



The Federation of Nettlestone & Newchurch Primary Schools



Governing Body Information – (Updated October 2018)

What Do Governors Do?

The role of the governing body is a strategic one, its key functions are to:

- set the aims and objectives for the school
- set the policies for achieving those aims and objectives
- set the targets for achieving those aims and objectives
- monitor and evaluate the progress the school is making towards achievement of its aims and objectives
- be a source of challenge and support to the headteacher (a critical friend)

Every governing body has a clerk whose role is to provide administrative support and advice on governance, constitutional and procedural matters.

Governors at the Federation of Nettlestone & Newchurch Primary Schools

The Federation of Nettlestone & Newchurch Primary Schools has one governing body overseeing the strategic direction of the Federation. The Governing Body meets once a term and all governors sit on at least one of the **Leadership & Management Committee, Teaching, Learning & Assessment Committee, Finance & Workforce Committee, Personal Development, Behaviour & Welfare Working Party and Health & Safety Working Party:**

Committee	Teaching, Learning & Assessment	Leadership & Management	Finance & Workforce	Personal Development, Behaviour & Welfare	Health & Safety
General Remit	- Assessment information - Engagement of parents - British values - Vulnerable group progress	- Vision & ambition - Admissions - SEF / SIP - Curriculum design - CPD - Equal opportunities	- Budget - PE/Sports premium - Staffing - Performance management	- Behaviour - Safeguarding - Healthy lifestyles - SMSC	- Premises support - Health & Safety
Chair	Ian Watterson	Hannah Berners	Nicola Longson	Becky Edmonds	Brian Tyndall
Membership	Three of the total membership will constitute a quorum. In the event of a tied vote, the Chair	Three of the total membership will constitute a quorum. In the event of a tied vote, the Chair	Three of the total membership will constitute a quorum. In the event of a tied vote, the Chair	Three of the total membership will constitute a quorum. In the event of a tied vote, the Chair	Three of the total membership will constitute a quorum. In the event of a



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	may exercise a casting vote.	may exercise a casting vote.	may exercise a casting vote.	may exercise a casting vote.	tied vote, the Chair may exercise a casting vote.
Frequency of meetings	The Committee will meet four times per academic year and will hold additional meetings as are necessary.	The Committee will meet at least once each term and will hold additional meetings as are necessary.	The Committee will meet five times per academic year and will hold additional meetings as are necessary.	The Committee will meet six times per academic year and will hold additional meetings as are necessary.	The Committee will meet at least once each term and will hold additional meetings as are necessary.

Governors also play a key role in monitoring by visiting the school, analysing school performance data, talking to staff and talking to pupils.

The Governors at the Federation of Nettlestone & Newchurch Primary Schools are listed below.

If you are interested in becoming a Governor, please contact the Clerk, Sue Harbour, by email to clerk@newchurchprimaryschool.co.uk or by letter c/o Nettlestone or Newchurch Primary School.

List of Governors

Name	Type of Governor	Appointed by	Term of office	Positions of responsibility / Committees	Attendance (12 months from 1 September 2017)
Hannah Berners	Co-opted	Governing Body	18 July 2017 until 18 July 2021	Early Years Governor <i>EYFS Link Governor</i> Leadership & Management Committee (Chair)	Full Governing Body = 100% Leadership & Management = 50%
David Botell	Co-opted	Governing Body	6 March 2018 until 6 March 2022	Co-Chair of Governing Body Pupil Premium Governor SEN Governor Leadership & Management Committee Personal Development, Behaviour & Welfare Group	Full Governing Body = 100% Leadership & Management = 66% Achievements & Standards = 75 %
Becky Edmonds	Co-opted	Governing Body	12 July 2016 until 12 July 2020	Safeguarding Governor <i>PSHE Link Governor</i> Personal Development, Behaviour & Welfare Group (Chair)	Full Governing Body = 66% Leadership & Management = 100%
Allan Gregory	Parent	Governing Body	14 December 2014 until 14 December 2018	Sports Premium Governor <i>PE/Healthy Schools/Computing Link Governor</i> Teaching, Learning & Assessment Committee	Full Governing Body = 33 % Achievements & Standards = 75%
Kirsty Howarth	Executive Headteacher	Governing Body	6 March 2018 until 6 March 2022	Leadership & Management Committee Teaching, Learning & Assessment Committee Personal Development, Behaviour & Welfare Group Finance & Workforce Committee	Full Governing Body = 100% Leadership & Management = 100% Achievements & Standards = 75%
Anna Jacobs	Co-opted (staff)	Governing Body	12 July 2016 until 12 July 2020	Leadership & Management Committee	Full Governing Body = 66% Leadership & Management = 50% Achievements & Standards = 50 %

Tina Jennings	Parent	Governing Body	14 December 2014 until 14 December 2018	Development Governor <i>RE Link Governor</i> Finance & Workforce Committee	Full Governing Body = 33% Leadership & Management = 33%
Nicola Longson	Co-opted	Governing Body	31 August 2017 until 31 August 2021	<i>Modern Foreign Languages Link Governor</i> Leadership & Management Committee Finance & Workforce Committee (Chair)	Full Governing Body = 100% Leadership & Management = 66%
Clare Mosdell	Co-opted	Governing Body	15 January 2018 until 15 January 2022	<i>Design & Technology Link Governor</i> Teaching, Learning & Assessment Committee	Full Governing Body = 100% Achievements & Standards = 50%
Joanne Payne	Staff	Governing Body	12 July 2016 until 12 July 2020	Teaching, Learning & Assessment Committee	Full Governing Body = 100% Leadership & Management = 66% Achievements & Standards = 75%
David Potts	Associate	Governing Body	6 March 2018 until 6 March 2022	Leadership & Management Committee Health & Safety Group	Full Governing Body and Leadership & Management = 0% due to extenuating circumstances
Anne Rumbold	Co-opted (staff)	Governing Body	6 March 2018 until 6 March 2022	Young Governors Liaison Governor <i>Art Link Governor</i> Teaching, Learning & Assessment Committee	Full Governing Body = 100% Achievements & Standards = 75%
Brian Tyndall	LA	Governing Body	15 January 2018 until 15 January 2022	<i>Humanities Link Governor</i> Leadership & Management Committee Health & Safety Group	Full Governing Body = 100% Leadership & Management = 25%
Ian Watterson	Co-opted	Governing Body	6 March 2018 until 6 March 2022	Co-Chair of Governing Body Curriculum Governor <i>Literacy/Maths/Science Link Governor</i> Finance & Workforce Committee Teaching, Learning & Assessment Committee (Chair)	Full Governing Body = 100% Achievements & Standards = 100%

Register of Business Interests

All governors are required to declare any business interests following the guidelines below. The following entries are the registers of governors' business interests as of September 2018. Governors are required to update these annually and notify the clerk of any significant changes throughout the year. Individual signed copies are held in school.

Hannah Berners

Name of Organisation	Nature of Interest	Date from which involved
Nil	Nil	Nil

David Botell

Name of Organisation	Nature of Interest	Date from which involved
Nil	Nil	Nil

Becky Edmonds

Name of Organisation	Nature of Interest	Date from which involved
Dover Park Primary School Isle of Wight Local Authority	Husband is Chair of Governors Education Welfare Service	2012

Allan Gregory

Name of Organisation	Nature of Interest	Date from which involved
Nil	Nil	Nil

Kirsty Howarth

Name of Organisation	Nature of Interest	Date from which involved
GH Allen & Son	Partner runs a construction business which is on approved contractor list for Federation.	2014

Anna Jacobs

Name of Organisation	Nature of Interest	Date from which involved
Nettlestone Primary School	Head of School	2013
Brading Primary School	Sister is Headteacher	November 2014
Queensgate Primary School	Mother member of Governing Body	September 2014

Tina Jennings

Name of Organisation	Nature of Interest	Date from which involved
Nettlestone Primary School	Husband is employed as a Teaching Assistant	September 2015

Nicola Longson

Name of Organisation	Nature of Interest	Date from which involved
Nil	Nil	Nil

Clare Mosdell

Name of Organisation	Nature of Interest	Date from which involved
IOW County Council	TBC	TBC

Joanne Payne

Name of Organisation	Nature of Interest	Date from which involved
Newchurch Primary School	Head of School	September 2015
Richard Payne Tree Surgery	Husband	August 2014

David Potts

Name of Organisation	Nature of Interest	Date from which involved
Nil	Nil	Nil

Anne Rumbold

Name of Organisation	Nature of Interest	Date from which involved
Newchurch Primary School	Employed as a teacher	September 2011

Brian Tyndall

Name of Organisation	Nature of Interest	Date from which involved
IOW County Council Conservative Party	Work Political	2004 2010

Ian Watterson

Name of Organisation	Nature of Interest	Date from which involved
Nil	Nil	Nil

Governing Body Delegation Planner

Governing bodies are accountable in law for all major decisions about the school and its future. However, this does not mean that they are required to carry out all the work themselves. Very many of the tasks can and should be delegated to individuals and committees. It is vital that the decision to delegate a task/responsibility to an individual is made by the full governing body and recorded – without such a formula, the individual/committee has no power to act.

The table below sets out the major areas of responsibility for governing bodies and who they can delegate each task to; it also records where the NGA does not think that, even if a task/responsibility can be delegated, this would be good practice.

This planner shows to which level the governing body may legally delegate functions. Please note that the decision planner does not apply to academy governing bodies.

Key

Level 1: Full governing body

Level 2: A committee of the governing body

Level 3: An individual governor

Level 4: Headteacher.

Blue box Function **cannot** be legally carried out at this level.

- ✓ Action could be undertaken by this level.
- ✗ Although legally possible to delegate to this level, the NGA would not recommend it. Significant decisions, monitoring and evaluation are best undertaken by the governing body or a committee with delegated authority, not by individuals. As long as it is line with the regulations governing bodies are free to decide for themselves.

There is also space for notes relevant to your governing body – for example, you should specify which committee or individual a particular task will be delegated to.

- The governing body is responsible for the strategic direction of the school
- Committees can be given delegated authority to make decisions, monitor, evaluate and review particular plans, policies and targets. The head and staff play the major role in formulating plans, policies and targets to bring to committees or to the governing body for discussion prior to adoption by the full governing body.
- The head is responsible for internal organisation, management and control of the school and is accountable to the governing body.
- Although decisions may be delegated, the governing body as a whole remains responsible for any decision made under delegation.

Area	Function	Level				In our school, this responsibility is delegated to:
		1	2	3	4	
Budgets	To approve the first formal budget plan each financial year	✓	✓			Finance & Workforce
	To monitor monthly expenditure.	✓	✓	✗	✓	Finance & Workforce
	To establish a charging and remissions policy	✓	✓	✗	✗	Finance & Workforce
	Miscellaneous financial decisions	✓	✓	✗	✗	Finance & Workforce
	To ensure procedures meet SFVS requirements	✓	✓	✗	✗	Finance & Workforce
	To approve budget/contract expenditure in excess of £10,000	✓	✗	✗	✗	FGB
	To approve budget/contract expenditure over £5,000 up to £10,000	✓	✓	✗	✗	Finance & Workforce
	To approve budget/contract expenditure up to £5,000	✗	✗	✗	✓	EHT
	To approve virements up to £5,000	✗	✗	✗	✓	EHT
To approve virements over £5,000 up to £10,000	✓	✓	✗	✗	Finance & Workforce	
Staffing	Appoint selection panel for headteacher	✓				FGB
	Appoint selection panel for deputy head	✓				FGB
	Appoint selection panel for other members of the senior leadership team	✓	✗	✗	✗	FGB
	Appoint other teachers	✗	✗	✗	✓	EHT
	Appoint non-teaching staff	✗	✗	✗	✓	EHT
	To put in place a pay policy	✓	✓	✗		Finance & Workforce

To decide upon pay discretions in line with the pay policy and legal requirements.	x	✓	x		Finance & Workforce
Dismissal of headteacher	x	✓	x		Finance & Workforce /Chair of FGB
Initial dismissal of other staff	x	x	x	✓	EHT
Suspending head	x	✓	✓		Finance & Workforce /Chair of FGB
Suspending staff (except head)	x	x	x	✓	EHT
Ending suspension (head)	✓	✓	✓		Finance & Workforce /Chair of FGB
Ending suspension (except head)	✓	✓	✓		Finance & Workforce /Chair of FGB
Setting the overall staffing structure	✓	✓	x		Finance & Workforce
In voluntary and foundation schools to agree whether or not the Chief Education Officer/diocesan authority should have advisory rights	✓	✓	x		NA
Determining dismissal payments/ early retirement	✓	✓	x		Finance & Workforce
To produce and maintain a central record of recruitment and vetting checks	x	x	x	✓	EHT
Establish and review procedures for addressing staff discipline, conduct and grievance.	✓				FGB

Area	Function	Level				In our school, this responsibility is delegated to:
		1	2	3	4	
Curriculum	Ensure National Curriculum (NC) taught to all pupils.	✓	✓	✗	✓	Teaching, Learning & Assessment
	To consider any disapplication for pupil(s)	✗	✗	✗	✓	EHT
	To decide which subject options should be taught having regard to resources, and implement provision for flexibility in the curriculum (including activities outside school day)	✓	✓	✗	✗	Teaching, Learning & Assessment
	Establish and review a sex education policy (including in primary schools where the GB must decide whether to teach sex education) and ensure that parents are informed of their right to withdraw their children.	✗	✗	✗	✓	Teaching, Learning & Assessment
Extended schools	To decide whether to offer additional activities and what form these should take	✓	✗	✗	✗	FGB
	To put into place the additional services provided	✗	✗	✗	✓	EHT
	To decide whether to stop providing additional activities.	✓	✗	✗	✗	FGB
Performance management	To formulate and review teacher appraisal policy	✓	✓	✗		Finance & Workforce
	To appoint the panel to carry out the appraisal of the head teacher.	✓	✓	✗		Finance & Workforce
	To carry out appraisal of other teachers.				✓	EHT
Discipline/ exclusions	To produce a set of written principles for the school behaviour policy and present these to the headteacher, parents, staff and students for consultation.	✓	✓			Personal Development, Behaviour & Welfare

	To draft the content of the school behaviour policy and publicise it to staff, students and parents.				✓	EHT
	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination. (Can be delegated to chair/vice-chair in cases of urgency)	✘	✓			Personal Development, Behaviour & Welfare /Chair of FGB (in emergency)
Area	Function	Level				In our school, this responsibility is delegated to:
		1	2	3	4	
Admissions	To consult annually before setting an admissions policy (VA and foundation schools)	✓	✓			NA
	Admissions: application decisions (VA, foundation and special schools)	✘	✓			NA
	To appeal against LA directions to admit pupil(s) (voluntary, foundation and special schools; also community and VC schools where LA is the admissions authority)	✘	✓			Leadership & Management
Premises & insurance	Buildings insurance and personal liability– GB to seek advice from LA, diocese or trustees where appropriate.	✓	✘	✘		FGB
Health & safety	To ensure a health and safety policy and procedures are in place.	✓	✓			Health & Safety
	To ensure that health and safety regulations are followed	✘	✘	✘	✓	EHT
School organisation	To publish proposals to change category of school	✓	✓			FGB
	To decide whether to convert to academy	✓				FGB

	status					
	Propose to alter or discontinue voluntary foundation or foundation special school	✓	✗			FGB
	To set the times of school sessions and the dates of school terms and holidays (except in community, special and VC schools where this is the LA's role)	✓	✗	✗		FGB
	To ensure that school lunch nutritional standards are met	✗	✗	✗	✓	EHT
	To ensure provision of free meals to those pupils meeting the criteria	✗	✗	✗	✓	EHT
	To establish a data protection policy and review it at least every two years.	✗	✓	✗	✓	Personal Development, Behaviour & Welfare
	Maintain a register of pupil attendance	✗	✗	✗	✓	EHT
Information for parents	Adopt and review the home-school agreement	✓	✓	✗		Teaching, Learning & Assessment
	Establish, publish and review a complaints procedure.	✓	✓	✗	✗	Leadership & Management
	To establish and publish a Freedom of Information scheme and ensure the school complies with it.	✓	✓	✗	✓	Leadership & Management
Area	Function	Level				In our school, this responsibility is delegated to:
		1	2	3	4	
GB procedures	To draw up an instrument of government and any amendments thereafter	✓				FGB
	To appoint (and remove) the chair and vice-chair of a permanent or a temporary governing body	✓				FGB

	To appoint and dismiss the clerk	✓	✓	✘	✘	Leadership & Management
	To appoint and remove community or sponsor governors (if constituted under 2007 regulations) or co-opted governors (if constituted under 2012 regulations).	✓				FGB
	To set up a register of governors' business interests	✓	✓	✘		FGB
	To approve and set up a governors expenses scheme	✓	✓	✘	✘	Finance & Workforce
	To consider whether or not to exercise delegation of functions to individuals or committees.	✓				FGB
	To regulate the GB procedures (where not set out in law)	✓				FGB
Federations	To consider forming a federation or joining an existing federation	✓				FGB
	To consider requests from other schools to join the federation	✓				FGB
	To leave a federation	✓				FGB
Inclusion and equality	To establish and review a special educational needs (SEN) policy.	✓				FGB
	To establish and publish annually an 'Equality information and objectives statement', and review equality objectives every four years.	✓	✓	✘	✓	Leadership & Management /EHT
	To designate a "responsible person" for children with SEN in community, voluntary and foundation schools	✓	✓	✘	✓	EHT
	To designate a "responsible person" for looked after children in community, voluntary	✓	✓	✘	✓	EHT

	and foundation schools					
	To establish an accessibility plan and review it every three years.	✓	✓	x	✓	Personal Development, Behaviour & Welfare
	To establish and review annually a child protection policy and relevant procedures.	✓	✓	x	x	Personal Development, Behaviour & Welfare

Approved by the FGB on 12/09/18

Signed: 

Chair of Governors

THE FEDERATION OF NETTLESTONE AND NEWCHURCH PRIMARY SCHOOLS



GOVERNOR IMPACT STATEMENT

2017 / 18

School Development Plan Priorities	Governor Impact
<p>Priority 1: Securing outstanding leadership and management</p>	<p>Governing body involved in establishing the vision for the Federation.</p> <p>Governing body input into the School Improvement Plan priorities and review progress against targets set on a termly basis.</p> <p>Governing body sets the school budget to reflect the priorities in the school's development plan and is active in monitoring and amending financial decisions throughout the cycle to keep within the budget.</p> <p>Governing body ensures that statutory policies are in place and that policy making complies with school governance regulations and that policies reflect the distinctive nature of the school.</p> <p>Governing body operates staff recruitment and selection procedures that meet the recommendations in the Secretary of State's guidance on Safer Recruitment.</p> <p>Governing body review Sports Premium and Pupil Premium spend on a termly basis.</p> <p>Designated Pupil Premium Governor reviews Pupil Premium action plans in detail with SENCO.</p> <p>Governor involvement in recruiting new high quality teachers.</p> <p>Governing body, in consultation with the senior leadership team, reviews and determines staffing complement and structure when appropriate.</p> <p>Pay Committee reviewed outcomes of Performance Management for all staff.</p> <p>Pay awards approved by Pay Committee. The Pay Committee is clear about its responsibilities with regard to staff pay and how decisions are made in relation to the salary progression of staff.</p> <p>Governing body appointed performance management governors for the Executive Headteacher's appraisal.</p> <p>Governors worked with the external advisor in the review of head teacher performance and setting of objectives consistent with school improvement priorities.</p> <p>Governing body received regular reports on effectiveness from the Headteacher.</p> <p>Regular governor visits to monitor effectiveness across the Federation.</p> <p>Regular review of performance data by A&S Committee.</p> <p>Regular review of attendance data by A&S Committee.</p>

School Development Plan Priorities	Governor Impact
<p>Priority 2: Developing the quality of teaching and learning</p>	<p>Pay Committee reviewed outcomes of Performance Management for all staff.</p> <p>Pay awards approved by Pay Committee.</p> <p>Executive Headteacher's Performance Management review undertaken by governors.</p> <p>L&M Committee regularly reviews staffing and professional development across the Federation.</p> <p>All Governing body reviewed RAISE Online data.</p> <p>Achievement & Standards Committee review achievement data on a termly basis.</p> <p>A&S Committee suggested improvements in how data is communicated to all stakeholders.</p> <p>Governor learning walks and classroom observations to monitor teaching and learning in practice.</p> <p>Governor monitoring of workbooks to see marking and feedback in practice.</p> <p>Governing body ensures that every learner receives a broad and balanced curriculum which does not discriminate against any groups of pupils.</p> <p>Subject Link Governors regularly meet with Subject Leads to review action plans and monitor delivery of the curriculum.</p> <p>Governor responsible for reviewing risk assessments for residential school trips.</p> <p>Governors involved with extracurricular activities such as J Rock.</p> <p>Designated PE Governor monitored impact of Sports Premium spend on participation in sports across the Federation.</p> <p>Governing body has gathered feedback from pupils, parents and the community.</p> <p>Governing body approved Home School Agreement incorporating Reading Pledge.</p> <p>A&S Committee approved Continuous Provision initiative.</p>

School Development Plan Priorities	Governor Impact
<p>Priority 3: Personal development, behaviour and welfare</p>	<p>A&S Committee reviewed attendance on a termly basis, monitoring trends, pupil premium and SEN attendance and persistent non-attenders.</p> <p>A&S Committee benchmarked attendance against national averages for different pupil groups.</p> <p>Governors attended whole school annual awards ceremonies to celebrate pupil achievements.</p> <p>Chair of governors informed of any allegations of bullying and subsequent action taken and outcomes.</p> <p>Behaviour across the Federation reported to the Leadership & Management Committee on a half termly basis.</p> <p>Pupil Survey results reported to the L&M Committee on a half termly basis.</p> <p>All staff and governors have received Prevent Duty training.</p> <p>Prevent Duty Risk Assessment maintained by HOS and regularly reviewed by Governing body.</p> <p>Governing body approved updated Child Protection Policy.</p> <p>Safeguarding Governor regularly monitors Safeguarding across both schools, including monitoring the Single Central Records Check.</p> <p>Governing body reviewed procedures for ensuring that the school meets all relevant health and safety legislation.</p> <p>Governor review of Staff Wellbeing Policy and wellbeing initiatives.</p> <p>Vice Chair of Governors attended the teaching and non-teaching staff annual awards evening.</p> <p>Governing body involved in discussions with the LA on completing work to the railings at the front of Newchurch.</p> <p>Governing Body involved in discussions with neighbours on issues of right of access and security lighting.</p> <p>L&M Committee approved placing Safeguarding on every meeting agenda.</p> <p>Chair of Governors was out of office contact for the Easter holidays.</p> <p>Governing Body attended the Deep Dive Audit.</p> <p>L&M Committee challenged EHT to implement an Options Appraisal to track what we believe is over and above regarding Safeguarding.</p> <p>Link Governor with responsibility for liaising with Young Governors and reviewing activities.</p>

School Development Plan Priorities	Governor Impact
<p>Priority 4: Outcomes for pupils</p>	<p>Achievement & Standards Committee review achievement data on a termly basis.</p> <p>All Governing body reviewed RAISE Online data.</p> <p>Subject Link Governors challenged Subject Leads on data and reviewed Action Plans to ensure they address key areas.</p> <p>Governing body monitors and accounts for the spending of SEND and Pupil Premium funding to support vulnerable pupils and understands and reports upon the use and impact of this expenditure on vulnerable pupils.</p> <p>Governing body reviewed RAISE Online data.</p> <p>Achievement & Standards Committee review achievement data on a termly basis.</p> <p>Designated Pupil Premium Governor reviews Pupil Premium action plans in detail with SENCO.</p> <p>Pupil Premium Governor undertaken learning walks at each school to observe teaching of disadvantaged and SEN pupils.</p> <p>A&S Committee reviewed attendance on a termly basis, monitoring trends, pupil premium and SEN attendance and persistent non-attenders.</p> <p>A&S Committee reviewed KS1 and KS2 SATS results and analysed progress.</p>

School Development Plan Priorities	Governor Impact
<p>Priority 5: Effectiveness of the Early Years Provision</p>	<p><i>Achievement & Standards Committee reviewed EYFS data on a termly basis.</i></p> <p><i>EYFS Link Governor met with EYFS leads to review action plans and monitor activities.</i></p> <p><i>A&S Committee reviewed results of EYFS moderation and subsequent actions for improvement.</i> <i>Governing body approved updated Child Protection Policy.</i></p> <p><i>Safeguarding Governor regularly monitors Safeguarding across both schools, including monitoring the Single Central Records Check.</i></p> <p><i>Governing body ensures that every learner receives a broad and balanced curriculum which does not discriminate against any groups of pupils.</i></p> <p><i>Subject Link Governors regularly meet with Subject Leads to review action plans and monitor delivery of the curriculum.</i></p>