

St. Leo's Catholic School Devonport

CHARTER 2011

Mission Statement

Our Catholic School is part of a Christ centred community of faith, founded and guided by the enduring values of the Mercy Tradition. Accordingly we educate the whole child, promoting total development of mind, body and spirit, upholding both excellence and integrity in all students and all school endeavours.



Our Vision

The children who leave St. Leo's Catholic School will be:

M – motivated and active seekers of knowledge

E – energetic, enterprising contributors to culture and the community

R – respectful; reliable, resourceful and resilient life-long learners

C – critical and creative thinkers, confident and connected communicators

Y – young people who are living their Catholic Faith

V – valuing each person's contribution

A – able to apply reasoning and rationale to solve problems

L – loving and responding to new learning with wonderment and joy

U – understanding a broad range of knowledge in all learning areas

E – encouraging and demonstrating team spirit

S - showing a sense of self: a sense of belonging and positive self-esteem

Catholic Character Values

We aim to enrich children and their families through the teaching of Christ Centred Gospel values that promote the beliefs and practices of the Catholic Church.

Key Catholic Character Objectives:

- The Board of Trustees and staff through their plans, policies and actions will reflect the values and Special Catholic Character of the school so it continues to be the foundation stone of our strategic direction.
- The school's Special Catholic Character will be formally reviewed with the Proprietor, according to a process mutually agreed upon between the Board and the Proprietor.
- The annual plan will set out specific objectives for curriculum delivery and content ensuring that the Special Catholic Character of the school permeates all aspects of curriculum delivery.
- The Board of Trustees will encourage development, through partnership with the Parish and wider community.
- The Board will ensure that the integral relationship between school and Parish is fostered and will recognise the value of parental and wider community involvement in children's learning.
- All members of the school community will know and nurture the Mercy Charism of the school, and ways to explore and celebrate the Charism will be given time and value.

Guiding Values and Principles:

- To provide a secure, caring and well resourced learning environment where each pupil is assisted in developing their full potential and where appropriate life skills are developed through competent teaching and effective community partnerships.
- A warm, caring environment where children believe in themselves and are given opportunities to grow.
- All key stake-holders are passionate about learning and recognise we nurture our children in a partnership
- To provide programmes and teaching that enable students to achieve at their highest possible level, especially in Literacy and Numeracy.
- To be a learning focussed school where programmes are child centred and interactive.
- To celebrate the cultural diversity of our students within our multicultural society

Principles valued by our community

- Our Catholic Character
- A small country-like school in the city
- Innovative curriculum delivery and academic achievement
- Committed and competent staff who care and know you
- Sense of community
- Educating the whole child
- Welcoming to parents and children
- Interaction between younger and older children
- Embracing of children with special needs
- Extra curricula activities and opportunities
- Access to trips / camps / shows
- Achieving in sports and arts
- Emphasis on partnership
- Supportive environment
- Commitment / follow-up / home school partnership
- Supportive community and parental involvement –PTFA / BOT
- Wider community relationships
- Commitment to student development through responsibilities e.g. librarians, student councillors, house leaders

The unique position of Maori culture will be reflected:

By celebrating being a bi-cultural nation.

- Using Te Reo regularly as part of classroom programmes.
- Staff development including Te Reo Maori, Tikanga Maori and cultural awareness
- Providing opportunities for students who wish to learn the Maori Language
- Including Maori student achievement in reports to the Board of Trustees.
- Starting assembly with the National Anthem in English and Te Reo.
- The unique position of the Maori culture is recognised through:
- Consultation with local iwi will occur
- Maori component will be in units of work/term overviews
- Maori spirituality will be an integral part of Religious Education Programme
- The annual budget provides for Maori Resources and Bi-Cultural experiences

New Zealand's Cultural Diversity will be reflected by:

- Respecting and recognising diverse cultural backgrounds
- Encouraging students to share their cultures and celebrations and identify different cultures within classes
- Developing class programmes to encourage open-minded exploration of cultures
- Consulting with Pasifika community in any decisions affecting their students

St. Leo's Catholic School

STRATEGIC PLAN 2011 to 2013

Goal 1: Catholic Character

To teach, nurture and celebrate our Catholic life and faith		
<p>Every child attending St. Leo's Catholic School will reflect and value the special Catholic Character of the school, have a knowledge of their faith and spiritual journey, take an active part in the spiritual life of the school and be a people of prayer.</p> <p>The St. Leo's Catholic School community will work co-operatively and in partnership with one another, assist people in need through service and outreach and contribute to the life of the parish and local community.</p>		
2011	2012	2013
<p>National Religious Education Programme is taught</p> <p>Prayer, liturgy and the celebration of our Catholic Character will be an integral part of school life</p> <p>The school will work in partnership with home and parish</p> <p>The school will assist people in need through service and mission outreach</p> <p>The school will provide opportunities for Religious Education Development and the spiritual formation of staff</p> <p>Review the Religious Education dimension of Catholic Character</p>	<p>As for 2011</p> <p>Review the Catholic Community dimension of Catholic Character</p> <p>External Catholic Character Review</p>	<p>As for 2011</p> <p>Review the Pastoral Care dimension of Catholic Character</p>

Goal 2: Curriculum (NAG1)

To provide a quality child centered education that maximises each child's learning potential to access the New Zealand Curriculum, as evidenced by achievement in relation to National Standards.

Goal 2.1: Literacy

All our students will achieve at or above national standards in literacy		
<p>Every child attending St. Leo's Catholic School will make progress to reach and exceed the National Standards in Literacy, regardless of their ethnicity, if they have a disability or have special education needs.</p> <p>The principal and teachers will respond quickly and effectively to the learning needs of students who are not achieving.</p> <p>The school will report to students and their parents on the students' progress and achievement in relation to National Standards in Literacy in plain language, in writing, <i>at least</i> twice a year.</p>		
2011	2012	2013
<p>Take part in School Based Professional Development aimed at raising achievement in reading and writing</p> <p>Teachers will use assessment for learning during their literacy programmes, adjusting their instruction and identifying next steps for both individuals and groups of children</p> <p>Use benchmarks, e-asTTle, learning pathways and exemplars with students to inform next steps in teaching</p> <p>Develop learning intentions and success criteria in writing</p> <p>School wide targets to focus on reading and writing</p> <p>Align reading and writing target with teachers' appraisal goals</p>	<p>Literacy targets to be extended and developed further</p> <p>Develop learning intentions and success criteria in reading</p> <p>PD to focus on raising achievement in reading</p> <p>Introduce strategies and programmes to strengthen vocabulary</p>	<p>Develop learning intentions and success criteria in speaking and listening</p>

Goal 2.2: Mathematics

All our students will achieve at or above National Standards in Mathematics

Every child attending St. Leo's Catholic School will make progress to reach and exceed the National Standards in Mathematics, regardless of their ethnicity, if they have a disability or have special education needs.

The principal and teachers will respond quickly and effectively to the learning needs of students who are not achieving.

The school will report to students and their parents on the students' progress and achievement in relation to National Standards in Literacy in plain language, in writing, *at least* twice a year.

2011	2012	2013
<p>Enrol all staff in the University of Auckland Paper – Understanding and Extending Mathematical Thinking</p> <p>Collaboratively work with teachers in Stanley Bay School to build on knowledge of best practice in mathematics teaching and learning</p> <p>Employ Helen Walters to work alongside teachers in implementing understandings gained from the university paper and to take professional development in current best practice in mathematical teaching</p> <p>Teachers will use assessment for learning during their mathematics programmes, adjusting their instruction and identifying next steps for both individuals and groups of children</p> <p>Use benchmarks, e-asTTle, learning pathways and exemplars with students to inform next steps in teaching</p> <p>Raise Maths strategy levels for targeted students</p> <p>Consolidate assessment practices</p>	<p>Develop and extend the Mathematics targets</p> <p>Embed the teaching and learning from the intensive 2011 professional development into teaching and learning programmes for sustainability</p> <p>Teachers to work with parents in enhancing number knowledge/tools to utilise</p>	<p>Re-evaluate NUMPA programme</p>

Goal 2.3: Gifted and Talented

Identify and Cater for our High Achievers		
2011	2012	2013
<p>Identify our high achieving students from teacher knowledge and assesment data.</p> <p>Differentiate learning for high achievers in classroom programmes and when applicable in extension groups.</p> <p>SOLO Taxomony is embedded into classroom practice</p> <p>Employ and train suitable personnel where appropriate</p> <p>Collect and analyse data</p> <p>Develop home/school partnerships</p>	<p>Review programmes</p> <p>Provide PD for all staff Pam Hook/Julie Mills from Hooked on Thinking to provide professional development on Inquiry learning</p>	<p>Monitor and review programmes</p> <p>Analyse assessment results and programme effectiveness</p>

Goal 2.4: New Zealand Curriculum

To give effect to the New Zealand Curriculum		
<p>The New Zealand Curriculum is tailored to reflect the needs and Special Catholic Character of the St Leo's Catholic School Community.</p> <p>Every child at St. Leo's Catholic School is considered an independent learner, willing to take risk, know where their current learning is and how they are going to get there.</p>		
2011	2010	2011
<p>Embed the implementation of the NZC in conjunction with the St. Leo's Catholic School Curriculum</p> <p>Embed the St. Leo's Inquiry approach to co-construct learning with students at the centre</p> <p>Develop further understandings of the Key Competencies- in relation to the Mercy Values</p>	<p>Review NZC development to date</p>	<p>Review/Revise St. Leo's Curriculum Implementation plans</p>

Goal 2.5: Information Communication Technology

To be confident, capable and innovative users of Information and Technology		
Every child from St. Leo's Catholic School will be supported across the curriculum through effective integration of ICT, be innovative and creative in their use of ICT, and have access to a range of on-line learning environments.		
2011	2012	2013
<p>Pedagogies will be promoted that are capable of supporting the effective use of ICTs in learning programmes</p> <p>Inquiry learning approaches supported by ICTs will be used in class programmes</p> <p>Professional development into the use of ICTs including the use of Interactive White Boards (purchased in 2010) will occur as appropriate on the purchase of new hardware during 2011</p> <p>Teachers will access and integrate online learning resources into their use of Interactive White Boards</p> <p>The school will begin developing a new infrastructure capable of sustaining the use of digital resources as part of the building programme</p> <p>The school will begin a purchasing/leasing programme to replace existing hardware</p>	<p>Continued professional development into the use of ICTs – in line with new purchase of new hardware</p> <p>Extend the hardware/software of the school capabilities</p> <p>The school will further develop their skills and knowledge in using ICTs to communicate with others beyond the school e.g. use of skype, podcasts</p>	<p>Continue developing the school's capabilities in ICTs</p>

Goal 3: Personnel (NAG3)

To support a high performing team		
Every child from St. Leo's Catholic School will benefit from a high level of professional practice, innovative and creative pedagogy, high quality role modelling of learning and life skills and a stable and positive learning environment		
2011	2012	2013
<p>All staff to participate in professional development opportunities that are priorities for 2011: Mathematics; Literacy; ICT; G&T</p> <p>The school's performance development programme will build high levels of staff performance, based on Teachers Registration Criteria, Self reflection and Coaching</p> <p>"Four Minute Walkthrough" tools and strategies will be used to provide feedback and feed forward as part of being a reflective classroom practitioner</p> <p>Staff members embrace the school's spirit through active participation and leadership</p> <p>The contribution of staff members is recognised, valued and celebrated</p>	<p>Consolidate the 2011 School –wide Coaching Programme</p> <p>Review and evaluate the impact of "Four Minute Walk Throughs" in Literacy and Mathematics</p>	

Goal 4: Property and Finance (NAG4)

To provide a well resourced learning environment		
Every child at St. Leo's Catholic School will have access to high quality and well managed learning resources; be supported by school facilities that meet their learning and developmental needs; enjoy a safe and attractive environment that reflects a friendly and welcoming school; have a sense of belonging, ownership and respect for the school		
2011	2012	2013
<p>Work with the Catholic Schools' Office in the planning and building development of the new administration area, library and classroom(s)</p> <p>Develop the Victoria Road entrance as the new face of the school, including signage, new fencing and landscaping</p> <p>Develop the school gardens around the Owens Road entrance</p> <p>Work with the Catholic Schools Office in the conversion of the existing administration area into teaching and resource spaces</p> <p>Work with the Catholic Schools Office in the upgrade of existing classrooms with new display boards</p> <p>The annual budget planning will be based on identified and prioritised needs to support teaching and learning</p>	<p>Work with parish in developing the hall into a more attractive and usable building</p> <p>Develop sun-shelter areas around the school/over playgrounds</p>	<p>Continue the development of a safe and attractive learning environment in conjunction with the Catholic Schools Office</p>

St. Leo's Catholic School Annual Strategic Action Plans – 2011

Action Plan Goal 1: To teach, nurture and celebrate our Catholic life and faith				
Specific Strategies for 2011	Who	Budget/ When	Expected Result	Progress Report
National Religious Education Programme is taught.	All teachers	On going	All classrooms use the National Religious Education Programme DRS makes regular classroom visits during RE. Teachers will share best practice in RE – using the digital resource on IWBs, sharing learning intentions and success criteria Te Reo and Tikanga Maori will be integrated into the class/school RE programme	
Prayer, liturgy and the celebration of our Catholic Character will be an integral part of school life.	All teachers	On going	Daily class prayer. Weekly prayer assemblies will be held Rostered classes to weekday Mass School Mass/Liturgy on selected Sundays and Holy Days	
The school will work in partnership with home and parish.	All teachers	On going	Regular timetabled class visits by Priest. Children's RE workbooks to be an integral link between school and home. Parish class Grandparents regular visits Children encouraged to contribute through altar serving, Healing Mass; welcoming visitors, choir, family Masses, special feastdays	
The school will assist people in need through service and mission outreach.	All teachers	On going	Teachers will promote Mission outreach with their classes Community needs will be responded to as they arise Gift giving as part of the Jesse Tree Liturgy in Advent Mufti days held for causes such as Caritas, NZCPPA Mission focus, Daffodil Day	

<p>The school will provide opportunities for Religious Education Development and the spiritual formation of Staff.</p>	<p>All teachers</p>		<p>Staff will be given opportunity to attend RE in-service courses RE courses will be promoted with staff Staff will attend RE Cluster meetings each term RE staff meetings held each term</p>	
<p>Review the Religious Education Dimension of Catholic Character</p>			<p>All documentation and material relating to the Religious Education Learning Area will be reviewed to analyse how Religious Education is being planned, delivered, assessed, evaluated and reported to ensure the needs of the children and the requirements of the Religious Education Curriculum Statement are being met in the key areas of: Leadership; Religious Education Curriculum; Integrated Curriculum; Resources; Professional Development; Communication</p>	

Action Plan Goal 2.1: All our students will achieve at or above National Standards in Literacy

Specific Strategies for 2011	Who	Budget/ When	Expected Result	Progress Report
Take part in PD aimed at raising achievement in reading and writing	All teachers	On going	Improved teacher practice Raised student achievement	
Teachers will use assessment for learning during their literacy programmes adjusting their instruction and identifying next steps	All teachers		Writing will be taught more effectively Teachers will adjust their instruction and identify next steps in learning for individuals and groups of children Children will be able to articulate their next learning steps and be able to identify the success criteria	
Use benchmarks, e-asTTle, learning pathways and exemplars with students to inform next steps in teaching	All teachers		Children will be able to self monitor their own next learning steps, developing with their teacher the learning intentions, success criteria and the tools to get there	
School wide targets to focus on writing and reading	All teachers		Teachers to identify 3 underachieving students in Reading and accelerate their achievement levels by 2 sub-levels	
Align reading and writing targets with teachers appraisal goals	All teachers		Teachers to identify 3 underachieving students in Writing and accelerate achievement levels by 2 sub-levels	
		Teachers will be more effective and explicit teachers of writing		

Action Plan Goal 2.2: All our students will achieve at or above National Standards in Mathematics

Specific Strategies for 2011	Who	Budget/ When	Expected Result	Progress Report
Enrol all staff in the University of Auckland paper "Understanding and Extending Mathematical thinking"	All teachers	Term 1-4, 2011	Teachers will extend their personal understanding of the wide range of numeracy strategies that children use to solve problems	
Work collaboratively with Stanley Bay School staff to build on knowledge of best practice in mathematics teaching and learning		Term 1-4, 2011	Participation in university paper and the collaboration between staff will see the mathematics teaching and learning programmes enhanced with the result of raising student achievement achieved.	
Employ Helen Walters to work alongside teachers and parents in implementing current best practice in mathematical teaching		Term 1-4, 2011	The facilitator will work with teachers to implement key understandings gained from their professional development to enhance their teaching and learning programmes. Practical mathematics will be evident in classroom teaching programmes Parent workshop in Numeracy to be held in Term 2.	
Use NUMPA, benchmarks, e-asTTle, learning pathways and exemplars with students	All teachers		Teachers will be familiar with expected levels of achievement in numeracy. Teachers and students will be informed about next steps in learning,	
Teachers will use assessment for learning during maths programmes			Teachers will adjust their instruction from formative assessment practice, identifying next steps for both individuals and groups.	
Raise Maths Strategy levels for targeted students			Children identified as at risk from assessment procedures will be targeted to raise their overall achievement.	

Action Plan Goal 2.3 : Identify and Cater for our High Achievers

Specific Strategies for 2011	Who	Budget/ When	Expected Result	Progress Report
Identify our high achieving students from teacher knowledge and assessment data	All Teachers		Collect and analyse data and maintain a Gifted and Talented register	
Differentiate learning for high achievers in classroom programmes and when applicable in extension groups	All Teachers		Employ and train suitable personnel where appropriate for extension programmes Teachers will plan for differentiation and allow children to take part in the planning process The needs of High Achievers are being met Differentiated learning including SOLO Taxonomy is incorporated into teaching and learning programmes	
SOLO Taxonomy is embedded into classroom practice.	All teachers		Teachers differentiate learning using SOLO taxonomy, with it developed as part of all curriculum planning Students will continue to learn to use research based SOLO taxonomy to understand and plan their learning progress.	

Action Plan Goal 2.4: To give effect to the New Zealand Curriculum

Specific Strategies for 2011	Who	Budget When	Expected Result	Progress Report
Develop further understandings of the key competencies in relation to the Mercy Values	Staff	All year	The key competencies will be an integral component of planning and teaching, and aligned to the Mercy Values	
Embed the Implementation of the NZC in conjunction with the St. Leo's Catholic School Curriculum	BOT Key stake holders		The NZC along with the School Curriculum will be fundamental to learning and teaching at St. Leo's Catholic School	
Embed the St. Leo's Inquiry approach to co-construct learning with students at the centre	All teachers students		Programmes will have child centred inquiry and have relevant contexts	

Action Plan Goal 2.5: To be confident, capable and innovative users of Information and Technology

Specific Strategies for 2011	Who	Budget When	Expected Result	Progress Report
Pedagogies will be promoted that are capable of supporting the effective use of ICTs in learning programmes	Staff Children	All year	Inquiry learning approached will be supported by ICTs	
Professional Development into the use of ICTS will occur	All Staff		Professional development occurs upon the purchase of new ICTs during 2011 Teachers will confidently integrate the use of ICTS (including Interactive White Boards) into their teaching and learning programmes. Teachers will access and integrate on-line learning resources into programmes	
Develop a new infrastructure capable of sustaining digital resources as part of the building programme	BOT Principal		New cabling and server installed. Begin a purchasing/leasing programme to replace existing hardware	

Action Plan Goal 3: To Support a high performing team

Specific Strategies for 2011	Who	Budget When	Expected Result	Progress Report
All staff to participate in professional development opportunities that are priorities for 2011: Mathematics; Literacy; ICT; Gifted and Talented.	All teachers	All year	Staff are upskilled, competent and confident practitioners as the result of professional development opportunities Student Achievement is positively enhanced	
The school's performance development programme will build high levels of staff performance, based on Teachers' Registration Criteria, Self Reflection and Coaching.	All Staff		St. Leo's will support a Coaching Model Programme, supported by the indicators overarching the Teacher Registration Criteria Requirements	
"Four Minute Walkthrough" tools and strategies will be used to provide feedback and feed forward as part of being a reflective classroom practitioner	BOT Principal		Staff performance will be enhanced through formative discussions and by being reflective practitioners.	
Staff members embrace the school's spirit through active participation and leadership			The contribution of staff members is recognised, valued and celebrated.	

Action Plan Goal 4: To provide a well resourced learning environment				
Specific Strategies for 2011	Who	Budget When	Expected Result	Progress Report
Work with the Catholic Schools' Office in the planning and building development of the new administration area, library and classroom(s)	BOT Principal CSO	All year	The 2011 programme of major capital development reflects input from the BOT and staff and in respect of the needs of children The new administration building, library and classrooms are completed according to timeframes.	
Develop the Victoria Road entrance as the new face of the school, including signage, new fencing and landscaping	BOT CSO		Victoria Road is the new main entrance to the school by the end of Term 4	
Develop the school gardens around the Owens Road entrance	BOT Caretaker		Gardens around Owens Road are developed, maintained, and attractive	
Work with the Catholic Schools' Office in the conversion of the existing administration area into teaching and learning spaces.	BOT CSO		Current admin space is developed into an attractive and functional area for student learning.	
Work with the Catholic Schools Office in the upgrade of existing classrooms with new display boards	BOT Principal CSO		Development occurs as part of the maintenance plan.	
The annual budget planning will be based on identified and prioritised needs to support teaching and learning	Finance committee Principal		Staff are consulted in respect of resources and development	

2011 Business As Usual Annual Plan St. Leo's Catholic School			
	NAG FOCUS AREA	PLANNED STRATEGIES FOR THE YEAR	ACTIONED
...through the principal and staff	Other curriculum area initiatives	Ensure teachers share responsibility for developing the support curriculum	
	Environmental Education	Continue with an environmental education programme with participation in the Enviroschools programme, developing a sustainable school environment	
	Curriculum integration	Align with inquiry Ensure coverage of ALL curriculum areas.	
	Students at risk	Term SENCO meetings to monitor and adjust programmes for children causing concern. Review Special Needs processes.	
	ESOL programmes	Teacher aide to work with ESOL students.	
	Regular, quality physical activity	Have a regular daily fitness programme Re-instate the school's Kapa Haka group Participate in the Kiwi Sport Programme/contract with other Peninsula Schools, in conjunction with Harbour Sport and other related parties.	
	Consultation with Maori re achievement	Report accurate achievement data to parents Develop targets	
	Consultation with Pasifika re achievement	Liaise with Tongan and other Pasifika fono Report accurate achievement data to parents Develop specific targets	
with the principal and staff	School review	ERO Board Assurance Statements reviewed at each BOT meeting as per self review timetable.	
	Policy and procedure review	Review and modify policy/procedure process	
	Strategic plan review	Share with BOT and staff	
	Develop annual plan	Principal to complete this by February Present to BOT in February meeting	
	Develop student achievement targets	Four targets: National Standards – Reading; Writing; Mathematics; Teachers to identify 3 or 4 underachieving students Link to appraisal action plans	
	Reports to BOT (general)	Principal reports to BOT at each meeting referenced to the annual plans and targets	
	Reports to BOT – student achievement	Report to Board re student achievement against national standards in reading, writing and Numeracy (GloSS/IKAN)	
	Reports to BOT re Maori achievement	As above with Maori students identified	

	Reports to BOT re Pasifika achievement	As above with Pasifika students identified	
	Reporting to parents	Three written reports to parents Two Triadic parent/student/teacher conferences Review written report format.	
the BOT is required to ... NAG 3	Professional development programme	Leadership training for principal PD programme to align with strategic goals and targets PD in literacy, Mathematics, ICTs Train teachers in use of SMS – Classroom Manager	
	Staffing initiatives for this year	Continue with at least one teacher aide to support ESOL students	
	Staff appraisal – teaching and non-teaching	Review teacher appraisal system Ensure all non teaching staff are appraised against job descriptions Teacher appraisal goals to align with school targets	
	EEO programme	Ensure staff have access to PD and appraisal.	
	Good employer practices	Provide funding for staff PD and appraisal.	
the BOT is required to ... NAG 4	Prepare annual budget	Annual budget that reflects charter goals will be completed and approved by BOT	
	Regular reviewing of financial situation with BOT	Detailed financial reports to BOT at each regular meeting	
	Maintenance of school buildings and grounds (10 YP)	Continue developing and reviewing new 10 year plan	
	Planned major asset purchases	Administration Building and Classroom furniture Library fixture/fittings books	
the BOT is required to ... NAG 5	Provide a safe physical and emotional environment	Ensure all Health and Safety checks are maintained, related policies are reviewed. The Anti-Bullying Policy is a working document.	
	Student management	Encourage student voice by having regular input meetings for students at Leadership and House meetings	
	Community health consultation (every two years)	Parent consultation as part of Health Promoting Schools and Roadsense initiatives.	

	Healthy eating	Promote Healthy Foods – no nuts, fish and eggs Continue brain food snack	
NAG 6 the BOT is expected to ...	Attendance initiatives	Ensure attendance procedures are adhered to and unexplained absences are followed up. Regularly liaise with Truancy Officer	
	Mandatory Requirements	Meet MOE and ERO requirements	