

THE COMPLETE STRATEGY — £4,500



# The Complete Strategy

Analysis, Evidence, and Ongoing Implementation Support

## Greenwood Academy

Academic Year 2024/25 | Data Period: Sep 2024 – May 2025

847 Students | Years 7–11 | Prepared: May 2025

**ATTENDTRACK**

# About This Report

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The Complete Strategy includes everything in The Intelligence Report (15 sections of analysis, risk scoring, and recommendations) **plus** the following additional deliverables that make this package a comprehensive implementation partnership:

ADDITIONAL DELIVERABLE	PAGE
Multi-Year Trend Analysis	3
Priority Cohort Action Plans (PP/FSM, SEND, EAL, EBSA)	4–5
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The full Intelligence Report sections (Executive Summary, Student Risk Analysis, PA Deep Dive, Pattern Detection, Funding Impact, Interventions, Leadership Action Plan, DfE Codes, Severity Bands, Demographics, Term Comparison, FPN Tracker, Benchmarking, Governor Summary, Safeguarding) are included in the complete document but not repeated in this demo sample for brevity.

# CS1 Multi-Year Trend Analysis

Analysis of attendance trends over 2–3 academic years, showing trajectory and progress.

ACADEMIC YEAR	OVERALL ATT.	PA RATE	SEVERE ABSENCE	YEAR-ON-YEAR CHANGE
2022/23	92.6%	20.8%	1.4%	—
2023/24	91.1%	23.7%	1.7%	-1.5%
2024/25 (to date)	91.8%	24.1%	1.8%	-0.8% (PROJ.)

## 3-Year Trajectory

Overall attendance has declined by 0.8% over three years. More concerning is the persistent absence rate, which has increased from 20.8% to 24.1% — a 3.3 percentage point rise. Without intervention, projections suggest PA could reach 26% by 2025/26.

## Year Group Trajectory (3-Year)

CURRENT YEAR GROUP	22/23 (AS Y-2)	23/24 (AS Y-1)	24/25 (CURRENT)	DIRECTION
Year 9 (was Y7 → Y8 → Y9)	94.1%	91.8%	88.3%	↓ DECLINING FAST
Year 10 (was Y8 → Y9 → Y10)	93.2%	90.4%	91.5%	→ PARTIAL RECOVERY
Year 11 (was Y9 → Y10 → Y11)	90.8%	91.2%	93.1%	↑ IMPROVING

## CS2 Priority Cohort Action Plans

Detailed intervention strategies for specific vulnerable cohorts.

### Pupil Premium / FSM Cohort (312 students)

METRIC	FSM	NON-FSM	GAP
Attendance	88.7%	93.8%	-5.1%
PA Rate	32.4%	19.3%	+13.1%

**Strategy:** Dedicated PP attendance champion. Breakfast club for FSM PA students. Remove financial barriers to attendance (uniform, transport). Weekly monitoring of PP attendance data. Term-by-term gap reporting to governors.

### SEND Cohort (94 students)

METRIC	SEND	NON-SEND	GAP
Attendance	89.4%	92.1%	-2.7%
PA Rate	28.7%	23.2%	+5.5%

**Strategy:** Review reasonable adjustments for PA students with SEND. Check if attendance barriers relate to unmet needs. SENCO to review all SEND students below 85%. Flexible timetabling where appropriate.

### EAL Cohort (67 students)

Attendance: 91.2% | PA Rate: 22.4% | Gap: -0.6% (broadly in line)

**Strategy:** Monitor for cultural calendar absences. Ensure communications sent in home languages. Buddy system for new EAL arrivals.

### EBSA Indicators (18 students flagged)

18 students show patterns consistent with Emotionally Based School Avoidance: escalating absence coded as illness, Monday/Friday spikes, avoidance of specific lessons.

**Strategy:** EP assessment for top 8. Reduced timetable consideration. Phased return plans. Anxiety management support. Parental engagement around school-related anxiety.

DEMO SAMPLE

## CS3 Implementation Timetable

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A structured timeline with named owners and deadlines for every action.

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- Week 1** **SLT Strategy Session** (90 minutes, virtual) — Headteacher, Attendance Lead, DSL, Pastoral Lead, SENCO. Prioritise interventions, assign ownership, agree success measures.
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- Week 1** **Keyworker Assignment** — Pastoral Lead assigns named contacts for all 38 high-risk students. Intervention tracking template distributed.
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- Week 2** **Monday Protocol Launch** — Attendance Officer implements first-day response. Form tutors briefed on morning check-in procedures.
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- Week 2** **Parent Letters Sent** — Using provided templates, send attendance awareness letters to all PA families.
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- Week 3** **Year 9 Programme Launch** — Head of Year 9 begins targeted attendance programme. Monday mentoring starts.
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- Week 4** **Parent Engagement Meetings** — Face-to-face meetings with families of 15 highest-risk students.
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- Week 4** **30-Day Check-In** (with AttendTrack) — Email review of early progress, troubleshooting, adjustments.
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- Week 5** **EBSA Screening** — SENCO completes screening for 18 flagged students. EP referrals as needed.
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- Week 6** **6-Week Follow-Up Call** (with AttendTrack) — 30-minute review of progress against all targets. Data comparison. Strategy adjustment.
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- Week 8** **Mid-Term Review** — SLT reviews progress. Governor report prepared using Governance Pack template.
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- Week 12** **End-of-Term Assessment** — Full data review. Impact assessment. Planning for next term.
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Ready-to-use documents for governors and inspectors.

## Governor Briefing Paper

### Attendance Report to Governing Body — Summer Term 2025

#### 1. Current Position:

Overall attendance 91.8% (national 91.4%). PA rate 24.1% (national 21.2%).

#### 2. Key Concern:

Year 9 persistent absence at 31%, driven by Monday disengagement patterns.

#### 3. Actions Taken:

Strategic analysis commissioned. 90-day action plan implemented. Monday intervention launched.

#### 4. Expected Outcomes:

Target PA reduction to 22% by end of Autumn 2025.

#### 5. Resource Implications:

No additional budget required. Existing pastoral time redirected to highest-impact interventions.

#### 6. Recommendation:

Governors note the report and receive termly updates on progress.

## Governor Scrutiny Questions

#	QUESTION	EXPECTED ANSWER
1	How does our PA rate compare to national?	24.1% vs 21.2% — 2.9% above
2	Which year group has the greatest concern?	Year 9 at 31% PA
3	What is the financial impact?	Estimated £47,200 funding risk
4	What interventions are in place?	90-day plan: Monday protocol, keyworkers, Year 9 programme
5	How will we know if interventions are working?	Termly data review, 6-week milestones, named owners
6	Is there a safeguarding concern?	6 students flagged for DSL review

## CS5 Inspection Narrative

A prepared narrative for Ofsted conversations about attendance.

### Suggested Inspection Narrative

"We commissioned a comprehensive attendance analysis this year which identified that while our overall attendance is in line with national (91.8% vs 91.4%), our persistent absence rate in Year 9 was a concern at 31%. We have implemented a targeted 90-day action plan including a Monday morning intervention programme, individual attendance plans for our 38 highest-risk students, and an early warning system for students approaching the PA threshold. We have a named keyworker for every high-risk student, and we conduct fortnightly reviews of progress. Our governance team receives termly updates and has a clear set of scrutiny questions. We are already seeing early signs of improvement in our Monday attendance figures."

## CS6 SLT Strategy Session Agenda

Pre-prepared agenda for the 90-minute virtual strategy session included with this package.

TIME	ITEM	LED BY
0:00–0:10	Welcome & key findings summary	AttendTrack
0:10–0:25	Year 9 deep dive & discussion	AttendTrack + HoY9
0:25–0:40	Priority cohort review (PP, SEND, EBSA)	AttendTrack + SENCO
0:40–0:55	Implementation timetable walkthrough	AttendTrack
0:55–1:10	Ownership assignment & accountability	Headteacher
1:10–1:20	Success measures & milestones	All
1:20–1:30	Questions & next steps	All

## CS7 Intervention Tracking Template

An Excel-based tracking tool is provided alongside this report. Below is the structure:

COLUMN	DESCRIPTION
Student Name	Pre-populated from risk analysis
Year Group	Auto-filled
Current Attendance %	Baseline from analysis date
Risk Level	High / Medium / Low
Keyworker	Assigned staff member
Intervention Type	Dropdown: Mentoring / Parent meeting / Reduced timetable / etc.
Start Date	When intervention began
Review Date	Next scheduled review
Current Status	Dropdown: Active / Improving / Escalated / Closed
Attendance Since Intervention	Updated weekly
Notes	Free text for observations

## CS8 Parent Communication Templates

Three ready-to-use letter templates are provided as separate Word documents:

### 1 Attendance Awareness Letter (90–95%)

Supportive tone. Highlights current attendance figure. Explains the importance of regular attendance. Offers support. Used for early-stage intervention.

### 2 Attendance Concern Letter (85–90%)

Firmer tone. Includes specific absence data. Requests a meeting. Outlines potential consequences. Used for students approaching persistent absence.

### 3 Formal Warning Letter (Below 85%)

Formal tone. Documents previous contact attempts. References legal obligations. Mentions potential for FPN referral. Used for persistent non-engagement.

DEMO SAMPLE

A one-page guide for form tutors and pastoral staff. Printed copies recommended for staff rooms.

## Attendance Quick Reference — Greenwood Academy

IF A STUDENT IS...	DO THIS...	ESCALATE TO...
Absent on Monday (PA list)	Call home by 9:30am	Attendance Officer
Below 90% and declining	Weekly tutor check-in, log conversation	Head of Year
Below 85%	Parent meeting request, attendance plan	Pastoral Lead
Below 80%	Formal attendance plan, keyworker assigned	SLT
Suspected EBSA	Note patterns, discuss with SENCO	SENCO & DSL
Safeguarding concern	Report immediately	DSL

**Key numbers:** Overall 91.8% | PA 24.1% | Year 9 is priority | Mondays are critical

DEMO



## Ofsted-Ready Evidence Pack (Summary)

The full Ofsted Evidence Pack is provided as a separate document. It includes:

DOCUMENT	PURPOSE	PAGES
Attendance Narrative	Plain-English summary for inspectors	2
Vulnerable Groups Analysis	PP, FSM, SEND, EAL breakdowns with gap analysis	3
Intervention Evidence Log	Documented strategies, timelines, and outcomes	2
National Benchmarking	Your figures vs national, vs similar schools	2
Risk Register	RAG-rated student list with active plans	3
Statutory Compliance Checklist	DfE requirements tick-list	2

See the separate Ofsted Evidence Pack demo sample for full details.



## Follow-Up Support Schedule

TOUCHPOINT	WHEN	FORMAT	PURPOSE
Report Delivery Call	Day of delivery	30-min Zoom	Walk through findings, answer questions
SLT Strategy Session	Week 1	90-min Zoom	Prioritise interventions, assign ownership
30-Day Check-In	Week 4	Email	Progress review, troubleshooting
6-Week Follow-Up	Week 6	30-min Zoom	Data comparison, strategy adjustment

### Priority Renewal

Complete Strategy clients receive priority pricing for annual reviews. Contact [hello@attendtrack.co.uk](mailto:hello@attendtrack.co.uk) to discuss ongoing partnership options.

## Contact

**AttendTrack** — Attendance Intelligence for UK Schools

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