

PARENT HANDBOOK



ELLACOMBE
CHURCH OF ENGLAND ACADEMY

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DEAR PARENTS AND CARERS

It is my pleasure to welcome you and your child to our family of schools, The Learning Academy Partnership (School Trust). It is a privilege to welcome your child to Ellacombe C of E Academy.

Starting nursery and school is an important step in your child's journey, through education and by working together we will be able to ensure that your child flourishes and has the very best start to their school life.

As a parent or carer, you can be assured that by choosing a school in the Learning Academy Partnership, you are joining a School Trust that constantly strives to provide children with the very best educational offer and experience. Your child will be cared for, inspired, and have fun through an exciting curriculum offer and they will be part of a community where they will achieve academic success.

As the Trust Lead, my role is to be accountable for ensuring that our schools provide an exceptional education experience for your child. I do this through ensuring that we seize all the benefits and opportunities that being part of a School Trust brings. By working together, as a large family of schools, we can achieve and offer so much more for your child than if we work alone.

The School Trust began in 2012 and has grown to a large group of schools across Devon and Torbay. We are successful because we work together as a collective to serve our local communities and empower our children to be the best that they can be. We do this by offering you and your child remarkable leaders, teachers and staff who will ensure that your child has a flying start to their school life.

Schools in our School Trust offer some of the highest outcomes in the country and our children make well above average progress throughout their time with us, which fully prepares them for their secondary education.



TRUST LEAD WELCOME

Our children benefit from the fact that we are a National English Hub, which means the Department for Education recognises our expertise in developing reading and early language, every child in our School Trust is a reader.

You can find out more about our School Trust on our website www.lapsw.co.uk

We pride ourselves in being rooted in the communities that we serve. Each of our schools is unique and distinctive and we celebrate this through the education that your child will receive here at Ellacombe.

We are at the very beginning of the relationship that we will build with you as a parent or a carer and I encourage you to become involved in the school community, come along to parent events, be part of the PTFA and use your opportunity to give feedback and help us continually improve on what we offer your child.

Once again, I would like to thank you for trusting us with your child's education by choosing a school within the Learning Academy Partnership family. We are committed to ensuring the very best for your child during their time with us in order that they have all the tools, opportunities and choices available to them when they take their next leap on their school journey, into secondary education.

Tracey Cleverly, Trust Lead

OUR VISION & VALUES

OUR MISSION

Flourishing Futures

(John 10:10 He came so that they may have life and live it to the full)

OUR VISION

To be an exceptional School Trust. We are committed to social mobility and a culture of belonging. We do this by investing in people, enabling every child to be taught by the very best teachers so that we can achieve social change and all children flourish.

OUR VALUES

Excel: We champion opportunity and equality for all and in all that we do.

Empower: We invest in each other and our communities.

Together: We are one team and agree to work as one family.

WE BELIEVE

We are Stronger Together: We deliver and achieve more than we could ever do individually

In a Sense of Belonging: Every member of our School Trust matters and knows that they belong.

In Removing Barriers: Ensuring that where you begin does not limit your horizons.

In Realising the Possible: You cannot be what you cannot see.

HEAD TEACHER WELCOME

Dear Parents and Carers

I'm delighted to welcome you to Ellacombe Church of England Academy and Nursery. I believe that the choice of your child's school is the most important of all and the wonderful team and I are privileged that you have chosen to become part of our school family.

Our school is committed to work as one with our families and wider community to empower children and families to have the very best to flourish. Our wonderful pupils are at the heart of all we do with all our staff dedicated to the development of our children in the fullest sense possible and we pride ourselves on putting children first in every aspect of school life.

Our Christian vision for our school is: 'Together we take strides towards a brighter future' which means we understand the individuality and uniqueness of each child. Every child belonging to our school, brings, their own unique and special talents, as well as areas they may need a little extra support with. Within our distinctive community, our Christian school nurtures growth, giving courage to face challenges, and abundant opportunities for unique strengths to blossom. Everyone feels valued and has the skills to make wise choices for themselves and others, and trust in the brightest future.



By providing the opportunities and experiences to nurture children's curiosity and knowledge, we will support them to develop the skills they need to move through their education and into the world beyond. We believe in providing the children with a rich, vibrant curriculum which enables them to gain knowledge and confidence to develop skills but also grow as a learner, preparing them for the next step on their journey. We are a happy school; we care about each other, and we are proud of how we work together as part of a wider community.

I look forward to working closely with you.

Evie Semmens, Head Teacher

CHURCH STATEMENT

The Governing Body aims to serve its community by providing an education of the highest quality within the context of Christian belief and practice. This will be explicit in Church schools.

It encourages an understanding of the meaning and significance of faith and promotes Christian values through the experiences it offers to all its pupils.

Our mission statement, through our core values of Compassion, Trust, Peace, Wisdom, Creation and Creativity and Love, is to:

- Live and experience our values at the heart of all we do.
- Encourage an understanding of the meaning and significance of being part of a faith community through the experiences we offer.
- Achieve excellence for every child: Wanting the best for everyone.
- Work in partnership with each other, with home, church and the wider community.



WELCOME
TO ELLACOMBE



TERM DATES

2022 – 2023

Autumn Term 2022

- Start: 5 September
- Half Term: 24 – 28 October
- End: 16 December

Spring Term 2023

- Start: 3 January
- Half Term: 13 – 17 February
- End: 31 March

Summer Term 2023

- Start: 17 April
- Bank Holiday: 1 May
- Half Term: 29 May – 2 June
- Non pupil days 5 – 9 June
- End: 25 July

<https://ellacombe-lap.co.uk/parents/term-dates/>

OUR SCHOOL DAY

NURSERY:

Morning session:	08:30 – 11:30
Lunch:	11:30 – 12.00
Afternoon session:	12:00 – 15:00

SCHOOL:

Start of the school day:

Gates open at 08:30 and children go straight to their class ready for registration at 08:45. Gates close at 08:50.

Children who miss all or part of the registration period can feel very unsettled and unsure about what is happening the rest of the day, so please make sure your child arrives at the school on time.

Lunch times:

EYFS & KS1:	11:45 – 12:30
KS2:	12:30 – 13:15

End of the school day:

Whole school:	15:00
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COLLECTION AT THE END OF THE DAY:

If a parent or carer is going to be late collecting a child, it is vital to let us know as soon as possible.

We understand that sometimes there are unavoidable delays, but it can be distressing for a small child to be left, even for five minutes, after the other children have left. They become anxious that they have been forgotten or that something has happened to the person collecting them.

We are prepared to support occasional lateness but in order to discourage persistent lateness a charge of £5 for every 10-minute period following notice that a charge may be made, will be incurred.

If there is a change in the collection arrangements, please inform the school office or your child's class teacher. Children are not allowed to leave unless accompanied by a known adult.

UNIFORM

The Trustees, staff and parents at Ellacombe Church of England Academy place great emphasis on high standards. Our drive to realising these standards encompasses all aspects of academy life; teaching & learning; relationships; behaviour and dress code, etc. Wearing of the correct academy uniform is essential. The support of parents is very important in this. It is very important that all clothing is clearly labelled.

Boys Uniform

- Grey trousers
- White Polo shirt
- Blue Academy sweatshirt
- Grey socks
- Black shoes

Girl's uniform

- Grey skirt or pinafore dress
- White polo shirt
- Blue Academy sweatshirt
- White socks/grey tights
- Black shoes
- Blue gingham dresses for the summer.
- Grey/black trousers may be worn in the winter.

PE Kit

- Small PE bag
- P.E.
- Separate white T-shirt
- Stretchy, black or navy shorts
- Plimsolls for the hall
- Tracksuit and Trainers

Footwear

Footwear should consist of black, flat sensible shoes that support growing feet. Fashion shoes, boots and trainers are not considered to be appropriate footwear in school.

Book Bag

It is also essential your child has a school book bag with them every day. Reading books and important information will be transported daily in this bag between home and school. If your child does not have a book bag you may miss out on some vital information and in some cases, we will not be able to send books home without one.

Please make sure your child knows if there is something important to be handed in. Also please make sure someone at home checks the book bag as children cannot always be relied upon to remember that there may be important information in there.

All our uniform is available to purchase from Riviera Schooldays in Torquay or from the Price & Buckland website **Error! Hyperlink reference not valid.**

KEY CONTACT DETAILS

Ellacombe Church of England Academy & Little Stars Nursery
Ellacombe Church Road
Torquay
TQ1 1TG

- Tel: 01803 293040
- Email: ellacombe@lapsw.org
- Website: <https://ellacombe-lap.co.uk/>
- Twitter: <https://twitter.com/EllacombeLAP>
- Facebook: <https://www.facebook.com/EllacombeLittleStarsLAP>

NURSERY



INTRODUCTION

Our vision is 'Together, we take strides towards a better future' which underpins the curriculum that we provide for our wonderful pupils. We believe that all our children are unique and aspire for them to live their life to the fullest. Our children are safe and happy in our Nursery and well prepared for their transition into the Early Years Foundation Stage. They spend their days sharing, talking, singing, problem solving, being playful and questioning the world in which they live. Through play, they practice new skills, investigate the world around them and challenge themselves to succeed. Our team of expert practitioners nurture the children's character, building the foundations of confidence, resilience and a love of learning.

Our Nursery is open between 7:30am and 5:30pm. During this time parents and carers may access up to 30 hours of free entitlement if they meet the entitlement criteria.

Time slots are of no less than three hours in any one day, starting from 8:30am. Wrap around care is available from 7:30am – 5:30pm.

SETTLING IN

We invite all our new starters to join us with their grownup for a stay and play session, the term before they start in the Nursery. These sessions last an hour and give your child an opportunity to familiarise themselves with the Nursery provision and meet some of their new friends! We prefer children to stagger their start, staying for two hours on their first day and building up over the week to attend their full sessions. We appreciate this isn't possible for every family, due to work commitments and your child can attend their full session from their first day if necessary.

Nursery children are taken by their parents/carers to meet the Nursery team in the classrooms; this provides an ideal opportunity for you to discuss any collection arrangements or concerns / celebrations regarding your child.

TOILETING

We expect our children from the age of three to be toilet trained; however, we accept there may be exceptional circumstances. If a child does need support, we will draw up an Intimate Care Plan to support the child in the toileting process.

All parents are asked to provide a change of clothes in a plastic bag for their child. This should include a top, pants, bottoms, and socks. Please make sure child's name is on all items of clothing and plastic bag. We also ask that children have enough nappies for the day and a packet of wet wipes in their bags.

ATTENDANCE

Developing good attendance patterns 'early on' gives your child a head start and sets them up for the future. Failure to attend school regularly later can have a major impact on young people's education, their future and their life chances.

We encourage regular attendance by:

- providing a caring and welcoming learning environment and learning that is such fun so that children will not want to miss it.
- responding promptly to a child's or parent's concerns.
- marking registers accurately and punctually during morning and afternoon registration.
- celebrating good and improved attendance.
- monitoring pupils, informing parents/carers in writing of irregular attendance, arranging meetings with families if necessary.

We expect that you will:

- ensure that you contact the academy office whenever your child is unwell and unable to attend.
- contact us promptly whenever any problem occurs that may keep your child away from Nursery.

SICKNESS

Parents and carers should keep a child at home if they are too unwell to attend. If a child has vomited or has diarrhoea, they should be kept at home for 48 hours after the last bout. Children prescribed antibiotics will be excluded for the first 24 hrs.

Parents are required to report recent illness to the nursery staff. We will contact parents without delay if your child becomes unwell to prevent cross infection to the others. Parents can obtain a list of communicable diseases and recommended exclusion periods from nursery. Fees will still be charged because costs, including staffing, still have to be covered.

FEES AND PAYMENTS

We offer free funded places for two-year-olds subject to eligibility. All three and four-year-olds are entitled to 15 hours free (under the Early Years Entitlement Scheme). If a child's entitlement is being claimed within another provision, then the entitlement may be reduced at one or both settings.

There are additional free hours available for some, depending on eligibility; you can make your application through the online system operated by HMRC: <https://www.childcarechoices.gov.uk/>

Additional charges for any sessions not covered by your free entitlement will be made; please contact the academy office for our current prices.

All charges are subject to annual review and any increases will take effect from 1 September in any year.

Sessions which are to be paid for will be invoiced to the parent via the school's online payment system. Invoices will be issued in advance and MUST be paid by the first working day of the month. All fees are inclusive of a snack of fruit and milk or water. There will be no charge for bank holidays or the weeks that the nursery is closed for school holidays.

There will be no reduction for holidays or absences taken in term time and fees are non-refundable.

LATE OR NON-PAYMENT OF FEES:

If payment is not made by the due date, a reminder will be sent to the parent/carer by email. If payment is not received by the third week, paid services WILL be withdrawn. If this is the case, the child will not be allowed to attend those paid sessions until the payment is received in full, or an appropriate payment schedule is agreed. Payment schedules will only be agreed in exceptional circumstances.

NOTICE PERIOD

If a parent or carer wishes to withdraw the child from the nursery a minimum of four weeks' notice in writing must be sent to the academy office. Fees or charges incurred for extra sessions in the notice period will be due before the child leaves.

SCHOOL



INTRODUCTION

The Reception year follows the Early Years Foundation Stage Curriculum to build on children's Nursery and pre-school experiences, preparing children for the start of the National Curriculum in Year 1.

When children start in our Reception classes, we support our families by providing information to ensure a smooth transition into school, whether this is from our school nursery or another pre-school setting. It is crucial that we build relationships with our families and to do this we endeavour to communicate as much information as we can to support parents with the induction process; including opportunities to visit school and 1:1 meetings to get to know our families better.

All information can be found on our Reception page on our website [here](#) but if you have any questions at all prior to your child starting school then do please contact the school office.

ATTENDANCE

The school must, by law, follow laid down procedures with regard to punctuality and attendance, authorised and unauthorised absences. Our Attendance and Absence Policy is available on our website <https://ellacombe-lap.co.uk/governance/policies/> or from the school office.

Please phone the school immediately if your child is unable to attend school. The school strongly discourages any absence during the academic year and the Trustees endorse this.

If it is necessary to collect your child during the school day you must sign your child out at the school office.

Good attendance is noted and rewarded with Certificates. Registers are regularly checked by the Attendance Officer who follows up on any high number of absences/or lateness of children. Good attendance is celebrated in the Celebration Assembly each week.

All requests for absence including medical appointments, must be made by completing a 'Leave of Absence form' as well in advance as possible, of the date of absence. This form is available from the website <https://ellacombe-lap.co.uk/parents/letters-parents/> or from the school office. Please be aware that a school can only grant leave in 'exceptional circumstances'.

Where the decision has been made not to authorise a request for leave of absence, and there are 10 or more unauthorised absences within any six-month period (each morning and afternoon is one session, therefore each day comprises two sessions) a Penalty Notice referral may be sent to the Local Authority, who will then make the final decision about whether a Penalty Notice should be issued.

Local Authority Penalty Notice Code of Conduct: <https://www.torbay.gov.uk/media/9739/signed-pn-code-of-conduct.pdf>

WRAP AROUND CARE

We understand the pressures that working parents have juggling work and school and because of this we provide our parents with a childcare service from 8am until 6pm. This service is available for Reception children to Year 6. More information can be found here: <https://ellacombe-lap.co.uk/parents/before-after-school/>

Please book and pay for this service via the school's online payment system.

EXTRA-CURRICULAR ACTIVITIES

We run a variety of clubs on a termly basis. For more information, please visit our website <https://ellacombe-lap.co.uk/parents/before-after-school/> or contact the school office.

EDUCATIONAL VISITS

The curriculum is supported and enriched by a planned schedule of events and outings, and we encourage the children to learn from first-hand experiences. We therefore on occasions, will organise an offsite activity for the children, related closely to the work they are doing in the classroom. Often, the visit will entail a short walk around the local area, and we ask parents to complete the Parental Permission slip for Offsite Activities when their child joins our school.

On occasions, the trip may be further afield. We will always notify parents of such trips, and a permission slip will be sent home seeking parent's permission (TSOE3).

Residential trips are offered annually, normally to children in Years 4 and 6.

CHARGING FOR ACTIVITIES

We aim to provide activities that build on the subjects of the Early Years Foundation Stage and the National Curriculum and are important to pupils' experiences. The school does not receive extra funding for these activities and may ask parents for a voluntary contribution for activities such as educational visits, visiting speakers and entertainers. No child will be excluded from such activities if a contribution is not received, but the visit may be cancelled if insufficient voluntary contributions are received. If there is a specific reason you are unable to make a contribution and you would like to discuss this with the Head Teacher, please feel free to make an appointment to do so.

If there is a small profit of less than £2 per child, this will be used to subsidise future activities. If a profit greater than £2 is made, we will inform you and you can decide whether you would like a refund.

<https://ellacombe-lap.co.uk/governance/policies/>

PLAYTIMES & TOYS

Playtimes are an opportunity for the children to go out into the playground and enjoy our play zones, where they can play with the playground toys, run around, interact with friends and sit in the quiet areas.

We take children out to play and for fresh air in most weathers, as this supports their readiness for the next stage of learning, so they always need a coat.

Please do not let your child bring in toys from home to the school.

CELEBRATING ACHIEVEMENTS

The achievements that children make within our school are celebrated in a variety of ways, some more formal than others.

These include stickers, house points, Star of the Week, P.E. Awards, Reading Awards, Times Table Rockstars and Attendance.

Friday is the Celebration Assembly where awards are presented. These are all in addition to any class arrangements.

FAMILY SUPPORT TEAM

We value our relationships with parents and understand that sometimes parents, as well as children, need support. We have a Family Support Team available to help and signpost parents when they join the school family.

<https://ellacombe-lap.co.uk/parents/family-support/>

COMMUNICATIONS

We believe that parents, children and teachers should all work together in partnership. Two-way communication is very important. There are various ways by which information is sent from school to home, the main one being via our school app <https://www.myedschoolapp.com/>, where we send information to you about the school, trips, key dates, news, weekly and monthly newsletters.

<https://ellacombe-lap.co.uk/parents/letters-parents/>

We value our parents and carers contribution to school in many ways and your views and ideas for improvement are welcomed at meetings, as well as through questionnaires and surveys.

We hold are three separate consultation meetings during the academic year, each term, and these are an opportunity to discuss your child's progress and targets. Parents and carers will also receive full end of year written reports in the Summer term.

Your class teacher should always be your first point of contact, and we are always happy to meet with parents at other times during the school year should you have a query. Please contact the office for an appointment.

DATA PROTECTION

We are committed to a policy of protecting the rights and privacy of individuals, including pupils, staff and others, in accordance with the UK General Data Protection Regulations (UK GDPR) and the Data Protection Act.

We need to process certain information about our staff, pupils and other individuals with whom we have a relationship for various purposes to enable us to fulfil our official functions and meet legal requirements.

Visit <https://ellacombe-lap.co.uk/governance/gdpr/> find out more including the types of data we collect and our lawful basis for processing.



HEALTHY EATING



INTRODUCTION

We are committed to giving children the opportunity to make healthy eating choices. The school enjoys all the benefits of in-house catering: delicious meals that are freshly prepared, nutritionally balanced with locally sourced ingredients. We actively promote our school meals and encourage our children to take full advantage of them.

WATER: Following research showing the beneficial effects of water on health and brain activity, we actively encourage the children to keep up their water intake. Children are encouraged to bring in a named water bottle every day. These are kept in the classroom for easy and frequent access.

FRUIT: As part of the 'Fruit for Schools' scheme the Reception and Key Stage 1 children are offered a piece of fruit each day.

MILK: This is available to every child and is free to children under the age of five.

SCHOOL LUNCHES

All children in Reception, Year 1 and Year 2 are eligible to receive **free school meals** and will be provided with a hot meal of their choice or a packed lunch from our Catering Team.

From Year 3 onwards, children whose parents are in receipt of specific benefits are entitled to free school meals. Visit <https://ellacombe-lap.co.uk/parents/healthy-eating-lunch/> to find out more.

There is currently a choice of main meal, including a vegetarian option, served with vegetables or salad, fresh bread, a pudding, fruit or yogurt, or a packed lunch. You can view the current menus on our website <https://ellacombe-lap.co.uk/parents/healthy-eating-lunch/>

If you are not entitled to a free school meal, then a hot meal or packed lunch can be booked and paid for via the schools MIS/Cashless payment system.

There's so much we consider when developing a primary school menu – variety, colour, taste and texture are all vital to the success of a dish when it comes to our primary school customers. For the younger ones we use taster portions to encourage them to try something new or different. Once the unfamiliar food becomes recognisable, the children are more likely to expand their food choices. Look out for our theme days that will bring together our school lunches and the curriculum!

PACKED LUNCH: Children are welcome to bring packed lunches. Please do not include sweets or chocolates.

TREATS: As we sometimes have children in school with food allergies please do not send in sweets / cakes / chocolates for birthdays or treats, without discussing with the class teachers.

The school understands that some children have special medical needs and/or dietary requirements which fall outside our normal policy and the Head Teacher will discuss the needs of these children with parents on an individual basis.

FREE SCHOOL MEALS

Parents and guardians are encouraged to apply for free school meals when they enrol their child in school as this can also help their child's school to attract additional 'pupil premium' funding to support learning. Please see Registration Form for more information.

HEALTH & SAFETY



PARKING & ROAD SAFETY

Please always park considerately and safely. Ellacombe Academy is surrounded by small and congested roads, so please try to walk to the academy whenever possible. We appreciate that there are some families who live too far away from the academy to walk every day and there will always be occasions when families need to drive to school.

Please do not drive along Garden Road as this is dangerous with the number of children and parents on foot.

Our Community Police Officers regularly patrol, and you may well get a parking ticket if you park illegally - you will certainly endanger children.

GENERAL SAFETY

SITE SAFETY: The proper use of the playground and play equipment is important. We would ask parents not to allow their children to use the play equipment before and after school.

DOGS: Please do not bring dogs onto the school grounds or tie them up near the gate where parents and children are coming in and out.

JEWELLERY: In the interests of safety please could you make sure that items of jewellery are not worn for school. Children are physically very active and nasty accidents can result from earrings, rings and necklaces becoming caught or pulled. Watches can be easily lost or damaged.

LONG HAIR: In the interests of health and safety please could you make sure that if your child's hair is long, it is tied back during the school day.

SUN SAFETY: The prime message for children and staff is stay out of the sun as much as possible. Cover up with clothing and hats. Use a high factor sun block. Children and staff should use a high factor

sunscreen on any exposed skin, particularly the ears, neck and face even if hats are worn.

Sunscreen should be applied by parents at the beginning of the day. Staff cannot be responsible for applying sunscreen unless there is a medical condition.

BEHAVIOUR

Our school is a community where we believe that behaviour is based on mutual respect, courtesy and consideration for others. We expect all children to appreciate their own and others roles and responsibilities. We have an agreed Positive Behaviour Policy, available on our website <https://ellacombe-lap.co.uk/governance/policies/>

The school has a duty to ensure that all parents understand our responsibility to safeguard the wellbeing of all pupils, and that this responsibility requires us to have a child protection policy and procedures. If there are concerns about a child, the school may make a direct referral to the statutory child welfare agencies and/or Social Services.

Please see our Safeguarding & Child Protection Policy for more details <https://ellacombe-lap.co.uk/governance/policies/>



HEALTH ISSUES

EMERGENCIES: It is essential that the school is kept informed of any changes of address or telephone number. Please ensure that the Administrator has a number where a parent or nominated person can be contacted during the day. It is very distressing for your child if we are unable to contact anyone in cases of sickness or injury.

If a child is hurt during the day, they will receive basic first aid treatment and a telephone call will be made if it is a head injury. Ice packs may be applied and antiseptic wipes. Please let the office know if your child has any allergies i.e. plasters etc.



MEDICINES: If your child has a chronic condition, such as asthma, please let us know and advise us about the medication and complete an 'Administration of Asthma Inhalers in Schools' form from the school office. If a doctor has specifically requested that medicine for any other condition should be administered during the day, please see the Administrator. You will be asked to complete a consent form.

Do not send medication into the school in your child's book bag. Throat lozenges, cough sweets, etc. should not be sent into school.

Please remember to let the office know if there is any change to your child's medication.

ILLNESS AND ABSENCE: We know that children very often want to come to school even if they are not really well enough to cope with the demands of the day. Please let them stay at home for 24 hours after any attacks of vomiting or diarrhoea. If your child has been prescribed antibiotics, it means they have an infection and may need time at home for the medication to take effect.

Please phone the school for each day your child does not come into school. If your child is absent for three days or more a doctor's note or medical evidence will be required.

HEAD LICE: Information is available regarding identifying and eradicating the little beasts. If your child is unlucky enough to pick up head lice (and it happens to us all at some time or other) please treat them straight away. If head lice are detected during the school day, you will be asked to collect your child, treat the head lice and then your child can return to school.

SPARE CLOTHES: We have a small supply of spare clothes for children for those little accidents which sometimes occur. We would ask you to wash and return any borrowed items as soon as possible.