



Leadership & Governance

Terms of Reference and Standing Orders

Lenham Governing Body

The Governing Body will operate at all times in accordance with the requirements of the Education Act, the School Governance Regulations, the Local Authorities Scheme for Financing Schools and all other relevant legislation, and will review these Standing Orders at least annually.

In addition to the requirements set out in legislation, the following procedures will apply to the operation of the Governing Body.

These documents were agreed by the Governing Body at their meeting held on

Date: 12/9/17

Review Date: Autumn 2018

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Circle Model Proposal – Whole Governing Body Approach

Outline

The Governing Body works as a 'whole team', meeting 6 times per year, once in each term. An agenda for each meeting will include all the tasks which the governing body is required to consider, and the governing body will 'commission' assignments or activities arising from the business of the meeting, which will be recorded in the minutes.

In addition to 'commissioning' activities or actions on their behalf, the governing body may wish to delegate monitoring activities to **defined groups** or individuals. This could apply to statutory functions, and/or the priorities of the School Action Plan (SAP). **As a direct response to priority actions in the SAP, the defined groups for this academic year will be finance and curriculum.**

In each case where a function has been delegated there is a statutory duty to report any action or decision to the governing body at the next meeting.

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Lenham Primary School

Terms of Reference for the Governing Body

The Governing Body has resolved to conduct all its business as a full governing body, and to work with only two groups- **Finance and Curriculum**

Delegation

The attached Standing Order 'Delegation of Functions to Headteacher' outlines those responsibilities wholly delegated to the Headteacher.

Monitoring activities against the priorities of the School Plan will be 'commissioned' at meetings or carried out by **monitoring groups** or individual governors in accordance with the terms of reference below

The main responsibilities to be managed by the governing body are outlined below:

Items in bold cannot be delegated.

Operational

- **To draw up the Instrument of Government and any amendments thereafter**
- **To review the standing order for election of the Chair and Vice Chair including the length of the term of office.**
- **Elect (or remove) the Chair and Vice Chair.**
- **To appoint (or dismiss) the Clerk to the Governing Body.**
- **To hold at least 6 Governing Body meetings each year.**
- **To appoint and remove Co-opted and any associate members.**
- **To suspend a governor.**
- **To decide which functions of the Governing Body will be delegated and to whom.**
- **To receive reports from any pair or individual to whom a delegation has been made and to consider whether any further action by the Governing Body is necessary.**
- **To review the delegation arrangements annually.**
- To recruit new governors as vacancies arise.
- To set up a register of Governors' Business Interests.
- To approve and set up a Governors' Allowances Scheme.
- To regulate the Governing Body procedures where not set out in law, and record these as Standing Orders.
- To delegate to the Headteacher the functions as described in the Delegation of Functions to Headteacher Standing Order (attached).
- To assign individuals or pairs of governors to monitor the priorities of the School Improvement Plan in accordance with the attached terms of reference.
- To arrange a suitable induction process and mentoring for newly appointed or elected governors
- To audit individual and collective development needs and promote appropriate training.
- To ensure the Headteacher provides such reports as requested by the Governing Body to enable it to undertake its role.
- To receive reports on bullying, homophobic and racial

	incidents, exclusions and safeguarding
General	<ul style="list-style-type: none"> • Regularly review the vision and values of the school and ensure that these are shared with all stakeholders. • To take an active role in School Self Evaluation identifying success and areas requiring improvement. • To update and review regularly the School Improvement Plan identifying monitoring opportunities for the governing body. • To review regularly how the school is regarded by pupils and parents. • To ensure the school has in place all statutory policies and to keep these under regular review, consulting with representative stakeholders as appropriate. • To approve policies on review. • To approve all school trips involving an overnight stay away from home. • To ensure that the school does not discriminate against pupils, job applicants or staff on the basis of race, religion, gender, age disability or sexual orientation. • To discharge duties in respect of pupils with special needs by appointing a 'SEND governor' • To ensure the school has a Complaints Procedure for Parents and that parents know how to raise concerns and make a complaint. • To ensure that the governing body complies with all other legal duties placed upon them.
Budget	<ul style="list-style-type: none"> • To approve the first formal budget plan each year. • To engage in strategic planning. • To agree a 3 year budget. • To analyse and recommend the annual budget. • To annually review and approve the Finance Policy and recommend levels of delegation. • To annually review and approve the Charging and Remissions policy. • To make decisions in respect of service agreements and insurance • To approve as good practice the Statement of Internal Control (SIC) this is no longer a statutory requirement • To review and take account of any consultations to change the LA Finance Scheme.
Staffing	<ul style="list-style-type: none"> • To make Headteacher and Deputy Headteacher appointments. • To determine the staff complement. • To agree a pay policy and pay discretions. • To annually review the impact of and implementation of the Pay and Reward Policy. • To establish a governor panel to hear staff appeals against dismissal, redundancy or grievances. • To dismiss the Headteacher. • To end the suspension of staff or Headteacher. • To determine dismissal payments/early retirement.
Curriculum	<ul style="list-style-type: none"> • Ensure NC is taught to all pupils • To monitor the curriculum policy

	<ul style="list-style-type: none"> To monitor data To establish a charging and remissions policy for activities. 			
Appraisal and Performance Management	<ul style="list-style-type: none"> To establish and review and approve annually the Appraisal Policy. To determine the timing of the Headteacher appraisal review cycle and appoint two or three governors to act as reviewers alongside an external advisor. 			
Discipline/ Exclusions	<ul style="list-style-type: none"> To establish a statement of behavior principles on which the school can produce a behaviour policy. To review the use of exclusion and decide whether or not to confirm all permanent exclusions and fixed term exclusions where a pupil is either excluded for more than 15 days in total in a term, or would lose the opportunity to sit a public exam. (This may be delegated to the Chair/Vice Chair in cases of urgency - see new 2007 guidance). To direct the reinstatement of excluded pupils. 			
Premises & Insurance	<ul style="list-style-type: none"> To develop a school buildings strategy or master plan and contribute to LA Asset Management Planning arrangements. To procure and maintain buildings, including a properly funded maintenance plan. To seek advice from the LA, where appropriate to ensure adequate levels of buildings insurance and personal liability. To receive site report from the premises governor 3 times a year. 			
Health & Safety	<ul style="list-style-type: none"> To institute a Health & Safety To ensure that Health & Safety regulations are followed and appropriately prioritised. To receive an annual Health & Safety Inspection Report and agree any actions. 			
Admissions	<ul style="list-style-type: none"> To consult annually before setting an Admissions policy 			
Collective Worship	<ul style="list-style-type: none"> To ensure that the school provides teaching of religious education for all pupils in accordance with the agreed syllabus. 			
School Organisation	<ul style="list-style-type: none"> To set the time of the school sessions and the dates of school terms and holidays 			
Information for Parents	<ul style="list-style-type: none"> To ensure that the school keeps parents and prospective parents informed by publishing a school prospectus. To adopt and review home school agreements. 			
Membership of the Governing Body				
Ceri NOREY	2/3/2015	1/3/2019	Chair	Parent Governor
Karen PARKER	27/3/2014	26/3/2018	V Chair	Co-opted Governor
John BONE	28/2/2017	27/2/2021		Local Authority
Robert KENNETT	14/9/2016	13/9/2020		Co-opted Governor
Elizabeth PORTER	27/3/2014	26/3/2018		Co-opted Governor
Lorraine HATTRAIT	22/4/2016	21/4/2020		Parent Governor
Paul CULVER	27/3/2014	26/3/2018		Parent Governor
Rory COSTAIN	22/4/2016	21/4/2020		Parent Governor

Karl FLOOD	29/5/2015	28/9/2019		Staff Governor	
Sandra BAXTER	7/7/2017	6/7/2021		Assoc Member	
Sarah HOWELL	14/10/2016	ongoing		Headteacher	
Chris STEEL	1/6/2014	ongoing	Clerk	Clerk	
VACANT					
VACANT					
VACANT					
Agreed by the Governing Body (Date)			12	09	2017
Review Date				09	2018
Quorum: one half of the number of governors in post (rounded up)					

Lenham Primary school

Delegation of Functions to Headteacher

The Headteacher is expected to work within the following terms of reference, and to provide the Governing Body with such reports in connection with his or her functions as the governing body requires

Budget	<ul style="list-style-type: none"> • To make miscellaneous financial decisions up to an agreed limit of £8K. • To enter into contracts up to the limit of £8K. • To monitor monthly expenditure, every month • To make payments.
Staffing	<ul style="list-style-type: none"> • To appoint teachers and non-teaching staff. • To establish disciplinary, capability and grievance procedures. • To suspend staff. • To dismiss staff.
Curriculum	<ul style="list-style-type: none"> • To ensure the National Curriculum is taught to all pupils and consider disapplication for pupils as appropriate. • To establish and implement a Curriculum policy. • To decide which subject options should be taught. • To be responsible for standards of teaching. • To be responsible for each individual child's education. • To agree the content of any Sex and Relationship Education and to keep up to date a written policy for its delivery. • To ensure the balanced treatment of political issues and to prohibit political indoctrination. • To promote British values.
Appraisal and Performance Management	<ul style="list-style-type: none"> • To formulate and implement an Appraisal policy.
Target Setting	<ul style="list-style-type: none"> • To set targets for pupil achievement.
Religious Education	<ul style="list-style-type: none"> • To provide Religious Education in line with school's basic curriculum. • In schools with a religious character, to provide Religious Education to the agreed syllabus.
Collective worship	<ul style="list-style-type: none"> • To ensure, after consultation with the Governing Body, that all pupils take part in regular acts of collective worship.
Health & Safety	<ul style="list-style-type: none"> • To ensure that Health & Safety regulations are followed.
School Organisation	<ul style="list-style-type: none"> • To ensure that the school meets for 380 sessions in a school year. • Where determined by the Governing Body, to ensure that school lunch nutritional standards are met.
Information for Parents	<ul style="list-style-type: none"> • To prepare and publish the School Prospectus • To ensure that free school meals are provided to those pupils meeting the criteria.

	<ul style="list-style-type: none"> • To ensure that parents are aware of their rights to withdraw their child from collective worship, RE and Sex and Relationship education. • To ensure that a report on each child's educational achievement is forwarded to parents /guardians. 		
Agreed by the governing body on	12	09	2017
Review Date		09	2018

Lenham Primary school

Terms of Reference for Individuals or Monitoring Pairs

Any individual to whom responsibility has been delegated is expected to work within the following terms of reference.

To monitor an identified target on the School Plan or a statutory function of the governing body and report to the governing body. It is expected that a minimum of 3 monitoring visits will be made to the school during the year. Other forms of communication such as telephone calls emails etc. may be substituted for one or more visits. A visit does not necessarily have to take place during the time when students/pupils are in school, and could be just as effective as a meeting between governor(s) and the lead professional at the end of the day as mutually agreed.

- To meet with the lead professional within the school to gain an understanding of the scope of the target and the activities the school is conducting to achieve success.
- To undertake any necessary training (in or out of school) to enable effective monitoring of the areas/subject.
- To monitor the progress of school activities towards the target or duty.
- To evaluate the extent of success at the end of the set timescale.

All visits to the school will be arranged with reference to the Headteacher and in accordance with the Governor Visits policy.

Reports will be no more than 1 side of A4 in length (not including any data), be submitted for approval by the Headteacher and/or any lead professional within the school within 2 weeks of the visit, and then be lodged with the clerk of governors for distribution as soon as possible.

In addition, a governor will be designated as the SEND and Safeguarding Governor (which includes Child Protection).

School Priorities

- Monitor the impact of action planning across the school ensuring there is strong evidence of a broad and balanced curriculum.
- Monitor attainment through data analysis and book scrutiny as well as the quality of teaching in the classroom as reported by the SLT and HT
- Ensure marking is constructive, feedback is effective so learning is regularly moved on.
- Ensure that there are clear interventions for disadvantaged groups evident across the school.
- Monitor attendance and punctuality.
- Curriculum group to monitor and feedback to FGB the Maths and talk 4 writing initiatives and how this is being used and any impact positive or negative in terms of progress and attainment across classes and groups.
- Antibullying
- SEND

SEND	Karen PARKER
Safeguarding (including Child Protection)	Ceri NOREY
E Safety	Ceri NOREY
Health and safety	Paul CULVER
Premises	John BONE
Attainment	Sandra BAXTER / Rob KENNETT
Pupil Premium	VACANT (Lorraine HATTRAIT)
Early Years	Lorraine HATTRAIT

Curriculum	Group Formed 2017-2018		
Finance	Group Formed 2017-2018		
Sports Premium	Rory COSTAIN		
Training	Liz PORTER		
Staff and Wellbeing	Karen PARKER		
Website	VACANT		
School Council	Liz PORTER		
Agreed by the governing body on	12	09	2017
Review Date		09	2018

Lenham Primary School

Terms of Reference for the Monitoring of the School Budget and Finance Group

A **Finance Group** will be assigned to monitor the financial management of the school on behalf of the governing body. **They will discuss Financial and Premises matters and make recommendations to the FGB.**

A group of 3 or more governors will form the pay committee who will make financial decisions in line with the schools pay and rewards policy.

A Finance group will consist of the pay committee and other governors who will discuss financial and premises matters that are allocated to them from the pay committee and FGB as necessary.

A minimum of 3 monitoring visits should be made each year, although at least one of these may be conducted virtually, by emails or by telephone discussion.

- To maintain an up-to-date 'balanced' three year budget plan, which shows clear links to the 'School Improvement' and 'Staffing' plans.
- To report monitoring and rollover to the full governing body, highlighting any significant variances.
- To evaluate any virement recommendations and report to the governing body.
- Analyse and report on Tenders for Contract Services.
- To keep in-school financial procedures under review.
- To be actively engaged in LM Scheme consultations.
- To benchmark school financial performance against similar schools and report to the governing body.
- To analyse and recommend the annual Statement of Internal Control and present to the full governing body
- To evaluate proposed expenditure following recommendations from the Headteacher and present to the governing body.
- To ensure that the school is working within the guidance of the **Schools Financial Value Standard and Assurance (SFVS)** recommendations.
- To ensure that all spending provides 'Value for money' in terms of raising standards in education.
- To monitor and evaluate the management of the Voluntary Fund and to receive the audited accounts.
- To make regular reports to the Governing Body and ensure that key financial decisions are recorded correctly in the minutes.

Names of Monitoring Governors

Paul CULVER

Liz PORTER

John BONE

Ceri NOREY

Sandra BAXTER (AM)

Agreed by the governing body on	12	09	2017
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Review Date		09	2018
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Lenham Primary School

Terms of Reference for the Monitoring of the School Curriculum, Pupil premium and SEND through the Curriculum Group

A pair of governors or an individual will be assigned to monitor the curriculum and data on behalf of the governing body. A Curriculum Group will be formed to discuss Curriculum, Pupil premium and SEND matters and make recommendations to the FGB.

A minimum of 3 monitoring visits should be made each year, although at least one of these may be conducted virtually, by emails or by telephone discussion.

- to keep informed of the current statutory requirements of the National Curriculum relevant to the school and to consider dis-application where appropriate;
- to monitor and review application and impact of the National Curriculum, in particular breadth and depth of the curriculum, making recommendations to the Governing Body;
- to consider and monitor progress against the School Action Plan (expand in line with priorities)
- to monitor the school's systems for assessment and tracking of pupils;
- to receive and discuss the results of all examinations in school,
- to receive and discuss reports on the provision of Special and Additional Educational Needs;
- to maintain an overview of all related school policies and ensure their regular re-appraisal;
- to be kept informed of the staffing situation, review staffing structure and assist with appointments where appropriate;

Names of Curriculum Governors

Karen PARKER

Lorraine HATTRAIT

Rob KENNETT

Rory COSTAIN

Agreed by the governing body on

12 09 2017

Review Date

09 2018

Lenham Primary School

Terms of Reference for Panel Hearings

- These will be appointed on a case by case basis

- To make any decisions under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability, where the Headteacher is the subject of the action.
- To make any decisions under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability, unless delegated to the Headteacher.
- To make any determination or decision under the Governing Body's Complaints Procedure for Parents.
- To consider any appeals against a decision to dismiss a member of staff or to a decision short of dismissal e.g. disciplinary, grievance or capability.
- To make any determinations on behalf of the Governing Body in relation to staff redundancy and redundancy appeals.
- To consider any representations by parents in the case of an exclusion (parents/guardians do not have to be invited).
- To consider the appropriateness of any permanent exclusion or fixed term exclusion which totals 15 days or more in one term or where a pupil is denied the chance to take a public examination (parents/guardians must be invited).
- All panels are to be convened by the Clerk to the Governing Body.

NB Any governor who has participated on a panel for a staffing decision, cannot sit on the appeal panel

Membership [not less than 3: 3 or 5 for pupil discipline]

Any three governors from a pool of governors [comprised of the whole Governing Body], who are:

1. Suitably qualified to undertake the role, and
2. Available on the date specified

The Headteacher is disqualified from serving in this role.

Any governor having a connection with either a pupil, a member of staff or the incident in question which could affect their ability to act impartially should not serve on the panel.

Agreed by the governing body on	12	09	2017
Review Date		09	2018

Lenham Primary school

Terms of Reference of the Headteacher's Appraisal Group

- To meet annually with an independent advisor to discuss and determine the Headteacher's appraisal objectives for the coming year (the planning meeting).
- To review, with the support of the independent advisor, the performance of the Headteacher against the agreed appraisal objectives and determine the recommendation on pay progression (the review meeting).
- To prepare and agree the Headteacher's appraisal review statement, and report to the governing body.
- To monitor through the year the performance of the Headteacher against the agreed objectives and to ensure that appropriate support and development opportunities are provided.
- To make recommendations to the Finance Team in respect of pay progression for all leadership scale employees.

Membership [2 or 3 governors]

[Karen Parker \(Chair\)](#)

[Liz Porter](#)

[John Bone](#)

Agreed by the governing body on

12 09 2017

Review Date

09 2018

Lenham Primary school

Standing Order for Meetings of the Governing Body

Governors are expected to:

- Arrive in good time for the start of any meeting, having read all the paperwork sent to them in connection with the agenda, and prepared with questions to ask or comments to make.
- Bring a copy of the School Plan and be familiar with its contents.
- Limit discussion to policies and actions and not people.
- Participate in discussion and listen to the views and comments of others.
- Be brief and adhere to any time limits placed against agenda items.
- Follow up on action points between meetings.

The following persons have the right to attend all meetings of the governing body

- Headteacher
- Clerk
- any governor
- associate members (unless the Governing Body requires them to leave for items relating to individual members of staff or pupils).

The following persons will be invited to attend regular meetings of the Governing Body - Deputy Headteacher, members of the senior leadership team, bursar, etc

Full Governing Body meetings will be held at the school **6 times each year**, in terms [1, 2, 3, 4, 5 and 6]. The clerk will prepare a suggested calendar of meeting dates for the following year for approval at the meeting held in term 6 of each year.

The Clerk to the Governing Body will prepare a draft agenda, which will be finalised and approved by the chair. Governors wishing to place items on the agenda should give notice to the clerk, and provide a copy of any supporting papers.

Items of 'Any Other Business' will be taken at the beginning of the meeting and either added to the agenda, delegated to a pair, or placed on the agenda of the next meeting.

Voting, where necessary, will normally be taken by a show of hands; however, the Chair may determine a secret ballot where this has been requested by two or more governors.

All meetings will be convened by the Clerk. Any 3 members of the Governing Body may request a meeting by giving written notice to the Clerk, which includes a summary of the business to be transacted. The Clerk will then prepare an agenda to call a meeting.

Each meeting will commence at **5pm** and will be limited to **2 hours** in duration. Where business has not been completed within the agreed time, those governors present may resolve to continue the meeting in order to complete the agenda. Any business not completed will form part of the agenda for the next meeting.

Draft minutes will be approved for email circulation by the Chair within 2 weeks of the meeting, before being formally approved by the Governing Body at the next meeting.

Agreed by the governing body on	12	09	2017
Review Date		09	2018

Standing Order for the Election of Chair and Vice Chair

Guiding Principles

- The Governing Body **MUST** elect a chair and a vice chair.
- When the office of Chair or Vice Chair becomes vacant, the Governing Body must elect a new Chair or Vice Chair at their next meeting.
- There are no regulations covering the process of election with the exception of the need for the candidate(s) to withdraw from the meeting when a vote is taken.
- Governing Bodies are free to, and should, agree an election process.
- Governors who are paid to work at the school, for instance the Headteacher and the staff governors cannot be elected as Chair or Vice Chair.
- The process must be fair, open and transparent.

The Governing Body election process

The Governing Body resolves that the following process will apply to the election of Chair (and vice chair) of the governing body.

- The Chair and Vice Chair will serve for a term of 4 years.
- A Governor can be re-elected and further discussion will take place to decide if there should be a limit to the number of terms a Governor could serve in the position of Chair or Vice Chair
- A governor cannot stand for office if they are unable to be present at the meetings.
- Governors will be asked to propose nominations to the Clerk by a closing date no later than two weeks before the date of the first governing body meeting of the academic year. The Clerk will provide a form for this purpose, which will allow for nominations to be seconded before submission.
- The Clerk will include the names of all candidates for election on the agenda for the meeting at which the election is to be held, and send it to governors at least 7 days in advance of the meeting.
- The candidates will be asked to leave the room whilst the election takes place and the outcome discussed.
- Governors will take a vote by secret ballot conducted and counted by the Clerk.
- Candidates will be allowed to vote (including for themselves) before leaving the room.
- In the event of a tie, each candidate will be given the opportunity to address the governing body before a further vote is taken. (If a candidate cannot attend the meeting, a supporting statement may be requested in advance of the meeting.)
- If no advance nominations have been received for the office of Chair, the Clerk may seek nominations at the meeting.

If no Chair is duly elected, a Governor **MUST** be appointed to Chair the remainder of the meeting and to act as a temporary Chair until the next meeting.

Following the election of the Chair, the new Chair will conduct the election of a Vice Chair using the same procedure.

The role of the Chair of the Governing Body

- To ensure the business of the Governing Body is conducted properly in accordance with legal delegation requirements.
- To ensure that meetings are run effectively, focusing on the priorities and making best use of the time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To establish and foster an effective relationship with the Headteacher based on trust and mutual respect for each other's roles.
- To establish and foster a good relationship with the Clerk based on professional respect for each role.

Agreed by the governing body on	12	09	2017
Review Date		09	2018

Lenham Primary School

Standing Order for the Appointment of Co-opted Governors

Guiding Principles

The Governing Body may decide the process for the appointment of Co-opted governors based on vacancies and skills required in line with the school action plan priorities.

Appointment process

- Determine what skills are required to support the Governing Body at the time of the vacancy.
- Consider how and where vacancies should be advertised.
- A candidate may self-nominate or be proposed but must be seconded by governors.
- Decide if any information the Governing Body needs from each candidate to support their nomination i.e. a statement of so many words, interview with, or presentation to the governing body or alternatives as appropriate.
- There will be a secret ballot or show of hands dependent on the circumstances i.e. in all circumstances or only where there is more than one candidate.
- The results will be notified to the candidates by the Chair via email or verbally.
- The process will be reviewed annually
- The process must be fair, open and transparent.

1. The Co-opted governors are appointed by the governing body. They are people who in the opinion of the governing body have the skills required to contribute to the effective governance and success of the school.
2. The Governing Body may choose to advertise the vacancy broadly to reach as wide an area as possible. Priority may be given to candidates with particular skills if this expertise would enable the Governing Body to work more effectively. In these cases this would be clearly stated when notifying the vacancy.
3. Where two or more names are put forward, prospective Co-opted governors will be asked to prepare a brief statement of no more than 100 words, explaining their background and why they wish to be appointed. Where possible these statements will be circulated to all members of the Governing Body prior to the meeting at which any appointment will be considered.
4. At the next meeting of the Governing Body, governors will be invited to vote by show of hands if there is a sole candidate. Where there are multiple nominations, governors will take a vote by secret ballot, managed by the Clerk.
5. In the event of a tie, the governors will again discuss the nominations and take a further vote.
6. The Clerk will announce the result, with the candidate polling the most votes being duly appointed.

Agreed by the governing body on

12

09

2017

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