a power of arrest or detention.

5.15 PARENTAL RESPONSIBILITY FOR SCHOOL ATTENDANCE

5.15.1. It is the duty of the parent of a child of compulsory school age to ensure that the child receives efficient, full time education; they must ensure that their children attends regularly and aim for a minimum attendance rate of 95%.

5.15.2. Parents have no right to authorise the absence of a registered student of compulsory age; this may only be done by the school.

5.15.3. If a student is absent due to illness or a family emergency, then the parent must notify the campus by telephone by 9:00 am that morning.

5.15.4. Parents must explain all absenteeism with a note beforehand or immediately upon the student's return to the campus. Parents may be prosecuted if they know that their child is not attending school and they fail without reasonable justification to

cause their child to attend or fail to secure a child's regular attendance at the school at which they are registered.

- 5.15.5. If a registered student of compulsory school age fails to attend regularly, the Local Authority can prosecute a parent; issue an Education Supervision Order, parenting order or school attendance order.

5.16. DAY TO DAY PROCESSES

- 5.16.1. Alongside accurate recording of attendance and absence, the campus will have robust day to day processes to track and follow up absence and poor punctuality which are rigorously applied across the school.
- 5.16.2. All parents should contact the school when their child is absent to explain the reason. Campuses will contact parents on the first day of absence where a reason has not been provided. If absence continues without explanation, further contact should be made to ensure safeguarding.
- 5.16.3. Campuses should hold more than one emergency contact for each student
- 5.16.4. Campuses will regularly provide parents with information about their child's attendance and absence levels.

5.17 CONTACTING PARENTS ON THE FIRST DAY OF ABSENCE

- 5.17.1. If a student is absent without explanation when the register is checked, campus staff should contact the parents that same day.
- 5.17.2. This declared procedure of 'first day contact' makes it clear to students and parents that absence is a matter of concern and will be followed up.
- 5.17.3. Procedures for first day absence monitoring are detailed in Appendix 4. Procedure : Attendance Monitoring – First Day Call.

5.18. PROCEDURES FOR MANAGING PERSISTENT ABSENCE

- 5.18.1. Campuses must have in place systems to manage persistent absence which is defined as being absence below 90%.
- 5.18.2. Procedures for managing persistent absence are set out in Appendix 3. Once identified a report, including Action Plan, must be shared with RP/DP.
- 5.18.3. Appendix 6 should be used to help campuses identify reasons for absence to enable effective Action Planning.

5.19. BUILD STRONG RELATIONSHIPS WITH FAMILIES

- 5.19.1. The school will treat all pupils and parents with dignity and staff should model respectful relationships to build a positive relationship between home and school that can be the foundation of good attendance.
- 5.19.2. In communicating with parents, schools should discuss the link between attendance and attainment and wider wellbeing, and challenge parents' views where they have misconceptions about what 'good' attendance looks like. Where a pupil or family needs support with attendance, it is important that the best placed person in the

school works with and supports the family and wherever possible the person should be kept consistent.

- 5.19.3. Where a pattern of absence is at risk of becoming, or becomes, problematic. The campus will draw on these relationships and listen to and understand the barriers to attendance the pupil or family is experiencing. In doing so, the campus will take into consideration the sensitivity of some of the reasons for absence and understand the importance of school as a place of safety and support rather than reaching immediately for punitive approaches
- 5.19.4. Where absence intensifies, so should the support provided, which will require the school to work in tandem with the local authority and other relevant partners:
- 5.19.4.1. if the needs and barriers are individual to the pupil this may include provision of mentoring, 1-2-1 tuition or out of hours learning, or where appropriate an education, health and care plan or alternative provision.
- 5.19.4.2. where the needs are wider and a whole family response is more appropriate, this is likely to include a voluntary early help assessment.
- 5.19.4.3. where engagement in support is proving challenging, schools should hold more formal conversations with the parents (and pupil where they are old enough to understand). This is likely to be led by the senior leader responsible for attendance and may include the school's point of contact in the local authority school attendance support team. These meetings should clearly explain the consequences of persistent and severe absence to the pupil and family and the potential need for legal intervention in future, but should also be an opportunity to continue to listen to and understand the barriers to attendance and explain the help that is available to avoid those consequences.
- 5.19.5. In all cases the campus should monitor the impact of any intervention(s) and make adjustments where necessary in discussion with the pupil, parents and any other partners involved as part of any whole family plan or team around the family.
- 5.19.6. Where interventions are failing, all parties should work together to identify the reasons why and either adjust or change the approach.

5.20. PUPILS WITH MEDICAL CONDITIONS OR SPECIAL EDUCATIONAL NEEDS AND DISABILITIES

- 5.20.1. Some pupils face greater barriers to attendance than their peers. These can include pupils who suffer from long term medical conditions or who have special educational needs and disabilities. Their right to an education is the same as any other pupil and therefore the attendance ambition for these pupils should be the same as they are for any other pupil. That said, in working with their parents to improve attendance, schools should be mindful of the barriers these pupils face and put additional support in place where necessary to help them access their full-time education. This should include:
- 5.20.1.1. Having sensitive conversations and developing good support for pupils with physical or mental health conditions. For example, making reasonable adjustments

where a pupil has a disability or putting in place an individual healthcare plan where needed. Considering whether additional support from external partners (including the local authority or health services) would be appropriate, making referrals in a timely manner and working together with those services to deliver any subsequent support.

- 5.20.1.2. Working with parents to develop specific support approaches for attendance for pupils with special educational needs and disabilities, including where applicable ensuring the provision outlined in the pupil's education, health and care plan is accessed. In addition, schools should work with families to help support routines where school transport is regularly being missed and work with other partners to encourage the scheduling of additional support interventions or medical appointments outside of the main school day
- 5.20.1.3. Establish strategies for removing the in-school barriers these pupils face, including considering support or reasonable adjustments for uniform, transport, routines, access to support in school and lunchtime arrangements.
- 5.20.1.4. Ensure joined up pastoral care is in place where needed and consider whether a time-limited phased return to school would be appropriate, for example for those affected by anxiety about school attendance.
- 5.20.1.5. Ensure data is regularly monitored for these groups including at board and governing body meetings and in targeting support meetings with the local authority so that additional support from other partners is accessed where necessary.

5.21. PART TIME TIMETABLES

- 5.21.1. All pupils of compulsory school age are entitled to a full-time education. In very exceptional circumstances, where it is in a pupil's best interests, there may be a need for a **temporary** part-time timetable to meet their individual needs. For example, where a medical condition prevents a pupil from attending full-time education and a part-time timetable is considered as part of a re-integration package. A part-time timetable should not be used to manage a pupil's behaviour.
- 5.21.2. A part-time timetable must only be in place for the shortest time necessary and not be treated as a long-term solution. Any pastoral support programme or other agreement should have a time limit by which point the pupil is expected to attend fulltime, either at school or alternative provision. There should also be formal arrangements in place for regularly reviewing it with the pupil and their parents. In agreeing to a parttime timetable, a school has agreed to a pupil being absent from school for part of the week or day and therefore must treat absence as authorised.

5.22. PROCESS FOR DEALING WITH A MISSING CHILD

- 5.22.1. The following procedure will be followed to ensure that no child goes missing or absconds:
 - First day contact with parents

- If, at any stage during the school day a student is unaccounted for, the following procedure will be followed, in order, until the student is located or the police are informed:
- The Campus Principal (or the person deputising) is immediately informed and Reception is contacted to check there is not an authorised absence or departure from school.
- The student's friends, peers and all staff are asked for information which might explain the absence.
- A thorough search of site is conducted.
- A fire drill is conducted.
- The parents of the missing student are contacted.
- The Campus Principal (or the person deputising) contacts the police.
- The risk and time a student could be missing is minimised by the twice daily Registration procedure and individual lesson register taken.

5.23. PROCESS FOR DEALING WITH A CHILD ABSENT FROM OR MISSING EDUCATION

5.23.1. Children absent from education are those who are not on a school roll or receiving suitable education otherwise than at school. children who are absent from education, particularly on repeat occasions and/or for prolonged period or have missed 10 school days or more without permission may be at risk of becoming 'children absent from or missing education'.

5.23.2. School proprietors must have regard to the statutory guidance 'Keeping Children Safe in Education' when making arrangements to safeguard and promote the welfare of children.

5.23.3. The Campus must recognise children missing education can act as a vital warning sign to a range of safeguarding issues including neglect, sexual abuse and child sexual and criminal exploitation.

5.23.4. Schools should put in place appropriate safeguarding responses for children who go missing from school, particularly on repeat occasions these must include holding at least 2 Emergency contact numbers which are provided and updated by the parent with whom the student normally resides.

5.23.5. Responding to absence – criteria for requesting support from the Multi Agency Support Team (MAST)

Additional agency support should be requested if:-

- Home/school contact has not prompted an improvement in attendance.
- Poor overall attendance (e.g. below 90%) and no mitigating circumstances or acceptable reasons for absence provided to school.
- When a student has not attended for 10 school days the school has a statutory responsibility to inform the Local Authority.

5.23.6. Children Missing from Education The Designated Safeguarding Lead (DSL) is the nominated member of school staff to liaise with the Local Authority's Children

Missing from Education Team. Students who cannot be located will be considered missing. The Children Missing from Education Team will be informed and will pursue the matter in accordance with Local Authority procedures.

- 5.23.7. For Permanent transfer during non-standard transition points the Local Authority must be informed by both schools of a child leaving / arriving in the authority and evidence of this will; be kept by the schools.

5.24. ADMISSION REGISTER

- 5.24.1. The campus must record personal details of every pupil at the school in the admission register. the register must include the following information for every pupil:
- 5.24.2. full name;
- 5.24.3. sex;
- 5.24.4. the full name and address of each of the pupil's parents.
- 5.24.5. which of the pupil's parents the pupil normally lives with and at least one telephone number by which each parent who the pupil normally lives with can be contacted in an emergency. DFE's advice is that where reasonably practicable, schools should hold an emergency contact number for more than one person for each pupil;
- 5.24.6. day, month and year of birth;
- 5.24.7. day, month and year of admission or re-admission to the school;
- 5.24.8. name and address of the school last attended, if any

5.25. REMOVAL OF A CHILD FROM THE ADMISSION REGISTER

- 5.25.1. All schools must notify the local authority when a student's name is to be deleted from the admission register under any of the grounds prescribed in regulation 8 of the Education (Student Registration) (England) Regulations 2006 as amended as soon as the ground for removal is met and no later than the time at which the student's name is removed from the register. This duty does not apply where the student's name is removed after they have completed the school's final year, unless the local authority requests for such information to be provided.
- 5.25.2. Where a school notifies a local authority that a student's name is to be deleted from the admission register, the school must provide the local authority with the following information:
- the full name of the student;
 - the full name and address of any parent with whom the student lives;
 - at least one telephone number of any parent with whom the student lives;
 - the full name and address of the parent who the student is going to live with, and the date the student is expected to start living there, if applicable;
 - the name of student's other or future school and the student's start date or expected start date there, if applicable; and

- the ground prescribed in regulation 8 under which the student's name is to be deleted from the admission register.

5.26. DEALING WITH LATENESS

5.21.1. The Campus should be alert to emerging patterns of late arrivals. The register can be kept open for a period of 15 minutes after the beginning of registration. This can be extended in certain circumstances such as bad weather or transport difficulties.

5.21.2. If a student misses registration and fails to provide an adequate explanation, this constitutes unauthorised absence.

5.22. PROMOTING PUNCTUALITY

5.22.1. The campus will record and follow up lateness in respect of students who arrive late on a regular basis.

5.22.2. The following principles will be applied:

- Students will see that punctuality is taken seriously and followed up on.
- Parents will be informed – they may not be aware that there is an issue.

5.23. DFE SCHOOL CENSUS INFORMATION

5.23.1. There is no longer a requirement for Independent Schools to return absence data to the DfE. However, the Campus is required to complete the School Level Annual Census for Independent Schools on the third Thursday of January each year.

5.24 COVID MANAGEMENT

5.24.1. Covid absence will be managed in line with DfE expectations and OSGUK Attendance Policy will be regularly adapted to reflect changing DfE guidance during times of outbreaks across the region.

5 GUIDELINES

- Working Together to Improve School Attendance (September 2022) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1099677/Working_together_to_improve_school_attendance.pdf
- Children Missing in Education (November 2016)
- Keeping Children Safe in Education 2023
- Keeping Learners Safe 2022 (Wales)
- Education Act 1996
- Data Protection Act 2018
- Education (Penalty Notices)(England)(Amendment)Regulations 2013
- Education (Student Registration) (England) Regulations 2006 (and amendments)
- Education (Student Information) (England) Regulations 2005
- Children Act 1989

6 ATTACHMENTS

Appendix 1: National Attendance Codes, Descriptions and Meanings

- Appendix 2: Procedure: Attendance Monitoring Guidelines: Persistent Absence
- Appendix 3: Procedure: Attendance Monitoring Guidelines: First Day Call
- Appendix 4: Procedure: Students Moving Between Campuses
- Appendix 5: Attendance Concern – Campus & Parents Checklist
- Appendix 6: Strategies for Improving Punctuality