



2019 – 2020 GOVERNING BODY TERMS OF REFERENCE

OUTLINE

Core responsibilities for the Governing Body are laid out in the 2019 Governance Handbook. To summarise:

The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance.

All boards, no matter what type of schools or how many schools they govern, have three core functions:

- 1. Ensuring clarity of vision, ethos and strategic direction**
- 2. Holding executive leaders to account for the educational performance of the organisation and its pupils and the performance management of staff**
- 3. Overseeing the financial performance of the organisation and making sure its money is well spent.**

At Milford School we do not delegate authority to sub-committees. Instead, The Full Governing Body meets twice a term, focussing on Finance and Resources and Teaching and Learning issues as well as any other business relevant at that time. Time at each meeting will be allocated to each main area according to its priority in the governance review programme. The Governing Body agrees assignments or activities arising from the business of the meeting; these are recorded in the minutes.

In addition to agreeing activities or actions on its behalf, the Governing Body may delegate monitoring activities to individuals or pairs. This can apply to statutory functions, the priorities of the Strategic Development and School Development Plans and national or local priorities.

In each case where a function has been delegated there is a duty to report any action or decision to the Governing Body at the next agreed meeting. Governors are expected to read reports and submit questions arising from them before the Governing Body meetings.

ROLES & RESPONSIBILITIES

The Governing Body (GB) must allocate roles required by statute and terms of reference. It will then choose to allocate responsibilities which will best ensure the GB fulfils its duties and best suits the working of the school.

REQUIRED ROLES

1. Chair
2. Vice-Chair
3. Governor responsible for liaison with LA in the event of allegation (Child Protection) against Headteacher
4. Safeguarding & Child Protection
5. Special Needs & Disabilities
6. Children Looked After (CLA)

ADDITIONAL RESPONSIBILITIES

Additional responsibilities vary but the following are recommended:

7. Finance
8. Performance Management
9. Early Years
10. Curriculum
11. Pupil Premium
12. Health & Safety
13. Training & Skills

Plus other specific areas which reflect the priorities of the government, local area or the school e.g.

- SMSC
- British Values
- Communication

Governors with specific responsibilities become the GB's 'expert' in the area and ensure that the school is discharging its associated duties before reporting back to the Governing Body. Monitoring may take the form of school visits, telephone calls, emails etc., book scrutiny. A visit does not necessarily have to take place during the time when pupils are in school, and could be just as effective as a meeting between governors and the lead professional at the end of the day as mutually agreed. Monitoring can be undertaken by other governors in addition.

[Role descriptions and expectations for the above responsibilities are laid out in a separate document.](#)

TERMS OF REFERENCE AND DELEGATION

The Governing Body must draw up new terms of reference. It is essential that any delegation of responsibility is clearly specified. Below are examples of how they might look for:

1. The Governing Body
2. Delegation of Functions to Headteacher
3. Delegation of Functions to individuals or pairs.
4. Terms of Reference – Pay Committee
5. Terms of Reference – Panel Hearings
6. Terms of Reference – Headteacher Performance Management Group
7. Alternative participation & voting protocol
8. Governors Code of Conduct
9. Governors Charter

1. Governing Body

Governing Body Terms of Reference

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 any associate members.
- To suspend or remove 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 and publish a register of Governors' Business Interests.
- To approve and set up a Governors' Expenses & 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.

General

- 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

	<p>the basis of race, religion, gender, age disability or sexual orientation.</p> <ul style="list-style-type: none"> • 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 ensure the school complies with the SFVS guidelines • To review and take account of any consultations to change the LA Finance Scheme. <p>Possible delegation to Finance Governor:</p> <ul style="list-style-type: none"> • 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 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 benchmark school financial performance against similar schools and report to the 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.
Staffing	<ul style="list-style-type: none"> • To make Headteacher and Deputy Headteacher appointments. • To agree staffing policies which provide for governor involvement. • To determine the staff complement. • To agree a Pay policy and pay discretions. • To annually review the impact of and implementation of the Pay 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. • To decide whether the Director of Education authority should have advisory rights.
Curriculum	<ul style="list-style-type: none"> • Ensure the National Curriculum is taught to all pupils, except for those children to whom disapplication has been applied. • To monitor the Curriculum policy if there is one in place. • To establish a Charging policy for activities.
Performance	<ul style="list-style-type: none"> • To establish and review and approve annually the Performance Management policy. • To determine the timing of the Headteacher appraisal review cycle and appoint two or

Management	<p>three Governors to act as reviewers alongside an external advisor.</p> <ul style="list-style-type: none"> • To ensure the effective use of performance management amongst all staff to drive the school's objectives. • To ensure performance management has a clear link to pay as specified in the Pay policy.
Discipline/ Exclusions	<ul style="list-style-type: none"> • To establish a statement of behaviour principles from 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 Exclusion from maintained schools, Academies and pupil referral units in England Guidance updated Feb 2105 point 54). • 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 or trustees, where appropriate to ensure adequate levels of buildings insurance and personal liability. • To receive annual site report.
Health & Safety	<ul style="list-style-type: none"> • To institute a Health & Safety policy • 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. • To consider and agree application decisions.
RE and 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 or has informed parents of their right to withdraw their child. • To ensure the school provides an act of daily collective worship in accordance with the denominational nature of the school.
School Organisation	<ul style="list-style-type: none"> • To set the time of the school sessions and the dates of school terms and holidays. • To publish proposals to change category of school. • To propose to alter or discontinue voluntary, foundation or special school status.
Information for Parents	<ul style="list-style-type: none"> • To ensure that the school keeps parents and prospective parents informed by publishing school information online and considering the production of a school prospectus. • To adopt and review home school agreements.
Federations & Academies	<ul style="list-style-type: none"> • To consider forming a federation/academy or joining an existing federation/academy • To consider requests from other schools to join a federation/academy. • To leave a federation/academy.
Extended Services	<ul style="list-style-type: none"> • To decide to offer additional activities and agree what form these should take. • To cease providing extended services provision.

2. Headteacher

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 £5,000 To enter into contracts up to the limit of £5,000 To monitor monthly expenditure. 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.
Performance Management	<ul style="list-style-type: none"> To formulate and implement a Performance Management policy which has clear links to the Pay policy.
Target Setting	<ul style="list-style-type: none"> To set and monitor progress towards targets for pupil achievement.
Religious Education	<ul style="list-style-type: none"> To provide Religious Education to the agreed syllabus.
Collective worship	<ul style="list-style-type: none"> To provide collective worship with a broadly Christian character.
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, when used. To ensure that free school meals are provided to those pupils meeting the criteria. 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.
Extended Schools	<ul style="list-style-type: none"> To put into place the additional services provided. To ensure delivery of services provided.

3. Individuals or Monitoring Pairs

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 submitted for approval by the Headteacher and the Chair within the school within 2 weeks of the visit, and then be lodged with the Clerk of governors for distribution as soon as possible.

4. Pay Committee

Terms of Reference for Pay Committee

1. AUTHORITY AND SCOPE

The Pay Committee has delegated authority from the Governing Body to implement the pay policy for the school in accordance with regulations.

2. DUTIES

- To agree, review and implement the pay policy for the school in accordance with regulations.
- To achieve the aims of the whole school pay policy in a fair and equal manner.
- To apply the criteria set by the whole school pay policy in determining the pay of each member of staff at the annual review.
- To observe all statutory and contractual obligations.
- To recommend to the Governing Body the annual budget needed for pay, bearing in mind the need to ensure the availability of monies to support any exercise of discretion.
- To keep abreast of relevant developments and to advise the Governing Body when the school's pay policy needs to be revised.

3. MEMBERSHIP

Three governors, to include no more than one governor who currently sits on the Headteacher's performance review panel.

Where the pay committee has invited either a representative of the LA or the external adviser to attend and offer advice on the determination of the head's pay, that person will withdraw at the same time as the head while the committee reaches its decision. Any member of the committee required to withdraw will do so.

4. DISQUALIFICATION

The Headteacher and staff governors.

5. QUORUM

A minimum of two governors.

6. MEETINGS

The Committee shall meet each term and report back to the Governing Body.

5. Appeal Panel

Terms of Reference for Panel Hearings

1. AUTHORITY AND SCOPE

Panel Hearings have delegated authority from the Governing Body to make decisions under the school's personnel procedures, parental complaints policy and pupil exclusions in accordance with regulations.

2. DUTIES

- To make any decisions under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability, pay, 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, pay, 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.

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

3. MEMBERSHIP

Any three governors from a pool of governors who are:

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

This pool may include governors from other local schools.

4. DISQUALIFICATION

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.

5. QUORUM

A minimum of two governors, at least one of whom must be from Milford school.

6. MEETINGS

As required.

6. Headteacher Performance Management

Terms of Reference of the Headteacher Performance Management Panel

1. AUTHORITY AND SCOPE

The Performance Management Panel has delegated authority from the Governing Body to determine the Headteacher's performance objectives in accordance with regulations.

2. DUTIES

- To meet annually with an independent advisor to discuss and determine the Headteacher performance management 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 PM objectives and determine the recommendation on pay progression (the review meeting).
- To prepare and agree the Headteacher 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 Pay Committee in respect of pay progression.

3. MEMBERSHIP

Any two or three governors from a pool of governors who are:

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

4. DISQUALIFICATION

The Headteacher and staff governors are disqualified from serving in this role.

5. QUORUM

A minimum of two governors.

6. MEETINGS

At least once a term.

7. Alternative participation & voting protocol

Alternative participation & voting protocol

The Governing Body expects governors to be present at all meetings. Where this is not possible it is agreed that members of the Governing Body of Milford School are able to participate and vote virtually at full Governing Body meetings. Virtual participation includes, but is not limited to, telephone, Skype and video conference.

Alternative Participation Protocol

- There is no limit to the number of governors who may attend virtually for any single meeting.
- Notice of virtual participation must be given, to the Clerk to the Governing Body, by the governor who wishes to participate no later than 24 hours prior to the meeting and the reason for non-attendance in person.
- Virtual participation will only be requested through necessity. It will not be utilised for convenience.
- It is the responsibility of members of the Governing Body wishing to participate virtually to ensure they are able to do so through a secure method in an environment conducive to confidential and private communication.
- Virtual participation may be limited to the discussion of a single agenda item on which there is a vote.
- It is the responsibility of those participating virtually to ensure they have a reliable connection.
- If the communication connection fails and reasonable attempts to reconnect are unsuccessful virtual participation will no longer be possible and the agenda will not be delayed. The Clerk will note the time that the connection was lost.
- Quorate meetings are the responsibility of the Clerk who will monitor this throughout meetings involving virtual participation and advise governors if the meeting becomes inquorate.
- If there is to be a vote, by secret ballot, governors participating virtually will *not* be able to vote.
- Where there is no visual connection all meeting participants will start their comments by stating their name.
- If there is no visual connection the outcome of any vote taken through a show of hands will be communicated to the individual attending virtually. The virtual attendee will need to cast their vote by stating if they wish to vote in favour or against.
- The meeting will always be chaired in person. If the Chair of the Governing Body requests virtual participation, the meeting will be chaired by the Vice Chair.
- The Clerk will always attend the meeting in person.

For any formal proceedings, such as staff grievance and discipline, considerations of exclusion, admission or complaints and for any appeal hearings only physical attendance is acceptable and therefore this protocol will not apply.

Code of Conduct for the Governing Body

Introduction

The following is not a definitive statement of responsibilities but is concerned with the common understanding of broad principles by which the Governing Body and individual governors and associate members will operate.

Our Mission

Milford School is dedicated to providing a safe learning environment where:

- the children enjoy a stable and happy school life
- all members of the school community are safe and valued
- we foster the all round development of each individual
- learning experiences are stimulating and well-resourced
- the children explore their own imaginative play in a safe, diverse environment
- we recruit and retain high quality staff
- strong partnerships between school, home and the local community are maintained.

As governors we are focussed on three core strategic functions:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding the head teacher to account for the educational performance of the school and its pupils, and the performance management of staff;
- Overseeing the financial performance of the school and making sure its money is well spent.

It is our job to set the school's strategic framework and ensure that it meets all of its statutory duties.

1. General

- 1.1. We have responsibility for determining, monitoring and keeping under review the broad policies, plans and procedures within which the school operates.
- 1.2. We recognise that our Headteacher is responsible for the implementation of policy, management of the school and the implementation and operation of the curriculum.
- 1.3. We accept that all governors have equal status and although appointed by different groups (i.e. parents, staff, Local Authority, Church) our overriding concern is the welfare of the school as a whole.
- 1.4. We have no legal authority to act individually, except when the Governing Body has given us delegated authority to do so.
- 1.5. We have a duty to act fairly and without prejudice and in so far as we have responsibility for staff, we fulfil all the legal expectations as, or on behalf of, the employer.
- 1.6. We encourage open governance and act accordingly.
- 1.7. We, and our Associate Members, have a duty to complete the annual Register of Interests which will be published on the school website. Any governor failing to reveal information to enable the Governing Body to fulfil our responsibilities may be in breach of the code of conduct and as a result be bringing the Governing Body into disrepute. In such cases the Governing Body should consider suspending the governor.
- 1.8. We have a duty to safeguard the children and staff within the school and will undertake a DBS check and formal safeguarding training as part of our induction, including our Prevent and FGM reporting duties and a review of the government's latest safeguarding documentation. We will receive updates at least annually from the school's designated safeguarding lead and re-new our formal training at least every **three** years.
- 1.9. We consider carefully how our decisions may affect other schools.

2. Commitment

- 2.1 We acknowledge that accepting office as a governor involves the commitment of significant amounts of time and energy.
- 2.2 We each involve ourselves actively in the work of the Governing Body, attend regularly and accept our fair share of responsibilities, including service on committees or working groups.
- 2.3 We get to know the school well and respond to opportunities to involve ourselves in school activities.

- 2.4 We consider seriously our individual and collective needs for training and development and will undertake at least two training sessions a year in addition to safeguarding.
- 2.5 We enable meetings to run effectively and efficiently by being prepared, listening to and considering what others say and making relevant and positive contributions.

3. Relationships

- 3.1 We strive to work as a team.
- 3.2 We seek to develop effective working relationships with each other, our Headteacher, staff, parents, the community, the Diocese, the Local Authority, the Godalming Confederation and other relevant agencies.
- 3.3 We show courtesy to each other and to members of the school staff.
- 3.4 We send apologies, at least 24 hours in advance if we are unable to attend meetings, unless shorter notice is unavoidable.

4. Confidentiality

- 4.1 We observe confidentiality regarding proceedings of the Governing Body in meetings and from our visits to school as governors.
- 4.2 We observe complete confidentiality when required or asked to do so by the Governing Body, especially regarding matters concerning individual staff or students.
- 4.3 We exercise the greatest prudence if a discussion of a potentially contentious issue affecting the school arises outside the Governing Body.

5. Conduct

- 5.1 We encourage the open expression of views at meetings, but accept collective responsibility for all decisions made by the Governing Body or its delegated agents. This means we will not speak out against decisions, in public or private, outside the Governing Body.
- 5.2 We only speak or act on behalf of the Governing Body when we have been specifically authorised to do so.
- 5.3 In making or responding to criticism or complaints affecting the school we follow the procedures established by the Governing Body.
- 5.4 Our visits to school are undertaken within the framework established by the Governing Body, in agreement with the Headteacher and staff.
- 5.5 In discharging our duties we are always mindful of our responsibility to maintain and develop the ethos and reputation of our school.
- 5.6 We ensure that we do not bring the school into disrepute through our use of social media.

6. Suspension

- 6.1 If the need arises to use the sanction of suspending a governor, we will do so by following the Constitution Regulations so as to ensure a fair and objective process.

7. Removal

- 7.1 We recognise that removing a governor from office is a last resort and that it is the appointing bodies which have the power to remove those they appoint.
- 7.2 If the need arises to use the sanction of removing a governor, we will do so by following the Constitution Regulations so as to ensure a fair and objective process

Governing Body of Milford School

GOVERNING BODY CHARTER

I accept the principles laid out in the Code of Conduct for the Governing Body.

Recognising that much of the work of the Governing Body is carried out through meetings, I also agree the following expectations:

As a Governor or Associate Member I expect:

- People to attend meetings regularly and be punctual;
- An agenda and relevant documents to reach me at least seven days before the meeting;
- An agenda that makes clear the purpose of each item;
- A chairman who keeps to the agenda, paces the meeting so that time given to each matter is in proportion to its importance, draws on all members for contributions and keeps discussions to the point;
- My contribution to be heard and that of others in contributing to the discussion;
- The decision-making process to be made clear;
- Governors to work together and not be partisan;
- Governors to take collective responsibility for decisions;
- Minutes that summarise views succinctly, record decisions accurately and are made available, in draft form, within one week of each meeting.

Others can expect me to:

- Attend meetings regularly and be punctual;
- If unable to attend, inform the clerk;
- Attend school functions whenever possible;
- Read the agenda, minutes and other papers before the meeting and note items I want to say something about;
- Make relevant and positive contributions;
- Listen to and consider what people want to say;
- Accept my share of collective responsibility, even for those decisions with which I do not personally agree.

Print Name	Signature	Date
Mr Andrew Stear		
Mrs Melissa Wells		
Mrs Emma Hardy		
Mr Luke Bozeat		
Mr Daniel Keat		
Mrs Melanie Isherwood		
Mrs Jacqueline Morris		
Mrs Fiona Campbell		
Mr Justin Shreeve		

End