THAMESMEAD SCHOOL

Student Attendance, Absence & Punctuality Policy

Person Responsible	**P Watson**
Governors Committee	**Personal Development Behaviour and Welfare**
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1. Aims

Thamesmead School prides itself as a highly inclusive school and is committed to providing the best possible educational opportunities and outcomes for all students. We aim to provide a safe, caring, well-ordered environment, which allows the best possible teaching and learning to take place. Regular and punctual attendance is an essential prerequisite to effective learning. When children are not in school, they miss out on the educational opportunities, which the school has to offer. Statistics show that persistent absentees (those with attendance below 90%) fail to achieve 5 or more good GCSE grades or equivalent.

Students at Thamesmead School are expected to attend school every day unless they are ill or if there is an exceptional circumstance. 100% attendance will be widely celebrated.

The school is committed to giving the highest priority to attendance and punctuality as well as meeting its obligations with regards to school attendance by:

- Promoting excellent attendance and reducing absence, including persistent absence.
- Ensuring every student has access to full-time education to which they are entitled.
- Acting early to address patterns of absence.

We will also support parents to perform their legal duty to ensure their children of compulsory school age attend regularly and will promote and support punctuality in attending lessons.

Regular excellent attendance is attending school on each day the school is open for students unless there is an authorised reason to be absent. These authorised absences will not be expected and considered the exception rather than the given and at the discretion of the school. The expected attendance is every lesson, every day.

2. Legislation and guidance

This policy meets the requirements of the school attendance guidance from the Department for Education (DfE) and refers to the DfE's statutory guidance on school attendance parental responsibility measures. These documents are drawn from the following legislation setting out the legal powers and duties that govern school attendance:

- The Education Act 1996 (Sections 444 & 444A)
- The Education (Pupil Registration) (England) Regulations 2006
- The Education and Inspections Act 2006
- The Education (Pupil Registration) (England) Regulations 2006
- The Education (Pupil Registration) (England) (Amendment) Regulations 2023
- The Education (Penalty Notices) (England) (Amendment) Regulations 2016
- The Children and Families Act 2014 (regarding term-time leave)
- The DfE's guidance 'Working together to improve school attendance' (Aug 2024)

This policy also refers to the DfE's guidance on the school census, which explains the persistent absence threshold.

This policy complies with our funding agreement and articles of association.

In accordance with The Education (Pupil Registration) (England) Regulations 2006 and Section 444 of the The Education Act 1996.

3. School procedures

3.1 Attendance register

By law, all schools (except those where all students are boarders) are required to keep an attendance register, and all students must be placed on this register.

The attendance register will be taken at the start of the first session of each school day and once during the second session. The register for each period is also taken at the start of each lesson. It will mark whether every student is:

- Present
- Attending an approved off-site educational activity
- Absent
- Unable to attend due to exceptional circumstances

Any amendment to the attendance register will include:

- The original entry
- The amended entry
- The reason for the amendment
- The date on which the amendment was made
- The name and position of the person who made the amendment

Every entry in the attendance register will be preserved for 6 years after the date on which the entry was made.
*See appendix 1 for the DfE attendance codes.

Students must arrive in school before **8.25am** on each school day.
The morning register will be taken at **8.30am** and will be kept open until **9.00am**
The afternoon register will be taken at **1:35pm** and will be kept open until **2.05pm**.

3.2 Sickness and unplanned absence

Parents must notify the school on the automated telephone system before **8.15am** or as soon as practically possible (see also section 6) every day of their child's absence. The notification will be passed to the Attendance Officer to make adjustments to the registers.

All absence notes and emails received by tutors should be forwarded immediately to the Attendance Officer.

Absence due to illness will be authorised unless the school has a genuine concern about the authenticity of the illness. If the authenticity of the illness is in doubt, the school may ask parents to provide medical evidence, such as a doctor's note, prescription, appointment card or other appropriate form of evidence.

If the school is not satisfied about the authenticity of the illness, the absence will be recorded as unauthorised and parents will be notified.

3.3 Medical or dental appointments

Missing school for a medical or dental appointment is counted as an authorised absence; advance notice is required for authorising these absences. However, if the school has doubts to the frequency and veracity of the absence, we may ask for medical evidence, before the absence is authorised.

The school expects that parents should make medical and dental appointments out of school hours where possible. Where this is not possible, the student should be out of school for the minimum amount of time necessary and catch up any missing work. Parents are required to notify the school in advance regarding any medical or dental appointments.

Applications for other types of absence in term time must also be made in advance. Information relating to whether the school can authorise such absences can be found in section 4.

3.4 Lateness and punctuality

A student who arrives late but before the register has closed (after 8.30am and before 9.00am) will be marked as late, using the appropriate code (L) and the number of minutes late recorded.

A student who arrives after the register has closed, at 9:00am, will be marked as absent for the am session, using the appropriate code (U).

Students that arrive after 8.30am will receive a 15-minute detention on the same day at the start of lunch. Students that arrive after 9.30am will receive a 40-minute detention for every hour missed. This will be considered as truancy in line with our behaviour policy. This time will be used to catch up on any work from the lessons missed.

3.5 Following up absence

The school will follow up any absences to ascertain the reason, ensure proper safeguarding action is taken where necessary, identify whether the absence is approved or not and identify the correct attendance code to use.

When a student does not attend school, we will respond in the following manner:

- On the first day of absence, if no note or telephone call is received by 9.30am from the parent/carer a MCAS notification will be sent

- If still absent on the second subsequent day, and no note or telephone call is received, a further MCAS notification will be sent
- Staff should advise the Head of Year if they are ever suspicious about a student's absence
- A weekly absence letter is sent out requesting reasons for absence
- Students that are persistently absence (under 90%) will be regularly discussed with Surrey County Council. The parent(s) and student will be invited to attend a meeting to discuss how we can support the student and family to increase attendance.
- Failure to comply with the expectations set by the Education Inclusion and may result in further action, this includes an application for an Education Supervision Order, or court prosecution.

3.6 Reporting to parents

Information regarding student's attendance record is available on the MCAS App and included in written academic reports from the school.

4. Authorised and unauthorised absence

4.1 Granting approval for term-time absence

Headteachers may not grant any leave of absence to students during term time unless they consider there to be 'exceptional circumstances'.

The school considers each application for term-time absence individually, considering the specific facts, circumstances and relevant context behind the request. A leave of absence is granted entirely at the Headteacher's discretion.

Due to the nature of the school day, finishing at 2:35pm. The expectation is that medical appointments and other arrangements can be made after the school day to avoid missing lesson and learning time.

4.2 Legal sanctions (see appendix 2)

Surrey County Council can fine parents for the unauthorised absence of their child from school, where the child is of compulsory school age.

The decision on whether or not to issue a penalty notice ultimately rests with the Headteacher, following the local authority's code of conduct for issuing penalty notices. This may consider:

- A number of unauthorised absences occurring within a rolling academic year
- One-off instances of irregular attendance, such as holidays taken in term time without permission
- Where an excluded student is found in a public place during school hours without a justifiable reason

The policy of Surrey County Council, to which this school has agreed, states that parents who take their child out of school for five days or more during term time, without the authority of the Headteacher, will each be liable to receive a penalty notice. Penalty Notices will be issued by the Local Authority.

The penalty is £80* if paid within 21 days of receipt of the notice, rising to £160 if paid after 21 days but within 28 days of receipt of the notice. If the penalty is not paid in full by the end of the 28-day period, the Local Authority must prosecute the recipient for failing to ensure regular school attendance under section 444 Education Act 1996. The payment must be made directly to the local authority. If the payment has not been made after 28 days, the local authority can decide whether to prosecute the parent or withdraw the notice.

A 'Request for Absence form' must be submitted at least 2 weeks prior to the student absence. This form is available from the school Attendance Officer via email attendance@thamesmead.surrey.sch.uk

5. Strategies for promoting attendance

Thamesmead School uses a number of strategies to ensure high levels of attendance from all students. This includes fortnightly attendance meetings between Head of Year and/or the Pastoral Manager and the Attendance Officer. Regular checks and communications between the tutor, the pastoral team and home. The school aims to communicate any concerns regarding attendance with parents and will hold Student Attendance Meetings (SAMs) in the event of attendance concerns. In the event of student's attendance falling below 93% the school may request medical proof to be provided for further absences.

The school aims to recognise and reward students with 100% attendance. This includes awarding house points, presenting certificates in assemblies and entering students into prize draws.

6. Attendance monitoring

School maintains attendance registers for all students on the school roll. Form tutors will take the register during the morning and afternoon registration.

All students will be marked using the appropriate attendance code (See Appendix 1)

- present /
- absent N
- engaged in an approved educational activity away from the school site (B, C, D, E, G, H, I, J, M, P, R, S, V and W).

These codes will also indicate if the absence is authorised or unauthorised

Students arriving during registration between 8:30am and 8:45am will be marked late by the Main Office as they enter school. This register is passed to the attendance officer to manually update AM registration. The attendance officer monitors student absence on a daily basis.

Parents are expected to call the school in the morning if their child is going to be absent due to ill health (see section 3.2). Parents are then expected to call the school each day a child is ill.

The school operates a first day response to absences and will contact parents if a student is absent from AM registration and no reason has been provided. This is part of the school's safeguarding responsibility.

If a student's absence is recognised as causing concern or drops below 96% parents will be contacted to discuss the reasons for this. If after contacting parents a student's absence continues to rise, we will consider involving an Inclusion Officer.
The persistent absence threshold is 10%. If a student's individual overall absence rate is greater than or equal to 10%, the student will be classified as a persistent absentee.

Student-level absence data is collected each term and published at national and local authority level through the DfE's school absence national statistics releases. The underlying school-level absence data is published alongside the national statistics. We compare our attendance data to the national average and share this with governors.

7. Roles and responsibilities

7.1 The School Governing Body

The School Governing Body is responsible for monitoring attendance figures for the whole school on at least a termly basis. It also holds the Headteacher to account for the implementation of this policy.

7.2 The Headteacher:

- Ensure that everybody at school treats attendance, punctuality and accurate register marks as a priority.
- Ensure this policy is implemented consistently across the school, and for monitoring school-level absence data and reporting it to governors at least 3 times a year.
- Promote the importance of good attendance to students and their parents.
- Support other staff in monitoring the attendance of individual students and agree recommendations to issue fixed-penalty notices, where necessary.

7.3 Attendance Officer:

- Monitors attendance data at the school and individual student level.
- Reports concerns about attendance to the Deputy Headteacher, Heads of Year and pastoral Managers as well as the Headteacher.
- Works with Inclusion Officers to tackle persistent absence.
- To record all reasons for absence in the register.
- Arranges calls and meetings with parents to discuss attendance issues.
- Advises the Headteacher when to issue fixed-penalty notices.
- Notify the Local Authority (LA) of students who have poor attendance, leave school to be educated at home, go missing, or are excluded.

- Notify the LA of absence figures for the school and, where necessary, individual students via the PMOOE (Pupils Missing Out on Education).

7.4 Heads of Year and Pastoral Managers

Heads of Year will:

- Promote the importance of good attendance to students and their parents.
- Oversee the registration process and ensure that registers are completed accurately and punctually.
- The Heads of Year will work closely with the Pastoral Manager to identify students of concern and initiate any intervention or rewards.
- Liaise with the Surrey Attendance Support regularly.
- Reinforce good practice at briefings and meetings.
- Hold Student Attendance Meetings with carers and students with persistent or irregular attendance and/or punctuality.
- To complete all aspects of the administration of the Bromcom attendance module.
- To record all reasons for absence in the register.
- To monitor and support in all aspects of attendance and punctuality.
- To alert staff responsible of all concerns.
- To liaise with Inclusion Officer and Department of Child Employment.
- To support Leadership staff and Educational Inclusion in running reports and analysing data.
- To support and advise carers in all aspects of attendance and punctuality.
- To follow up any unexplained non-attendance.

7.5 House Leaders

House Leaders will promote and reward good attendance through the house system.

7.6 Form Tutors

Form Tutors will:

- Complete registers accurately and punctually (within the first 5 minutes of registration) daily.
- Record the number of minutes late for students arriving after the start of the registration.
- Forward any communication from a parent regarding the attendance of a student to the Attendance Officer.
- Inform the Head of Year of concerns relating to attendance.
- Follow up any suspicious or unexplained absence.
- Be alert to early signs of disaffection which could culminate in non-attendance and to report these concerns as soon as possible to the Head of Year.

7.7 Class Teachers
Class teachers will:

- Complete class registers for every lesson at the start of the lesson (within the first 5 minutes of registration).
- Record the number of minutes late for students arriving after the start of the lesson.
- Will ensure that any missed work is caught up.
- Follow up any suspicious or unexplained absence.
- Inform the Form Tutor/Head of Year/Pastoral Manager/Curriculum Leader/Subject Leader of concerns relating to attendance.

7.8 Pastoral and Curriculum Support Office
Pastoral and Curriculum Administrative Support

- To complete all aspects of the administration of the Bromcom attendance module.
- To record all reasons for absence in the register.
- To monitor and support in all aspects of attendance and punctuality.
- To alert staff responsible of all concerns.
- To liaise with Inclusion Officer and Department of Child Employment.
- To support Leadership staff and Educational Inclusion in running reports and analysing data.
- To support and advise carers in all aspects of attendance and punctuality.
- To follow up any unexplained non-attendance.

7.9 Parents/carers

- Encourage 100% school attendance and be aware of their legal responsibilities
- Ensure that the child/children in their care arrive to school punctually and prepared for the school day.
- Ensure that they contact the school on every day of absence.
- Contact the school every day of the child's absence before 8:30am to notify the school of illness or extenuating circumstance preventing their child from attending school.
- Keep a daily check on the MCAS App to monitor attendance
- Medical evidence will be asked for if attendance drops below 93% or if there is doubt about the frequency and veracity of the illness. Evidence may include the appointment text or card from a GP and/or a photograph of a prescription box.
- Support the school when disciplinary sanctions are applied in relation to attendance and punctuality.
- Avoid making appointments for their child e.g. medical/dental during the school day or before 4pm to avoid clashes with extended day activities.
- Do not take their child out of school for social activities/events or other periods of unauthorised leave of absence in term time.
- Attend school meetings as requested related to attendance or punctuality.

7.10 Students

- Attend school every day, on time unless too unwell to engage in learning
- Attend all lessons and events punctually
- Discuss promptly with their Form Tutor/class teacher, Head of Year, Pastoral Manager or Attendance Officer any problems that deter them from attending school.
- Keep a log of their attendance percentage on the Bromcom app.
- Be aware of the legal position regarding their attendance at school.
- Comply with sanctions relating to attendance and punctuality.
- Attend school meetings as requested related to attendance or punctuality.

8. Monitoring arrangements

This policy will be reviewed annually by the Deputy Headteacher (Pastoral). At every review, the policy will be shared with the governing board.

9. Penalty Notices

The Surrey Attendance Advice Officer, acting on behalf of Surrey County Council may issue a Penalty Notice as an alternative to the prosecution of a parent/carer for their child's unauthorised absence from school and require the recipient to pay a fixed amount.

Circumstances when a Penalty Notices may be issued

1. Pupils identified by police and Surrey Attendance Advice Officers engaged on Truancy Patrols and who have incurred unauthorised absences.

2. The Education Regulations 2013, state that Head teachers may not grant any leave of absence during term time unless there are Exceptional circumstances. The Head teacher is required to determine the number of school days a child can be away from school if leave is granted.

Where a child is taken out of school for 10 sessions or more and the 'leave of absence' is without the authority of the head teacher, each parent is liable to receive a penalty notice for each child who is absent. In these circumstances, a warning will not be given where it can be shown that parents had previously been warned that such absences would not be authorised and that they will be liable to receive a Penalty Notice if the leave of absence is taken.

3. The issue of a Penalty Notice will also be considered where a pupil has incurred 10 or more unauthorised sessions during the preceding 10 school weeks. The parents' failure to engage with supportive measures proposed by the school will be a factor when considering the issue of a Penalty Notice. Unauthorised absence will include late arrival after the close of registration without good reason.

4. Section 103 of the Education and Inspections Act 2006 places a duty on parents to ensure that their child is not in a public place without justifiable cause during school hours when they are excluded from school. This duty applies to the first five days of each exclusion. Failure to do so will render the parent liable to a Penalty Notice. If the Penalty Notice is not

paid, the recipient will be prosecuted for the offence under Section 103. Alternative education provision will be made from the sixth day of any exclusion and failure to attend such provision without good reason will be treated as unauthorised absence.

With the exception of unauthorised leave of absence taken in term time (Paragraph 2 above) parents will be sent a 'Notice To Improve' their child's attendance, warning them of their liability to receive such a notice before it is issued.

Amount Payable Under a Penalty Notice: The Education Regulations 2024

1. If a parent/carer has not incurred a penalty notice relating to the relevant child/children since 19 August 2024, then the penalty notice will be charged at the rate of £160.00, per parent/carer per child, if paid within 28 days. This will be reduced to £80.00 if paid within 21 days of receipt of the notice. Failure to pay the Penalty Notice will result in Surrey County Council considering legal proceedings against you in the Magistrates Court.
2. If you have incurred a penalty notice relating to this child/children since 19 August 2024, the rolling 3 year period will be activated from the date of the first penalty notice and the second penalty notice will be charged at the flat rate of £160.00, per parent/carer per child, if paid within 28 days. There will be no reduction for payment within 21 days. Failure to pay the Penalty Notice will result in Surrey County Council considering legal proceedings against you in the Magistrates Court.

3. If you have incurred 2 penalty notices relating to this child/children in the rolling 3 year period since the first penalty notice was issued, then you will NOT receive a third penalty notice – Surrey County Council will have no option but to consider a prosecution, per parent/carer per child, in the Magistrates Court under Section 444 of the Education Act 1996.

10. Links with other policies

- Anti-Bullying Policy
- Behaviour for Learning Policy
- Child Protection and Safeguarding Policy
- Children with Health Needs Who Cannot Attend School Policy
- Complaints Policy Procedure
- Educational Visits Policy
- Equality Policy and Objectives
- Exclusions Policy
- Home Visits and Procedures Policy
- SEND Policy

Appendix 1: attendance codes

The following codes are taken from the DfE's guidance on school attendance.

Code	Definition	Scenario
/	Present (am)	Student is present at morning registration
\	Present (pm)	Student is present at afternoon registration
L	Late arrival	Student arrives late before register has closed
B	Off-site educational activity	Student is at a supervised off-site educational activity approved by the school
D	Dual registered	Student is attending a session at another setting where they are also registered
P	Sporting activity	Student is participating in a supervised sporting activity approved by the school
V	Educational trip or visit	Student is on an educational visit/trip organised, or approved, by the school
W	Work experience	Student is on a work experience placement

Code	Definition	Scenario
Authorised absence		
C	Authorised leave of absence	Student has been granted a leave of absence due to exceptional circumstances
E	Excluded	Student has been excluded but no alternative provision has been made
I	Illness	School has been notified that a student will be absent due to illness
M	Medical/dental appointment	Student is at a medical or dental appointment
R	Religious observance	Student is taking part in a day of religious observance
S	Study leave	Year 11 student is on study leave during their public examinations

T	Gypsy, Roma and Traveller absence	Student from a Traveller community is travelling, as agreed with the school
Unauthorised absence		
G	Unauthorised holiday	Student is on a holiday that was not approved by the school
N	Reason not provided	Student is absent for an unknown reason (this code should be amended when the reason emerges, or replaced with code O if no reason for absence has been provided after a reasonable amount of time)
O	Unauthorised absence	School is not satisfied with reason for student's absence
U	Arrival after registration	Student arrived at school after the register closed

Code	Definition	Scenario
X	not attending in circumstances relating to coronavirus	Use this category where a pupil doesn't attend because their travel to, or attendance at, school would be: Against guidance from Public Health England (PHE), the UK Health Security Agency (UKHSA) and/or the Department of Health and Social Care (DHSC) relating to the incidence of coronavirus or its transmission Prohibited by any legislation or statutory directions relating to the incidence or transmission of coronavirus In this case, this category will not count as absence (either authorised or unauthorised) for data collection purposes. This code should not be used for any other type of non-attendance – for example, if a parent or pupil is anxious about attending school because of COVID-19. You should still use code X for pupils of non-compulsory school age who aren't expected to attend a session
Z	Student not on admission register	Register set up, but student has not yet joined the school
#	Planned school closure	Whole or partial school closure due to half-term/bank holiday/INSET day

Removal of some historic codes

As per the DfE's reform, the following codes will no longer be available for session attendance from the 24/25 Academic year.

Code	Description	DfE Description / Explanation
H	Family Holiday (agreed)	Authorised absence due to agreed family holiday.
J	Interview	Unable to attend due to exceptional circumstances – not counted in possible attendance
Y	Unable to attend due to an exceptional circumstance	Unable to attend due to exceptional circumstances – not counted in possible attendance

The following codes have been added:

- C1 - Absence for a regulated performance or employment abroad
- C2 - Pupils on part-time timetables
- Q - Pupils unable to attend school due to lack of access arrangements
- Y1 - Unable to attend - Absence due to transport normally provided not being available
- Y2 - Unable to attend - Widespread disruption to travel
- Y3 - Unable to attend - Part of school closed
- Y4 - Unable to attend - Unexpected whole school closure (different from # for planned closures)
- Y5 - Unable to attend - Pupils in the criminal justice system
- Y6 - Unable to attend - Absence due to public health guidance or law
- Y7 - Unable to attend - Any other unavoidable cause
- K - Education provision arranged by a local authority, rather than the school
- J1 - Leave of absence to attend an interview for employment or admission to another educational institution

Appendix 2: Penalty Notices

With the introduction of the NEW National Regulations for Penalty Notices in August 2024, the following changes will come into force for Penalty Notice fines issued **after 19th August 2024.**

5 Consecutive Days of Term Time Leave
Penalty Notice fines will be issued for term time leave of 5 consecutive days.
Inset days are school days and will be included in the 5 or more consecutive days where there is intent to be absent for term time leave

10 Sessions of Unauthorised Absence in a Ten Week Period
Penalty Notice fines will be considered when there have been 10 sessions of unauthorised absence in a 10 week period. (Each day is made up of 2 sessions – i.e., morning registration and afternoon registration)

Penalty Notice Fines
Penalty Notice fines will be issued to each parent/carer for each absent child
Failure to pay the Penalty Notice will result in Surrey County Council considering legal proceedings against you in the Magistrates Court.

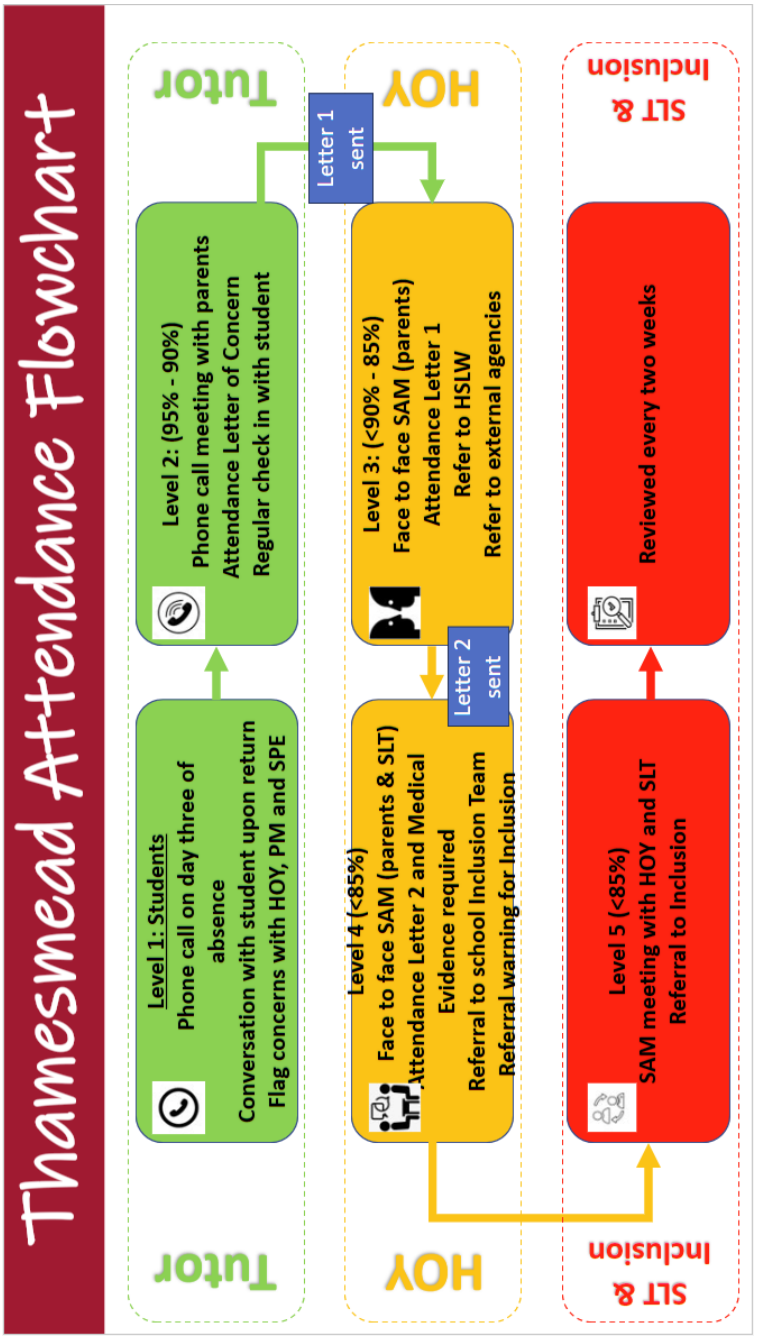
First Offence
The first time a Penalty Notice is issued for term time leave or irregular attendance the amount will be:
£160 per parent/carer per child if paid within **28** days
Reduced to **£80** per parent/carer per child if paid within **21 days**

Second Offence (within a 3 year rolling period activated from the date of the first PN)
The second time a penalty Notice is issued for term time leave or irregular attendance the amount will be:
£160 per parent/carer per child if paid within **28** days

Third Offence (within a 3 year rolling period activated from the date of the first PN)
The third time an offence is committed for term time leave or irregular attendance a Penalty Notice will NOT be issued, and **the case will be presented by Surrey County Council to the Magistrates' Court for prosecution under s444 Education Act 1996**.
Magistrates' fines can be up to £2,500 per parent/carer per child.

Any Further Offences will repeat the third offence stage (as indicated)

Appendix 3: Attendance Process Ladder



Level 1		
Action	**Responsible**	**Date Actioned**
Phone calls on each day of absence if reasons are vague / concerning	Tutor	
Informal chat with student on return to school if any concerns	Tutor	
Informal chat with parent if any issues / followed with letter / email confirming discusions and any actions	Tutor	
Flag any concerns to SEN / MH team / HOY and Attendance Lead	Tutor	

Level 2 (95% - 90%)		
Action	**Responsible**	**Date Actioned**
Phonecall with parent to discuss any issues/ why absences are continuing	Tutor	
Attendance Letter 1 sent - circa 90 - 95%	HOY via Attendance	
Regular check ins with student	Tutor	
Rewards and recognition for improvements	Tutor	
Flag any concerns to SEN / MH team / HOY and Attendance Lead (via MTL Meeting)	HOY	

Level 3 (<90% - 85%)		
Action	**Responsible**	**Date Actioned**
Parent meeting with HOY (SAMs)	Tutor / HOY	
Attendance letter 2 sent: Medical Evidence (can be given in meeting)	HOY	
Liaison with any external agencies / MHST / SEN / other schools. All options explored.	HOY	

Level 4 (<85%)		
Action	**Responsible**	**Date Actioned**
Medical Evidence letter reminder home	HOY	
Inclusion Officer - potential to send Early Intervention Letter		
Inclusion Officer - potential to do an Attendance Panel with parents		
Referral warning	AHT	
Timetable changes / Managed Moves / appropriate referrals made	HOY / Tutor	

Level 5		
Action	**Responsible**	**Date Actioned**
Attendance meeting with parent and child	ATH	
Referral to Inclusion	ATH	

Appendix 4: Flow of attendance meetings within the pastoral and attendance tea

Attendance - identify, act, inform and review

Steps in attendance communications and actions

