

# Annual Report

Godalming Learning Partnership

Dec 2018-June 2020



## OUR VISION

*The Godalming Learning Partnership will work collectively to ensure that all children in our area receive the highest quality education, whilst valuing each school's autonomy and uniqueness. The work of the Partnership will not in any way affect the statutory responsibilities of individual Governing Bodies for the school they serve.*

### GODALMING LEARNING PARTNERSHIP

Hambledon Road, Godalming, UK, GU7 1PJ  
A charitable company limited by guarantee  
Reg no: 11717912

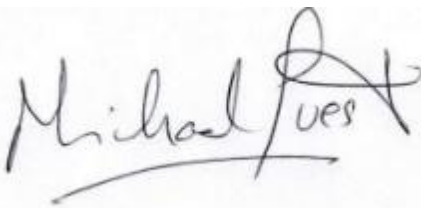


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**APPROVED BY THE BOARD OF DIRECTORS  
AND SIGNED ON BEHALF OF THE BOARD**

A handwritten signature in black ink that reads "Michael Guest". The signature is written in a cursive style with a large, stylized initial "M" and "G".

**Michael Guest**  
**17 June 2020**

## 1. INTRODUCTION

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The Godalming Learning Partnership (GLP) was formed in December 2018 following several years of discussion amongst the Godalming Confederation schools about the best way to formalise our decade of successful collaborative working. We chose this Co-operative Partnership model because it means that our stakeholders, be they pupils, staff, parents, carers, local community or governors, have opportunities to contribute in many ways and it gives us the opportunity to collaborate and learn from each other while protecting the autonomy and individual nature of each of the schools. The schools involved in the former Confederation made the decision to become Founder Members, Associate Members or Partner Schools.

Our first 18 months have seen remarkable advancements in our work together, and in the wider educational world. We could not have anticipated that we would have to face a sudden, dramatic shift to online learning, virtual transition arrangements and classes of no more than 15, all driven by a world-wide pandemic that will potentially affect our children's learning for many months to come.

Our partnership working has been crucial in supporting school leaders and thereby our children through these unprecedented times. This report necessarily focuses on the GLP's work up to March this year, but it seems remiss not to recognise just some of the measures the GLP has rapidly put in place these past 3 months, establishing a Headteacher WhatsApp group for ideas, support and information and weekly one hour single-topic Zoom meetings to replace planned face-to-face sessions; a co-ordinated response to sharing school space including with one of our secondary schools; governance training briefings; online training sessions for our *GET Teaching* programme students, setting up private YouTube channel so the video recordings of these sessions can be reviewed at their leisure; and weekly updates and messages to Headteachers and Governor Chairmen about all the GLP has been doing. Most of all, however, we must acknowledge the dedication, determination, creativity, resilience and professionalism of our senior school leaders and all our school staff: we salute you.

Whilst some of our initiatives have had to be put on hold during this period of lockdown, governance of the GLP has continued, albeit in a virtual world and our development plans continue. I trust you will find our first Annual Report informative and interesting.

*Michael Guest, Chairman of the Board*



## 2. OBJECTIVES AND ACTIVITIES

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### Object

The official purpose of the Godalming Learning Partnership, as set out in our Memorandum and Articles of Association is to advance education for the benefit of the public, in particular but without limitation:

- i. *to advance the education of the learners at any School which is a Qualifying School, or at any other school in respect of which the Partnership acts or has acted as a foundation, it being acknowledged that in carrying out the Objects the Partnership must (where applicable) have regard to its obligation to promote community cohesion under the Education Acts: and*
- ii. *to advance education generally in the areas in which the Schools are situation; and*
- iii. *to advance the education of the learners at any Partnership School and any other school which works in partnership or collaboration (whether formally or not) with a school in respect of which the Partnership acts as a foundation.*

During 2018 and 2019, the Board identified what this would look like for us in reality. We established our aims, we agreed the key values that we would operate under and we identified what we would work on to bring about our vision. You can find more detail on our aims in **Appendix 1**.

### Aims

We will use the collective capacity of our schools:

- **to maximise the progress and achievement of every young person in our community**
- **to improve transition for all our learners across each key stage**
- **to use collective resources to broaden and enrich the learning opportunities for our community**
- **to develop long-term sustainable partnerships between schools, other education providers and external partner organisations**



### Medium term goals

We work with a framework for setting priorities, creating accountability and monitoring progress in realising the GLP's vision. Our medium term goals agreed at the January 2020 Board are:

- **We will focus on the educational needs of our children when considering applications from potential partners.**
- **We will become financially efficient in order to fully fund the GLP development plan expenditure.**

- We will have an embedded bespoke teacher training programme which provides high calibre teachers for our future children.
- The work of the GLP will be well known and respected within the local community.

### Values

Our values reflect those of the cooperative movement throughout the world and lead to a set of principles by which we put our values into practice:



- Voluntary and open membership
- Democratic member control
- Member economic participation
- Autonomy and independence
- Education, training and information
- Co-operation among co-operatives
- Concern for community

### Activities

Our activities work towards achieving our aims. They change as identified needs change and our capacity to develop further improves. We currently focus on:

- *Continuing Professional Development*: joint INSET days, with follow-up work back in individual schools to drive up standards of teaching in key areas
- *School Improvement*: peer review and external Healthchecks to cost-effectively identify areas most in need of development for a school and across all GLP schools
- *Moderation meetings*: termly joint staff sessions challenging judgements to develop a common approach to assessing and levelling children's work
- *Transition work at all stages*: into Reception Year, from Year 2 to Year 3, from Year 6 to Year 7, ranging from improved documentation and communication, to devising new approaches based on pupil, parental and school feedback
- *Curriculum Enhancement*: particularly sports, through the wide range of competitive and skills events run by the secondary schools' School Sports Coordinators (SSCos)
- *Network groups*: a forum to share good practice and develop consistent approaches within specialist or subject areas e.g. School Bursars, Deputy Headteachers, English & Maths Leads, Special Educational Needs Coordinators
- *Teacher training*: a relatively new venture and one that is key to growing our own high quality teachers
- *Joint approaches*: to help schools be more efficient and thrifty through joint policy development and joint purchasing of goods or services e.g. Data Protection Officer
- *Recruitment*: development of the GLP as a powerful tool to aid recruitment and retention of staff

### 3. ACHIEVEMENTS AND PERFORMANCE

#### *Partnership*

We have successfully metamorphosed the Godalming Confederation into the Godalming Learning Partnership, with 15 member or partner schools. The GLP was formed on 07 December 2018 and held our official launch on 13 May 2019. We have established the effective running of the GLP Board with the support of the Steering group to drive and prepare business. Our records at Companies House and financial statement were completed on time. The GLP accounts were successfully transferred to Godalming Junior School (GJS) by our new Finance Officer and we now use separate accounting software to enable us to manage our accounts more efficiently and transparently.

#### *Training*

##### **Maths**

We have funded Maths training for all teachers across the Partnership to develop understanding and delivery of high level maths standards and funded training for all Learning Support Assistants on understanding Number Sense.



##### **Talk for Writing**

Our Improvement through Peer Review (IPRs) sessions identified standards in writing as a key next area for development across the Partnership. We chose to join Talk for Writing (TfW), a nationally acclaimed project, aimed at raising the standard of children's writing and held our first joint INSET day for all teachers in November 2019. We have committed to a two year training programme with TfW at a total cost of c£12,000, which equates to £500 per school. This buys us three joint whole school INSET days plus four leadership days when Headteachers and English Leads from each school work with the TfW consultant. Headteachers have identified a group of children within their schools to monitor throughout the project so that we can evaluate its effectiveness.

##### **Other training**

- We have brokered resilience training for all our newly qualified teachers to help them manage their workload effectively and help them want to stay in the profession.
- We arranged joint Governor and Headteacher training on managing complaints following a number of very stressful cases experienced by our Headteachers. Unfortunately, this had to be postponed due to COVID-19 restrictions; it will be re-scheduled once restrictions are lifted.

#### *GET Teaching programme*

We were accepted by Winchester University as part of their School Direct Initial Teacher Training course and launched our *GET Teaching* programme in summer 2018. Students train in our schools, alongside academic input at Winchester University.

The seven students of our first cohort complete their course this summer. Their programme has been significantly disrupted by COVID-19 but we have moved quickly to prepare and deliver online training sessions for the rest of their year. We are delighted that all are on course to pass and qualify. We have received very positive feedback from students regarding their experiences on the course and Winchester University has informed us that they are impressed with the rigour of our recruitment process and the quality of our training.

We have already recruited six students to the 2020- 2021 cohort and will be advertising our programme more widely next year using contacts and social media to target the Farnham and Guildford areas. The *GET Teaching* programme brings in £6,250 per year, per student, much of which is passed on to the schools training each student to cover their expenses. If GLP funding streams disappear it is possible that any remaining centrally held funds could be used to finance GLP work.

### ***School Improvement and Support***

Our Improvement through Peer Reviews (IPRs) sessions have continued. They are greatly valued by Headteachers and increasingly by the staff in our schools. A wider group of senior managers and key staff have now been included in the process.

GLP schools were scheduled for an annual healthcheck with the same educational consultant. This was to identify strengths and areas for development in order to assist the GLP's strategic planning. In addition it would also identify any of our schools that were in difficulty so that the Partnership could formulate a programme of support, if required. This process has been interrupted but will resume as soon as arrangements and restrictions allow.

### ***Professional Development***

We have run professional development groups for all our Maths and English Leads, Deputy Headteachers, Bursars and Special Educational Needs Coordinators (SENCOs) in order to share good practice and develop consistent approaches. The SENCOs and some of the other groups (e.g. Higher Level teaching Assistants) find the simple logistics of meeting together a real challenge as so many work part-time hours on different days.

We have continued to hold Partnership moderation sessions once a term and this year covered Reading for the first time.

### ***School Sports Coordinator programme***

We have continued to offer an extensive programme of skills-based and competitive sports events to all our schools through the work of the School Sports Coordinators, based at Rodborough and Broadwater. This wonderfully symbiotic programme gives primary phase schools access to a wider range of sports and inter-school competitions than they could offer themselves.

## **4. AREAS FOR DEVELOPMENT**

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1. Alignment of Board governance with work of the Headteacher Committee to facilitate greater scrutiny.
2. Strengthen our work on the well-being of all staff in light of the demands of COVID-19.
3. Broker additional cost-effective governor training across the partnership as need is identified.
4. Establish a GLP approach to using the Healthcheck outcomes as a basis for a GLP support programme, where necessary.
5. Run the pilot enhancement for our Improvement through Peer Review (IPR) programme to ensure their long term impact.
6. Develop English Leads' skills by using them to drive the GLP-wide Talk for Writing programme.
7. Develop additional subject lead network groups to reflect schools' focus on breadth of their curriculum offer.

## 5. STRUCTURE, GOVERNANCE AND MANAGEMENT

### *Governing Instrument*

The Godalming Learning Partnership was incorporated as a charitable private company, limited by guarantee registered with Companies House on 08 December 2018. The Partnership is governed by our Memorandum and Articles of Association.

### *Recruitment and appointment of new Directors*

The power to appoint new directors of the charitable company is vested in the directors who are its Trustee for the purpose of charity law. Under the requirements of the Articles of Association, Trustees are appointed in the following ways:

- a. Two Trustees per school from the Founder and Associate schools: the Chairman of Governors (or their representative) and the Headteacher
- b. Two Trustee from the Representative Council
- c. One Trustee from the Cooperative Schools Network (CSNet) and each Educational & Strategic Partner organisation

Each Trustee has one vote.

### *Induction and training of new Directors*

The directors share responsibility for the induction and training of all new directors of the Partnership and this is an area we are developing. New directors will be provided with copies of:

- The Articles of Association
- The latest accounts of the Partnership
- The GLP Induction pack

New directors will be asked to read and familiarise themselves with Charity Commission guidance notes CC3 – The Essential Trustee. In addition, directors will be encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

### *Organisational structure*

The directors of the charitable company are the same people as its company law members. The directors manage the Partnership generally and meet at least three times each year to take jointly all decisions necessary with regard to the review of the Partnership's activities and achievement of objectives. This Partnership Board is the overarching body responsible for the governance of the GLP, with ultimate responsibility for its strategic direction and meeting its aims and objectives; schools' own local Governing Bodies retain their autonomy. For a visual representation of our structure, see **Appendix 2**.

#### **GLP Board:**

##### **Voting members as above:**

- Two Trustees per school from the Founder and Associate schools: the Chairman of Governors (or their representative) and the Headteacher
- Two Trustees from the Representative Council
- One Trustee from the Cooperative Schools Network (CSNet) and each Educational & Strategic Partner organisation

##### **Non voting members:**

- Non-voting membership may be offered to our Educational Partner schools and Strategic Partner organisations whose representatives do not wish to become Trustees.



Definitions are:

- a. *Founder Member schools*: The schools which changed their status to become Foundation schools in order to form the Cooperative Educational Partnership known as the *Godalming Learning Partnership*.
- b. *Associate Member schools*: Schools which wish to play a full part in the life and development of the Partnership but which are unable to become foundation schools within the GLP.
- c. *Educational Partner schools*: Schools which wish to actively work with the GLP but, for reasons thought by the Partnership to be valid, do not wish to become Trustees.
- d. *Strategic Partner organisations*: Organisations with which a relationship is considered as beneficial to the Partnership, such as Surrey County Council, Winchester University and Guildford Diocesan Board of Education.
- e. *Non-member schools*: Schools with which the GLP does not have any formal, long-term relationship.

Associate and Partner Trustees are not involved in decision-making concerning Founder schools' land and assets. Non-member schools can buy our services at a supplementary cost.

Andrew Smith is Company Secretary; certain day-to-day administrative decisions are delegated to the Steering group which meets six times a year.

#### **GLP Steering Group:**

- Chairman of the Board
- Vice-Chairman of the Board
- Chairman Headteacher Committee
- Finance Officer
- Clerk

with input as required from our consultant Associate Director.

#### **Headteacher Committee:**

The Headteacher Committee reports to the Partnership and is made up of the

Headteacher, Head of School or designated deputy from each:

- Founder school
- Associate school
- Partner school

Each representative has one vote.

The Headteacher Committee meets six times a year and has two main roles:

- a. identify areas for development and improvement and report these to the Partnership Board.
- b. progress the actions agreed by the Partnership Board in the 1 year Development Plan.

#### **Headteacher Network Groups:**

The Headteacher Committee operates a number of network groups, made up of all the relevant staff working in the Partnership's schools. For example, all School Business Managers are eligible to be members of the School Business Manager network group. Groups work on key development areas and each meeting will include time for networking support as well. Groups report back to the Headteacher Committee.



### **Representative Council and Constituencies:**

The key mechanism the GLP will use to involve all its stakeholders is the Representative Council. The Council is made up of one or more elected representatives from each of the GLP's constituencies, as agreed by the Partnership Board. The GLP's constituencies are:

- Learners
- Parents & carers
- Staff
- Local community
- Community organisations

The Representative Council elects two of its members to become Trustees and sit on the Partnership Board. The Partnership will trial over the next 3 years the methods by which this involvement can be achieved most effectively.

### **Wider network**

The Godalming Learning Partnership and its schools are part of a wider network of Cooperative schools known as CSNet.



### **Public benefit statement**

The directors confirm they consider that the Partnership's activities, as set out in its Objectives and Achievements for the period are for the public benefit.

### **Related parties**

The Partnership works closely with the University of Winchester as the accredited body for our School Direct Initial Teacher Training programme known as *GET Teaching*. The Partnership has no subsidiaries.

### **Risk management**

The directors have a duty to identify and review the risks to which the Partnership is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. Operational controls are established and at Board meetings the significant risks facing the Partnership will be discussed. The Board reviewed the risks to which the Partnership is currently exposed and consider that they have established sufficient systems and procedures to mitigate those risks.

## **6. FINANCIAL REVIEW**

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### **Independent Examiner**

The accounts have been prepared in accordance with the provisions of the Companies Act 2006 relating to micro entities. Micro Entities must prepare:

- an abridged balance sheet
- an abridged profit and loss account

The required formats for the abridged balance sheet and abridged profit and loss accounts of Micro Entities are set out in Section C, Part 1, Schedule 1 to the Small Companies and Groups (Accounts and Directors' Report) Regulations 2008, (as amended by regulation 10 Small Companies (Micro Entities' Accounts) Regulations 2013 and regulation 16(2) Companies, Partnerships and Groups (Accounts and Reports) Regulations 2015).

Under the Small Companies audit exemption, we are not required to prepare an auditor's report. However, we are keen to ensure external oversight of our accounts and will seek an independent examination once COVID-19 restrictions have eased sufficiently.

### ***Statement of Directors' responsibilities in respect of the accounts***

Company law requires the Directors to prepare accounts for each financial year which give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing those accounts the directors are required to:

- select suitable accounting policies and apply them consistently
- make judgements and estimates that are reasonable and prudent
- prepare the accounts on a going concern basis unless it is inappropriate to presume that the company will continue in business.

The Directors are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### ***Notes on finances***

The year ending 31 March 2020 saw a net profit of £3,281.85. The total income received was £77,720 and the expenditure incurred was £74,440.15. Although income was lower than budgeted due to the timing of the School Direct teacher training tranche payment, our expenditure was also lower. The reserves to carry forward are £22,207 which is made up of the net profit from this year of £3,281 and reserves carried forward from last year of £18,926.

#### **Income**

- *Delegated funding:* The government continues to provide schools with funding to support partnership working. This used to be awarded as a separate sum of money marked for Confederations but it now provided within a school's delegated budget. Our GLP schools have agreed to continue to pass this money on to the GLP
- *GET Teaching Students Income:* we receive £6,250 per student to cover the cost of providing training and mentoring in our schools. Most of the income is distributed to the schools directly involved but a sum is retained at the centre to cover the promotion and administration of the programme. It is received in two tranches based on an academic, rather than financial year. We show the income in the financial year in which it is received.
- *Miscellaneous Income:* we are extremely fortunate that our partner secondary schools continue to support the work of the GLP with their partnership working funding.
- *Sports Premium Funding:* GLP schools have agreed to allocate 10% of their sports premium funding to us so that we can continue to offer the enhanced sports curriculum provided by the School Sports Coordinators from the local secondary schools. This is seen as a risk area for us due to uncertainty about how long the sports premium funding will continue.

#### **Expenditure**

- *Advertising & Marketing:* These costs are directly related to our *GET Teaching* programme.
- *Bought in Professional services – Curriculum:* These costs are directly related to our sports programme provided by the School Sports Coordinators and are paid to our secondary schools.
- *Consulting:* We are able to use our group purchasing power to more cost effectively engage consultants and expect to do so according to the priorities the GLP is addressing. For example, we

have engaged a consultant to provide each school with a Healthcheck that not only helps the individual school but also provides the GLP with the information to identify common areas for development.

- *Legal Expenses:* All associated with the set-up of the Godalming Learning Partnership
- *Salaries:* The GLP directly employs a Clerk. Other roles are charged out on the basis of the hours taken. The Data Protection Officer service is charged out on the basis of a nil cost to the GLP.
- *Staff Training:* Includes the *GET Teaching* costs to schools and Talk for Writing programme

### *Profit and Loss for the year ended 31 March 2020*

	<b>2020</b>
<b>TURNOVER</b>	
Delegated Funding	21,929.00
<i>GET Teaching</i> Students Income	21,875.00
Miscellaneous Income	11,000.00
Sports Premium Funding	22,918.00
<b>Total Turnover</b>	<b>77,722.00</b>
<b>Gross Profit</b>	<b>77,722.00</b>

<b>ADMINISTRATIVE COSTS</b>	
Advertising & Marketing	1,601.00
Bought in Professional services - Curriculum	22,257.90
Consulting	15,500.00
General Expenses	387.00
Insurance	48.00
Legal Expenses	5,431.00
Salaries	8,763.00
Staff Training	20,504.00
Subscriptions	216.30
<b>Total Administrative Costs</b>	<b>74,708.20</b>
<b>Operating Profit</b>	<b>3,013.80</b>
<b>Profit on Ordinary Activities Before Taxation</b>	<b>3,013.80</b>
<b>Profit after Taxation</b>	<b>3,013.80</b>

## Balance Sheet as at 31 March 2020

	31 MAR 2020
<b>CURRENT ASSETS</b>	
Bank held with GJS	46,056.00
<b>Total Current Assets</b>	<b>46,056.00</b>

<b>CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>	
Accounts Payable	12,655.20
Accruals	11,461.00
<b>Total Creditors: amounts falling due within one year</b>	<b>24,116.20</b>
<b>Net Current Assets (Liabilities)</b>	<b>21,939.80</b>
<b>Total Assets less Current Liabilities</b>	<b>21,939.80</b>
<b>Net Assets</b>	<b>21,939.80</b>

<b>CAPITAL AND RESERVES</b>	
Current Year Earnings	3,013.80
Retained Earnings	18,926.00
<b>Total Capital and Reserves</b>	<b>21,939.80</b>

## 7. LEGAL AND ADMINISTRATIVE DETAILS

**Name:** GODALMING LEARNING PARTNERSHIP, also known as GLP

**Status:** Private charitable company limited by guarantee

### Directors and Trustees:

Victoria ABBOTT	Hugh RAWSON
Richard CATCHPOLE	Serena ROBERTS
Ronald DOWNHILL	Adam SAMSON
Valerie ELLIOTT	Andrea SIMONSSON
Reverend Ann FRASER	Katherine SMITH
Michael GUEST	Andrew STEAR
Elaine JOYCE	Richard THOMPSON
Jon O'CONNOR	Kathryn TURNER
Thomas RAINER	Christine WILMOTT

### Directors and Trustees who served but have resigned since Dec 2018:

Maureen HOLLAND  
Sally WARNKE

**Company Secretary:** Andrew SMITH

**Day-to-day management of the GLP is through the Steering Group:**

Michael Guest, Chairman of the Board  
Elaine Joyce, Vice-Chairman of the Board  
Adam Samson, Chairman Headteacher Group  
Louise Munz, Finance Officer  
Rachel Dunnage, Clerk  
*with input from our consultant Associate Director, Andrew Smith*

**Registered office address:** Hambledon Road, Godalming, United Kingdom, GU7 1PJ

**Company registration number:** 11717912

**Website:** [godalminglearning.org.uk](http://godalminglearning.org.uk)

**Email:** [clerk@godalminglearning.org.uk](mailto:clerk@godalminglearning.org.uk)

**Financial service (until bank account established):**

Godalming Junior School  
Hallam Road, Meadrow, Godalming GU7 3HJ  
**W:** [www.godalming-junior.surrey.sch.uk](http://www.godalming-junior.surrey.sch.uk)

**Solicitors:**

Stone King LLP  
13 Queen Square, Bath, BA1 2HJ  
**W:** [www.stoneking.co.uk](http://www.stoneking.co.uk)

## **8. EXEMPTIONS FROM DISCLOSURE**

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The GLP has disclosed all names and addresses.

## **9. FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS**

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The GLP holds no funds as custodian Trustee on behalf of others.

### Appendix 1

### GLP AIMS

We will use the collective capacity of our schools:

- 1. to maximise the progress and achievement of every young person in our community; we will:**
  - 1.2** deliver high quality and outstanding teaching.
  - 1.3** develop the quality of our staff through Continual Professional Development (CPD), sharing expertise and good practice to ensure all learners can achieve.
  - 1.4** share school self and external evaluation openly to identify priority areas for improvement in curriculum, attainment and progress.
  - 1.5** formulate a shared GLP Development plan for those areas identified for improvement including curriculum, attainment and progress.
  - 1.6** encourage whole learning community to have high expectations of all our learners encourage all our children and young people to have high expectations of themselves.
  - 1.7** encourage all our children and young people to become life-long learners.
  - 1.8** develop the resilience and confidence of all our learners.
  - 1.9** provide opportunities for all our learners to develop and celebrate the broad range of their gifts and talents.
  - 1.10** increase the level of aspiration and opportunities for our community.
  
- 2. to improve transition for all our learners across each key stage; we will:**
  - 2.1** ensure all schools work together to raise standards in each transition year.
  - 2.2** communicate the expectations and demands of each key stage effectively to parents.
  - 2.3** ensure all our learners experience continuity of learning when changing stages, classes or schools.
  - 2.4** ensure outstanding outcomes for all learners moving into a new education setting.
  - 2.5** ensure learners' emotional well-being is fostered effectively at transition to support attainment and progress in learning.
  
- 3. to use collective resources to broaden and enrich the learning opportunities for our community; we will:**
  - 3.1** develop the quality of leadership and management through CPD, sharing expertise and sharing good practice including governance.
  - 3.2** create a sense of identity and pride in belonging to the Godalming Learning Partnership.
  - 3.3** share GLP schools' resources to provide all learners with a wider education experience.
  - 3.4** support members of the local community in their efforts to learn and succeed.
  - 3.5** involve partners and employers in extending and enriching the curriculum.
  - 3.6** harness local resources efficiently in the interests of learning.
  
- 4. to develop long-term sustainable partnerships between schools, other education providers and external partner organisations; we will:**
  - 4.1** retain and recruit high quality staff for the GLP.
  - 4.2** enable parents and carers to make a positive contribution to learning.
  - 4.3** engage local community organisations and extend what schools can offer.
  - 4.4** engage other partners who can support our work to the benefit of all our learners.
  - 4.5** increase the access of all our learners to further, lifelong learning.
  - 4.6** increase the involvement of local employers in our curriculum.

### Partnership Board

**VOTING membership:**

**2 Trustees/Directors per school & Representative Council**

**FOUNDER SCHOOLS**

- Busbridge Infant
- Godalming Junior
- Milford School (Infant)
- Moss Lane School (Infant)

**ASSOCIATE SCHOOLS**

- Busbridge Junior
- The Chandler Junior
- Farncombe Infant
- St James Primary
- St Mary’s Infant, Shackleford
- Witley Infant

**REPRESENTATIVE COUNCIL**

**1 Trustee per CSNet and Partner organisations (Educational Partners & Strategic Partners)**

**CSNet**

**EDUCATIONAL PARTNERS**

**STRATEGIC PARTNERS**

- The Wharf Nursery

+

**NON-VOTING membership:** open to our Partner schools and organisations where the representative chooses NOT to become a Director. Non-voting members will be invited to Board meetings but there is no expectation that they will attend. **Our current non-voting membership is:**

**EDUCATIONAL PARTNER SCHOOLS**

- Broadwater Secondary
- St Edmund’s Pri
- St Mark & All Saints Pri
- Rodborough Secondary

**STRATEGIC PARTNER ORGANISATIONS**

None yet agreed

### Headteacher Committee

Headteacher, Head of School or designated deputy from each:

- Founder school
- Associate school
- Partner school

Each representative has one vote.

### Representative Council

One or more elected representative from each of the GLP’s constituencies, as agreed by the Partnership Board

### Network Groups

- Business Managers
- Subject Leaders
- SENDCos
- Early Years Leaders
- Deputy & Assistant Headteachers
- Home School Link Workers
- Emotional Literacy Support Assistants
- Governors
- Clerks

### Constituencies

- Learners
- Parents & carers
- Staff
- Local community
- Community organisations





**Achieving  
More  
Together**

**GODALMING LEARNING PARTNERSHIP**



Godalming Junior School



Witley Infant School

