



IMBERHORNE SCHOOL

Policy Document



The Cornerstones of our
Learning Community

Headteacher: Mr Matthew Whatford

Attendance Policy	
Date of review:	September 2025
Prepared by:	Christian Fallick
Approved by Governing Board:	23.10.2025
Policy based on:	Keeping Children Safe in Education
Date for next review:	September 2026
Links to other policies	Misuse of texts and images Anti-Bullying Policy Behaviour for Learning Policy Safeguarding and Child Protection Policy

Aim

The aim of this policy is to encourage students to attend school every day and to be able to take full advantage of the opportunities available. Regular and punctual attendance at school is a legal requirement. It is essential in order for students to maximise their chances of success. There is clear evidence showing strong links between excellent GCSE results and excellent school attendance.

Purpose

This policy reflects the vision and aims of Imberhorne School by:

1. Encouraging staff, families and children to maximise the learning experience in order that all children reach their full potential.
2. Providing clear procedures relating to school attendance.
3. To reduce absence including persistent and severe absence.
4. To ensure students arrive punctually to school and sessions during the day.
5. To reward students and celebrate the success of students who achieve good, excellent or improved attendance/punctuality.
6. To act early and challenge student attendance where it falls below the schools target average (of 96%) ensuring appropriate levels of support and intervention are maintained.
7. To engage with parents, students and where required, external agencies to positively impact where attendance is a serious cause for concern and falls below 90%.
8. To support parents and carers to perform their legal duty to ensure their children of compulsory school age attend regularly.

Principles

Regular school attendance is the most important factor in achievement at school and we are committed to helping every child achieve their full potential. Any absence from school disrupts

a child's learning. Missing lessons damages a student's self-confidence and understanding. In addition, teachers who then have to slow down lessons to accommodate those who have missed previous sessions are not doing justice to the rest of the class who attended all the lessons.

We, at Imberhorne School, regard regular attendance to be 96% or higher, this equates to 8 school days of absence over the academic year. Excellent attendance improves students' outcomes and allows each child to fulfil their potential. When students' attendance fall below this, valuable learning time is lost or interrupted.

Children should be at school, on time, every day the school is open, unless the reason for the absence is unavoidable. Permitting absence from school without a good reason is an offence by the parent. Children are sometimes reluctant to attend school. Any problems with regular attendance are best sorted out between the school, the parents and the child. If a child is reluctant to attend, it is never better to cover up their absence or to give in to pressure to excuse them from attending. This gives the impression that attendance does not matter and may make things worse.

Roles and Responsibilities

The Education Act 1996 requires parents and carers to ensure that their children receive efficient, full-time education. Parents/carers are responsible for their child's school attendance and punctuality. Schools are responsible for recording student attendance twice a day: once at the start of the morning session and once during the afternoon session. An entry must be made in the attendance register for all students of compulsory school age who are on the school's roll. In addition, lesson registers are taken each lesson.

Pupils are expected to:

- Attend school every day and be present for the full duration of the school day.
- Arrive on time to school and to every timetabled lesson.
- Remain in lessons and on the school site unless given permission to leave in accordance with school procedures.
- Follow the schools arrangements for recording and monitoring attendance as outlined in this policy.
- Understand that any unexplained absence will be followed up by staff.
- Be aware that persistent lateness or non-attendance may lead to further action, which could include:
 - Offers of support to identify and remove any barriers to attendance.
 - Contact with parents or carers.
 - Involvement of external agencies such as Children's Social Care.
 - Sanctions, in line with the Behaviour Policy
- Speak to a trusted member of staff if experiencing difficulties with attendance or punctuality. All discussions will be managed sensitively and confidentially.

Parents/carers are expected to:

- Ensure good attendance (96% and above)
- Work with the school to remove any barriers to education
- Inform the school on each day of absence and give specific reason
- Discuss planned absences with the school in advance and seek the appropriate leave of absence in good time (minimum of four weeks)

The school will ensure that:

- Students are registered accurately and efficiently
- Attendance targets are set for individual students and year groups
- Attendance and punctuality data is regularly reviewed
- Staff have regular and ongoing training regarding attendance and supporting students in school

Form Tutors:

- Have the responsibility of registering students' attendance at the beginning of the morning session
- Encourage all students to have regular attendance by engaging in frequent reminders and sharing attendance data with their tutees.
- Ensure that the registers are completed in accordance with the appropriate regulations
- Have conversations with students regarding absences.
- Have direct correspondence with parents regarding the students' wellbeing and attendance
- Keep an overview of your child's attendance
- Have a major role to play in encouraging students to be punctual and to attend school each day
- Bring to the attention of the Head of Year those students who are either late for registration or who have been absent and there is a concern

Teachers:

- Take an electronic register each lesson within 10 minutes of the start of the lesson.
- Pass on any concerns about absentees from lessons using 'on call' and the pastoral team.
- Use Bromcom to record any punctuality issues and pass any concerns to the mentor, Head of Year and Pastoral Team.
- If taking students off site, follow the protocol for recording attendance with the Attendance Officer and pastoral leaders.
- Inform the Attendance Officer by email and other staff of the students absent due to off-site activities.

Heads of Year:

- Are responsible for monitoring attendance of their year group
- Will liaise with Form Tutors in monitoring any attendance and punctuality concerns
- Will liaise with the Attendance Officers when there are issues
- Will meet with the Family Engagement Officer and Assistant Head fortnightly to discuss the attendance of their year group with a focus on students under 90%
- Will meet with students to discuss attendance issues
- Will contact parents/carers where there are concerns
- Will hold attendance meetings with students and their parents/carers where there has been a period of time where the attendance has not improved despite any earlier intervention

Attendance Officer:

- Monitor the completion of registers by teaching and support staff
- Will monitor and oversee tracking of attendance in each year group
- Will be the first point of contact for parents/carers with regards to known absence
- Will initiate contact with parents/carers if a student is absent
- Will liaise with the Pupil Entitlement service regarding any referrals
- Will liaise with pastoral teams to set up meetings
- Will meet with students and their families to ensure a plan is made so that attendance improves alongside the pastoral team
- Will liaise and share attendance information with alternative education provisions and LAC pupils

Family Engagement Officer:

- Will monitor attendance of the whole school
- Will support families where there are difficulties
- Will liaise with outside agencies to support the family and improve attendance of the student
- Will liaise with the Pupil Entitlement service regarding any referrals
- Will make visits to the home where appropriate to support families
- Will meet with students and their families to ensure a plan is made so that attendance improves

Designated Teacher for looked-after and previously looked-after pupils

- Will monitor and review attendance of the cohort and consider how school policies, including behaviour policies are sensitive to their needs and support good attendance;
- Will work in partnership with the local authority Virtual School Head to develop and deliver high quality Personal Education Plans for looked-after children that support good attendance
- Will ensure that they, and other staff, have strong awareness, training and skills around the specific needs of this cohort in the context of attendance
- Will promote a culture in which looked-after and previously looked-after children can discuss attendance; and work directly with Parents and social workers to develop good home-school links that support good attendance.

Assistant Headteacher responsible for Pupil Premium

- Will monitor attendance of Pupil Premium students across the whole school
- Will track and monitor attendance, punctuality working with the deputy headteacher responsible for attendance.
- Track and monitor the attendance of vulnerable groups, passing such information the relevant members of staff.

Deputy Headteacher:

- Track and monitor whole school attendance and punctuality, initiating whole school policies and systems as required. This will be achieved with the Senior Leadership Team and other members of the pastoral team.
- Lead our serious absence panel meeting for those students under 50%
- Support Heads of Year to lead their teams to foster regular attendance.
- Liaise with Attendance Officer regarding whole school attendance.

The Headteacher:

- Monitor the policy and ensure the policy is adhered to.

- Ensure that attendance data is presented to the governing body and shared regularly with staff.
- Set attendance targets as part of the School Improvement Plan.

The Governing Body:

- Approve attendance policy
- Receive reports from the Headteacher
- Scrutinise the working of the policy in light of the attendance data presented
- Support the implementation of the policy

Recording Attendance

The school will keep an attendance register and place all students on this register.

In order to record attendance at the school the students are registered at each session using an electronic registration system. (see Appendix 1 for attendance codes used) All teachers must complete this during the first 5 minutes of each lesson. All students in Years 7-11 are required to attend the school Monday – Friday from 8.35am to 3.10pm. Students in the Sixth Form are required to attend the school Monday – Friday for every timetabled session only or, if requested to do so, attend additional sessions as required.

Students may arrive at the school between 8am and 8.35am each morning. Sessions start promptly at 8.40am and students are expected to be in lesson equipped for learning at this time.

At Tutor time the Tutor will follow up lateness and absences with individual students, reporting any alterations to the School Attendance Office.

Unplanned Absence

Parents and carers must notify the School Attendance Officer as soon as possible on the first and any subsequent day of a student's absence. Notification can be made by telephone, email, or letter clearly marked FAO Attendance Officer.

Notification from a parent or carer does not automatically authorise an absence.

Absence due to illness will normally be marked as authorised, however, if the school is not satisfied with the reason provided, the absence will be recorded as unauthorised and parents will be informed. Illness lasting more than three days will not be authorised without appropriate evidence. Where the authenticity of an illness is in doubt, the school may request medical evidence, such as a doctor's note, prescription, or appointment card.

If no notification of absence has been received, the Attendance Officer will contact parents or carers on the first morning of absence to establish the reason and ensure that safeguarding procedures are followed.

All Pupil Premium students will be contacted regardless of notification, to help identify any additional support needs.

The Attendance Officer will update the register, record the reason for absence on Bromcom, and, where appropriate, inform the Tutor, Head of Year, School Medical Officer, Designated Safeguarding Lead (DSL) or Deputy, or a member of SLT of any unusual or extended absences.

If no communication has been received from parents or carers by the third day of absence, a home visit will be carried out by a senior member of staff. In some cases, a home visit may be

made earlier, including on the first day of absence, if there are safeguarding concerns or other circumstances that warrant it.

For students with persistent absences due to illness, the school may require ongoing medical evidence before further absences can be authorised.

Planned Absence Medical/Dental appointments

Student medical appointments must be notified in advance and an appointment card, notification of prescription, doctors note or other appropriate evidence may be asked for by the school as evidence of the absence.

Attending a medical or dental appointment will normally be authorised as long as the parent/carer notifies the school in advance. However, we encourage parents to make medical or dental appointments out of school hours where possible. Where this is not possible, students should be out of school for the minimum amount of time necessary.

Any other planned unavoidable absence should be negotiated with the Headteacher and will require approval. Parents /carers must complete a Leave of Absence request (see Appendix 2) available from the school website.

Unauthorised Absences

Absences will be unauthorised if:

- The parent/carer has not contacted the school with a valid reason for the absence
- The school has not received the requested medical note regarding illness.
- A student has truanted
- The school does not consider the parent/carer's reason for absence to be valid.

Imberhorne School has the legal right to code attendance and we aim to work in partnership with families for the best possible interests for the students. No parent can demand leave of absence as a right.

Leaving the School

During the school day students must not leave the school premises without permission. Students are only allowed to leave the school during the day under the following circumstances:

- Sixth Form students may leave during their breakfast and lunch break and during non-contact sessions for the purpose of studying off-site.
- All other students can only leave the school if prior permission is received from parent/carer. On leaving the premises the student should sign out and sign in electronically on their return.

Lateness to School

The school register opens at 8.40am and closes at 8.55. Students arriving late to school after 8.40 am must sign in electronically at reception giving a reason for lateness. Lateness of less than 30 minutes (students arriving before the register closes) will be shown as an L on the register by tutors and the number of minutes late to session recorded. Lateness of more than 30 minutes (students

arriving after the register closes) will be recorded as an unauthorised absence and recorded as a U by the Attendance officer.

Lateness to school is monitored centrally and students who are late will be sanctioned in line with our behaviour policy.

Leave of Absence

Approval for Term-time absence Being absent from the school for any reason can deprive a child of educational opportunities and hamper his/her progress. Children have a right to an education and denying children their rights can have a long-lasting effect on ensuring they meet their true potential. There is a strong correlation between good school attendance and academic achievement.

The Education (Pupil Registration) (England) Regulations 2006 and the accompanying guidance make it clear that Parents/Carers do not have a legal right to take their child out of school for

holidays in term time. There are 190 statutory school days a year, leaving 175 other days available for holidays that would not have a negative effect on a child's education.

Taking a child on holiday in term time may imply that school is not important.

Leave of absence requests for the following reasons are not considered to be special or exceptional:

- Availability of cheap holidays.
- Poor weather experienced in holiday periods.
- Holidays overlapping with beginning or end of term.

Leave of absence may be granted in special or exceptional circumstances only at the headteachers discretion.

Valid reasons for authorised absence include:

- Illness and medical/dental appointments
- Religious Observance – where the day is exclusively set apart for religious observance by the religious body to which the student's parents belong. If necessary, the school will seek advice from the parents' religious body to confirm whether the day is set apart.
- Traveller students travelling for occupational purposes - this covers Roma, English and Welsh gypsies, Irish and Scottish travellers, showmen (fairground people) and circus people, bargees (occupational boat dwellers) and new travellers.
- Absence may be authorised only when a traveller family is known to be travelling for occupational purposes and has agreed this with the school, but it is not known whether the student is attending educational provision

For all requests for authorised absence, the school will need to consider:

- How long it is for and how much it will disrupt the child's education.
- The overall attendance record of the child.
- The nature of the circumstances, such as trauma or death within the immediate family.
- Previous similar requests.

The school will not, as a rule, grant leave:

If a child's attendance record is less than 96%, the School Target attendance.

- If the period coincides with the start of term, or is near to, or coincides with Public examinations or other significant events on the school calendar.
- If there are patterns of non-attendance or if there is Designated School Teams involvement.
- If the school has concerns over a child's welfare and safety.

The school will:

- Ensure our Attendance policy is regularly communicated to parents/carers and is available on the school website.
- Remind parents/carers of the importance of ensuring their child's regular, uninterrupted school attendance and the potential consequences for failing to do so.
- Actively discourage parents/carers from arranging holidays in term time, reminding parents/carers that they do not have the right or entitlement to expect leave to be granted in term time

- Work in partnership with the Pupil Entitlement Team to report unauthorised leave of absence which may lead to legal sanctions being taken against the parent/carer

Children may be reported as 'missing' to the relevant agencies if they fail to return to school by an agreed date, whether the absence has been authorised or not by the Headteacher

Parent/Carers should:

- Always fill in a Leave of Absence request form provided by the school (see Appendix 2) – failure to do so may result in legal sanctions being taken against the Parents/Carers. Any requests exceeding 3 days may require a meeting with a senior member of staff.
- Consider very carefully the implications of taking a child out of school in term time and the impact on the child's learning.
- Submit the leave of absence form to the Headteacher as soon as possible and no less than four weeks in advance of the proposed absence.

Additional Needs

The school recognises that some pupils may find it harder to attend school due to additional needs, including:

- Physical or mental health difficulties
- Special educational needs and disabilities (SEND)

The school will work with pupils and their parents to remove barriers to attendance by:

- Building strong and trusting relationships
- Putting the right support in place collaboratively

Reasonable adjustments

Imberhorne will make reasonable adjustments where a pupil has a disability that puts them at a substantial disadvantage compared to peers without a disability. Adjustments will be agreed with, and regularly reviewed alongside, the pupil and their parents. Where appropriate, the school will work with the local authority to develop specific attendance support for pupils with SEND, including ensuring provision outlined in a pupil's Education, Health and Care (EHC) plan is accessed.

Communication and support

For pupils with an EHC plan, the school will notify the local authority if attendance falls or barriers to attendance are identified that relate to the pupil's needs. For long-term physical or mental health conditions, the school will provide relevant pastoral support to improve attendance while supporting the underlying health issue. Where a pupil's health needs are complex or long-term, the school may request medical evidence to better understand the pupil's needs and determine suitable support. Strategies and support will also be considered for pupils with social, emotional, or mental health challenges affecting attendance.

Legal sanctions

In accordance with Government legislation, the local authority can fine parents for the unauthorised absence of their child from school, where the child is of compulsory school age. If issued with a penalty notice, parents must pay £60 within 21 days or £120 within 28 days.

The payment must be made directly to the local authority. The decision on whether or not to issue a penalty notice is made by the Headteacher following the local authority's code of conduct for issuing penalty notices.

This may take into account:

- 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 pupil is found in a public place during school hours without a justifiable reason

If the payment has not been made after 28 days, the local authority can decide whether to prosecute the parent or withdraw the notice.

Strategies for Promoting good attendance

The school is committed to all students achieving excellent levels of attendance. The school attendance target is 96%.

The school will promote excellent attendance through a range of measures

- Fortnightly monitoring from Personal Tutors.
- Promotional posters and notification in Year group assemblies (Appendix 3)
- Year Group competition for best termly attendance
- Meetings/phone calls/letters home praising improved attendance
- Reward Events throughout the year

Attendance Monitoring

The school monitors and analyses attendance and absence data frequently through a range of measures

Monitoring attendance

The school will monitor, at regular intervals, attendance and absence data across the school, year groups and at an individual student level:

- Weekly - in meetings between Deputy Headteacher and Attendance Officer
- Fortnightly – in meetings between Attendance Officer and Heads/Deputy Heads of Year
- Fortnightly – in reports to Tutors
- Termly – in reports to leadership team
- Yearly – in reports to leadership team and to inform Self Evaluation and School Improvement planning

Student-level absence data will be 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. The school will compare attendance data to the national average, and share this with the local authorities.

Analysing attendance

The school will:

- Analyse attendance and absence data regularly to identify pupils or cohorts that need additional support with their attendance, and use this analysis to provide targeted support to these students and their families
- Look at historic and emerging patterns of attendance and absence, and then develop strategies to address these patterns

Using data to improve attendance

The school will:

- Provide fortnightly attendance reports to Tutors, and other school leaders, to facilitate discussions with students and families
- Provide termly analysis by group characteristic for the leadership team.
- Use data to monitor and evaluate the impact of any interventions put in place in order to modify them and inform future strategies

Reducing persistent and severe absence

Persistent absence is where a student misses 10% or more of school, and severe absence is where a student misses 50% or more of school. The school will:

- Use attendance data to find patterns and trends of persistent and severe absence.
- Use a clear escalation protocol to formally identify students whose level of attendance requires specific intervention
- Send out letters and use attendance contracts with parents and students whose attendance is of concern.
- Hold regular meetings with the parents of students whom the school considers to be vulnerable, or are persistently or severely absent, to discuss attendance and engagement at school.
- Provide access to wider support services to remove the barriers to attendance.
- Decide if the student needs access to internal alternative provision through our 'Thrive Provision'. This is discussed during at our serious absence panel.

Attendance contracts

An attendance contract will be issued when there are ongoing serious concerns over a student's attendance. Parents and the student will be invited into school for a meeting with the AHOY/HOY and the attendance officer to discuss what measures can be done to improve attendance.

Circumstances where an attendance contract may be issued include:

- A student reaches the Alert level of the Escalation protocol
- A student has an unauthorised holiday during term-time
- A student has historically poor attendance.

At the initial contract meeting, a supportive discussion will take place with specific targets and interventions set. The contract will then be reviewed approximately every 5 weeks to update any

targets or intervention and evaluate any impact on attendance. If there is no significant improvement, then the school will escalate further.

Other interventions that the school may employ are:

- Governors members panel meetings for attendance
- Home visits by the Attendance Office / Family Support Worker and Senior members of staff
- Referral to Designated Schools Team at the Local Authority

Reduced Timetables

In very exceptional circumstances, the school may provide a pupil of compulsory school age with a temporary part-time timetable to meet their individual needs. This will only be considered if it is in the pupil's best interests.

- Part-time timetables will be agreed with the parent or carer the pupil normally lives with.
- The timetable will be regularly reviewed with the pupil and their parents to ensure it is only in place for the shortest time necessary.
- Each part-time timetable will include a proposed end date, after which the pupil is expected to attend full-time, either at school or alternative provision.
- The timetable may be extended if necessary, as part of the regular review process.
- In some cases, a pupil with a long-term health condition may require a part-time timetable for a prolonged period.
- The school will inform the local authority of any part-time timetable if the pupil has an Education, Health and Care (EHC) plan.
- The school will also inform the pupil's social worker and youth offending team worker, if applicable, when a part-time timetable is put in place.

Appendix 1

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

Code	Definition	Scenario
Present		
/	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
J	Interview	Student has an interview with a prospective employer
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

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

Code	Definition	Scenario
Authorised Absence		
C	Authorised	leave of absence Pupil has been granted a leave of absence due to exceptional circumstances
E	Excluded	Pupil has been excluded but no alternative provision has been made
I	Illness	School has been notified that a pupil will be absent due to illness
M	Medical/dental appointment	Pupil is at a medical or dental appointment

R	Religious observance	Pupil is taking part in a day of religious observance
S	Study leave	Year 11 pupil is on study leave during their public examinations
T	Gypsy, Roma and Traveller absence	Pupil from a Traveller community is travelling, as agreed with the school
Unauthorised absence		
G	Unauthorised holiday	Pupil is on a holiday that was not approved by the school
N	Reason not provided	Pupil 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 pupil's absence
U	Arrival after registration	Pupil arrived at school after the register closed

Appendix 2

STUDENT LEAVE OF ABSENCE REQUEST

Please read the information on the front and reverse of this form before completion.

To the Headteacher, I wish to apply for my child to be absent from School for Exceptional Circumstances.

Student's Name: _____ Year: _____ Tutor: _____

First date of intended absence: _____

Date of intended return to school: _____

Number of days in total: _____

Reason for Proposed Exceptional Circumstances:

Parent(s) Full Name(s):

_____ D.O.B _____

_____ D.O.B _____

Address:

I confirm that the above activity is essential and cannot take place outside of school time. I understand that if the absence is due to Parent/Carer work commitments, a letter from an employer must be attached to this request.

I understand that this will result in work being missed and will support the school in ensuring that this missed learning is caught up. I understand that I may be asked to meet with the Headteacher or another senior member of staff to discuss this request.

I understand that if I proceed with the absence when unauthorised, I may receive a Fixed Penalty Notice.

Signed: _____ Parent/Carer Date: _____

Signed: _____ Parent/Carer Date: _____

Please submit the request as soon as possible and no less than 4 weeks in advance of the proposed absence.

NOTES

- a) The Anti-Social Behaviour act (2003) gives the school and the Local Authority the power to issue Fixed Penalty Fines for Unauthorised leave of absence in term time.
- b) No parent can demand leave of absence as a right.
- c) Leave of Absence cannot be granted retrospectively.
- d) The request for Leave of Absence should be made by the parent/carer with whom the child normally resides. If this is not the parent/carer who is taking the child out of school, the full name and address of this parent/carer must be provided on the form
- e) If the request for leave of absence is made because of the parent/carer's workplace leave arrangements then a letter from the employer explaining why the absence has to be taken in term-time must be attached.
- f) Only the school can authorise the absence and there is no requirement for the school to authorise any absence just because a request is made.
- g) Any work that is missed by the student due to leave of absence in term time, the school will expect parental support in enabling students to catch up with the work. Any absence not pre-arranged may result in the removal of your child from the school roll.

For Office Use Only

CALCULATION CHART - LEAVE OF ABSENCE IN TERM TIME Each request will be considered individually. In order to support this consideration, the following criteria will be applied:

	Review
What is the level of attendance of this particular student? (no authorisation below 90%)	
Proximity to examinations or school assessments.	
How much leave of absence has already been authorised in the current academic year?	
Any special mitigating circumstances/aspects of the request which can be classed as part of that student's curriculum requirements (and work set to satisfy these)	
Details of mitigation.....	
DELETE WHERE APPROPRIATE: REQUEST APPROVED / REQUEST NOT APPROVED Attendance code: SIGNED (Principal): DATE:	

Consequences for Parents/Carers taking leave of absence in term time which is not authorised by the school MAY result in a Penalty Notice being issued by Imberhorne School.

ATTENDANCE & PUNCTUALITY

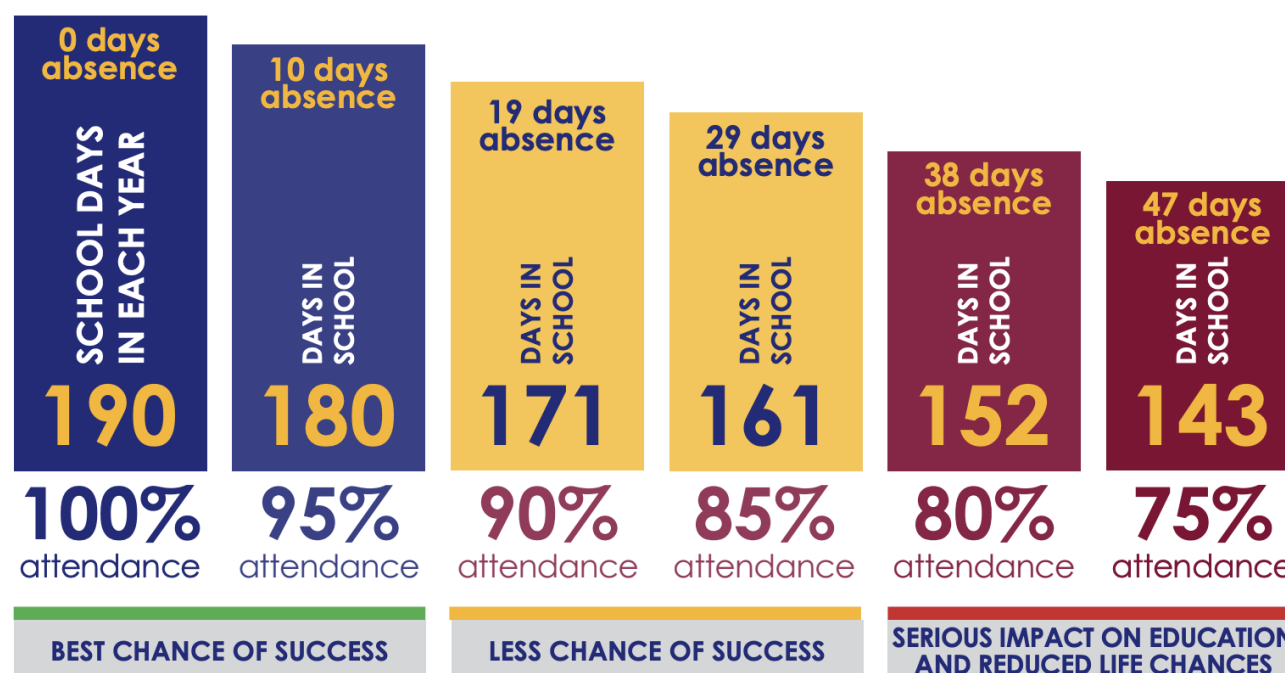


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