# National Attendance and Behaviour Ambassadors

## Specification

### Background

* 1. Opportunity must be for all – and not just for the privileged few. This Government firmly believes that every child and young person should know that success can belong to them, and that is why we must break down all barriers to opportunity. It is essential for all children to be in school, with good behaviour and ready to learn, to ensure that they can benefit from the opportunities provided by education.
  2. In 2023/24, 20% children were persistently absent from school and in December 2024, only 42% of secondary pupils rated behaviour as “good” or “very good” in their school in the past week. In addition, the Department for Education’s [National Behaviour Survey](https://assets.publishing.service.gov.uk/media/6628dd9bdb4b9f0448a7e584/National_behaviour_survey_academic_year_2022_to_2023.pdf) found that, in May 2023, managing misbehaviour caused the loss of 7 out of every 30 minutes of teaching time.
  3. Ofsted ratings and survey data suggest that good behaviour is associated with higher attendance. Lower levels of exclusion are also associated with higher attendance.
  4. We are looking to appoint two national Attendance and Behaviour Ambassadors who will work with the Department for Education (DfE) to develop its national attendance and behaviour policies, including shaping how the DfE can best support schools to improve their practice through school-to-school support, and sharing best practice.
  5. Ambassadors must have expert knowledge of attendance or behaviour policy. They are not required to be experts in both areas, although a clear understanding of both is an advantage.
  6. National Attendance and Behaviour Ambassadors will work closely with DfE officials, schools, Ministers and other stakeholders.

Aim

* 1. The National Attendance and Behaviour Ambassadors shall use all reasonable endeavours to achieve the following aims:

1. Act as a credible voice, in the education sector, to advocate for Government policy on attendance and behaviour and the implementation of an inclusive approach to mainstream education, including through engagement with schools, Multi-Academy Trusts and others in the education sector.
2. Support the DfE, including Regional Improvement for Standards and Excellence (RISE) teams; to develop a support offer for schools that need help with their attendance and/or behaviour practice.
3. Support the DfE’s wider attendance agenda by reducing variation in school practice between the strongest and weakest schools and helping schools and responsible bodies to meet the statutory expectations and make effective and targeted use of their attendance data.
4. Support the aims of the DfE’s behaviour agenda, including promoting a culture of belonging and safety in school for pupils and staff.

### Objectives

3.1 The National Attendance and Behaviour Ambassadors shall use all reasonable endeavours to achieve the aforementioned aims by following objectives:

1. Work with the DfE and Ministers to help shape national behaviour and attendance strategy and priorities
2. Work with the DfE to develop a school-to-school support offer through a new attendance and behaviour hubs programme. As part of this, ambassadors will focus on:

* Working with the DfE to design a support approach which supports schools to improve their behaviour, conduct and attendance, whilst ensuring that they are also safe and inclusive environments, including for children with SEND
* Identifying and building on effective practice from the previous [attendance](https://www.gov.uk/guidance/attendance-hubs) hub (unfunded) and [behaviour hub](https://www.gov.uk/government/publications/access-support-from-school-hubs/behaviour-hubs) (funded) programmes.
* Improving school leadership, practice and culture.
* Reducing staff time spent managing behaviour issues.
* Reducing teaching time lost due to low-level disruption or classroom removal.
* Supporting schools to use data effectively to target their efforts.

1. Ensure that any support offer on behaviour or attendance meets the DfE’s wider aims and objectives.
2. Work with policy officials on specific pieces of policy development as these arise
3. Promote the DfE’s priorities and agenda through ongoing stakeholder engagement, speaking opportunities and conferences
4. Work with the DfE on broader pieces of work relating to behaviour and/or attendance policy, including the development of resources, new policy and other aspects of support for schools and the wider education sector.

KPIs

KPIs are indicative and will be agreed with the ambassadors as part of the appointment process:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **KPI**  **No** | **Indicative KPI criterion** | **Measured by** | **Suggested % for supplier to meet** | **Service Period** |
| 1 | Delivery | 1. the supplier will deliver DfE’s support offer for schools and public events. This will be training sessions, conferences, webinars and speaking engagements 2. The supplier will attend half-termly meetings with DfE to update on delivery | 1. Attendance at >90% of relevant sessions, with timings agreed in advance 2. Attendance at >90% of agreed delivery meetings. | Termly/half-termly |
| 2 | Outcome/ impact | 1. Participants in the attendance/ behaviour support programme report satisfaction with the Ambassadors following interaction and support. | 1. >90% of participants report satisfaction. | Annual |
| 3 | Policy development | 1. The supplier will support DfE with the creation, development and review of its attendance policy and behaviour agenda 2. The supplier will attend half-termly meetings with DfE to discuss policy development and approach. | 1. Respond to 90% of requests from the DfE within 3 working days 2. Attendance at >90% of agreed delivery meetings. | Availability and support monitored half-termly |

### Methodology

4.1 The Supplier shall perform the tasks detailed in the Schedule of Work.

## Schedule of work

The objectives above will be broken down into the following indicative activities:

### Shape National Priorities

5.1. Work with the DfE to:

1. Support the development of new and innovative guidance and products for schools, on attendance and/or behaviour
2. In attendance: Interpret attendance data to understand emerging trends
3. In attendance: Establish wider policy approaches to improve attendance rates in schools, including identifying key drivers of both positive and negative practice
4. In behaviour: Understand the drivers of negative behaviour in school, and identify best practice in behaviour management
5. In behaviour: Support and build upon the DfE’s behaviour agenda to improve behaviour culture nationwide

### School-to-school support offer - Attendance and Behaviour Hubs

* 1. Strategic oversight of the DfE’s school to school support offer for attendance and behaviour
  2. Ensure the offer delivered by schools providing support is consistently aligned with the DfE’s wider ambitions in attendance and behaviour policy
  3. Work with the DfE on the following aspects of school-to-school support, where required:

1. Developing a programme of support to be delivered to schools in need of assistance with attendance and/or behaviour practice
2. Assessing, selecting and appointing high-performing schools to deliver a support offer
3. Developing induction materials for schools delivering support
4. Producing tools for use by schools in the programme (e.g. a school behaviour/attendance self-assessment/ auditing tool)
   1. Work with DfE officials (including Regions Group, RISE teams and the central Families Group policy team), regional advisers and an independent, external evaluator to:
      1. Monitor the support provided
      2. Promote the support offer and its goals to the sector
      3. Quality assure the support offer
      4. Work with officials to develop and deliver other aspects of policy development in attendance and/or behaviour
      5. Provide update reports on progress to the DfE, by participating in half-termly meetings.

### Wider policy development

* 1. Work with Government officials on the development of new and emerging policy in attendance and/or behaviour, on a case-by-case basis

### Public advocacy

* 1. Advocacy of the Government’s approach to attendance and behaviour in schools publicly, and in media, where appropriate.

### Expectations of the Supplier in Performing this Work

* 1. In fulfilling this work, we expect the supplier to:
     1. Have or develop a comprehensive understanding of the Government’s attendance agenda including focus on use of data and effective school/trust practice
     2. Have or develop a comprehensive understanding of the aims of the DfE’s behaviour agenda, including promoting a culture of belonging and safety in school for pupils and staff.
     3. Have a comprehensive understanding of the wider context and current work and ongoing research regarding attendance and/or behaviour in the sector;
     4. Have an in-depth understanding of the evidence that underpins excellent attendance strategies and behaviour management and be able to articulate what that means for the way in which school staff and headteachers develop a whole school culture;
     5. Have a comprehensive understanding of the Government’s inclusive mainstream agenda and what can be done to foster a sense of belonging for all pupils, including those with Special Educational Needs and Disabilities (SEND).
     6. Be able to make sound judgements about ongoing school practice;
     7. Have a proven track record for improving standards in behaviour and/or attendance;
     8. Be able to support other schools to improve their practice in attendance and/or behaviour;
     9. Be able to develop high quality, value for money resources and support packages for schools;
     10. Be able to support and challenge others about the use of evidence, the support they will provide to lead schools and resources published;
     11. Be able to advise the DfE on wider attendance and/or behaviour policy matters.

### Conduct, Propriety and Confidentiality

* 1. The supplier will have a duty regarding conduct, propriety and confidentiality. The supplier will be required to conduct themselves with integrity and honesty and abide by the Seven Principles of Public Life (the “Nolan Principles”). This includes the requirement that the supplier should:
     1. Neither deceive nor knowingly mislead Parliament or the public.
     2. Not use any information acquired in the course of their official duties to further their own private interests or those of others.
     3. Not receive benefits of any kind which others might reasonably see as compromising their personal judgement or integrity.
     4. Not discuss official information (without the authority to do so) which has been communicated in confidence in Government or received in confidence from others.
     5. Inform the nominated Department contact of any articles, speaking arrangements or media interviews etc. relating to their official role as a National Attendance and Behaviour Ambassador for the DfE prior to the event.
     6. Be clear where views are of a personal capacity and where they are the views of a National Attendance and Behaviour Ambassador for the DfE.

### Conflicts of interest

10.1 The supplier must declare any personal or business interests which may, or may be perceived to, influence their judgements in performing their functions. Should a particular matter give rise to a conflict of interest the supplier should inform the nominated Department official and agree how the conflict should be managed.

* 1. The supplier must consult with the nominated Department official in advance of any new appointments they may wish to accept.

### Political Activity

* 1. Given the nature of the role, the supplier shall agree not to take part in national or local political activities or political campaigning.
  2. National Political Activities are:
  3. Holding, in a party-political organisation, office which impinges wholly or mainly on party politics in the field of Parliament, the Scottish Parliament, the National Assembly for Wales, the Northern Ireland Assembly or the European Parliament.
  4. Being announced publicly as a candidate or prospective candidate for Parliament, the Scottish Parliament, the National Assembly for Wales, the Northern Ireland Assembly or the European Parliament or canvassing on behalf of a candidate for the institutions or on behalf of a political party.

11.3 Local political activities are:

* + 1. Candidature for, or co-option to, local authorities.
    2. Holding, in a party-political organisation, office which impinges wholly or mainly on party politics in the local field.
    3. Canvassing on behalf of a candidate for election to local authorities or on behalf of a political organisation.
  1. If the supplier accepts a nomination for selection to the House of Commons or a local authority, then they will resign this appointment.

### Public and Media Announcements, Opinions and use of Social Media

12.1 The Supplier shall not make any public statements or communications on behalf of the DfE and must not purport to represent the DfE through any such public statements or communications, unless authorised to do so by the DfE in writing.

12.2 Any public statements or communications made by the Supplier, via any medium including but not limited to television appearance, radio interview, Op-Ed piece or publicly accessible social media communications, must endeavour to make clear that such statements or communications are solely the Supplier’s own views, interpretations, or opinions and do not represent the DfE nor any official HMG position or policy.

12.3 The Supplier shall make reasonable endeavours during any public statements or communications made by the Supplier to clarify the distinction between their own views, interpretations, or opinions and that of the DfE and official HMG position or policy.

### **Expenses and Travel**

### The successful bidder will be expected to primarily work in their own location (home-based/fully remote). They will be an expectation to attend some events (such as school visits and conferences) in person.

### There is a requirement that the successful bidder will have regular teleconference meetings with the DfE Contract Manager and other officials as required.

### The DfE recognises that the Supplier may from time to time in delivering the agreed work under this contract incur expenses. As such, the DfE extends the right to the Supplier to claim for only those expenses directly incurred in delivering the work and in accordance with the DfE’s expenses policy.

### Expenses plus VAT for travel, subsistence, and overnight accommodation associated with the role may be charged by the Supplier on each submitted invoice, with evidence of expenditure. Expenses will be reimbursed at the standard Departmental rates in line with the standard expenses policy.

### The DfE shall have absolute discretion over the validity and reimbursement of any expenses incurred by the Supplier.

### The successful bidder will use their own equipment and their own internet connectivity, ensuring Government and local authority information and data security rules are adhered to.