



**Buxlow Preparatory School & Nursery**

**Curriculum Policy**

**September 2024**

## **Policy Statement**

The ILG Directors and staff of Buxlow Preparatory School & Nursery believe that the school should provide a caring, positive, safe and stimulating environment, which promotes the social, physical and moral development of the individual child. Whilst no longer a requirement, the school recognises the importance of the key elements for Every Child Matters: Change for Children and the outcomes outlined within it to help children achieve more. DfE (2013).

- To be Healthy
- To Stay Safe
- To Enjoy and Achieve
- To Make a Positive Contribution
- To Achieve Economic Well-being.

This policy has the school's aims at its heart

## **Rationale**

We believe it is vital for the School to have a Curriculum Policy so that activities can be designed which further the well-being and the personal and social development of the pupils and prepare them for the opportunities, responsibilities and experiences to take them into the next stage of their education and for life in British society.

The implementation of the school curriculum enables the school to raise standards, establish an entitlement for all pupils, establish teachers' expectations in each area of the curriculum, and promote parental and other carers understanding of the curriculum.

## **Objectives**

1. To maintain a written policy for the effective leadership of the curriculum.
2. To allocate responsibilities for curriculum leadership clearly and appropriately.
3. To maintain an effective school curriculum informed by the school's curricular aims and principles, which meets legal requirements including the promotion of British values.
4. To promote the health and wellbeing of children and of the whole school community and recognise the importance of teaching pupils about safeguarding.
5. To give support to pupils who require it, according to a clear and appropriate rationale which promotes the school's aims.
6. To express the curriculum in the form of policies, schemes of work, medium and short term planning.
7. To enrich the curriculum with a programme of extra-curricular activities.
8. To use resources appropriately.
9. To improve curriculum provision continuously through a process of review.
10. To monitor and review on a regular basis, the policy and procedures for curriculum leadership.

The SLT are responsible for ensuring that curriculum planning provides pupils with a wide range of challenging learning experiences, taking account of the learning needs of all pupils and that effective teaching motivates and inspires all pupils to achieve their best work, to learn and make progress.

Pupils should be given the opportunity to engage in activities and gain experiences in the following areas:

- Linguistic- developing pupils' communication skills and increasing their command of language through listening, speaking, reading and writing; including lessons in written and spoken English.
- A modern foreign language is also taught as part of the curriculum.

- Mathematical - developing pupils' skills to make calculations, to understand and appreciate relationships and patterns in number and space and to develop their capacity to think logically and express themselves clearly. Their knowledge and understanding of mathematics should be developed in a variety of ways, including practical activity, exploration and discussion.
- Scientific - increasing pupils' knowledge and understanding of nature, materials and forces and with developing the skills associated with science as a process of enquiry: for example, observing, forming hypotheses, conducting experiments and recording their findings.
- Technological- including the use of coding; information and communication technology (ICT); developing, planning and communicating ideas; working with tools and equipment, materials and components to produce good quality products; and evaluating processes and products.
- Human and social- concerned with people and their environment, and how human action, now and in the past, has influenced events and conditions, the subjects of history and geography and topic in the Lower School, make a strong contribution to this area.
- Physical- aims to develop the pupils' physical control and co-ordination as well as their tactical skills and imaginative responses and to help them to evaluate and improve their performance. Pupils should also acquire knowledge and understanding of the basic principles of fitness and health.
- Aesthetic and creative- concerned with the processes of making, composing and inventing. There are aesthetic and creative aspects of all subjects, but some make a particularly strong contribution, including art, music, dance, drama and the study of literature, because they call for personal, imaginative, and often practical, responses.
- Religious Education- providing human and social education and promoting spiritual, moral, social and cultural development. Programmes are developed to support tolerance and understanding and afforded to those with different religious beliefs and those without religious beliefs, whilst being faithful to the Christian foundation of the school.
- Society and Citizenship- concerned with preparation for pupils to take their place in society and to become good citizens who respect British values, the rule of law, democracy, tolerance and respect.
  - Relationships- and relationships education children will learn about attitudes and values, personal and social skills and will develop their knowledge and understanding. Children are also taught about personal space and privacy.

### ***Personal, Social, Health and Moral Education & Citizenship including Sex and Relationships Education (RSE)***

Within our curriculum pupils should have the opportunity to explore attitudes and values; develop personal skills; discuss rights and responsibilities; discuss relationships and feelings; learn about other cultures and nations; learn about their bodies and how to care for them; learn about personal safety and who can help them in the community; learn about the dangers associated with every day materials; learn that all medicines are drugs; but not all drugs are medicines; share their achievements with others.

The aims and organisation are detailed in the PSHE and the RSE policy

The ***promotion of British values*** is also embedded in our teaching, i.e. democracy; freedom of expression and debate within the rule of law; individual liberty; mutual respect; tolerance. (See examples of SMSC and PSHE programme of study)

### ***Promoting British Values***

The School Curriculum profile and Curriculum Design, as well as details of time allocations for each subject, are reviewed annually prior to timetables being drawn up for the forthcoming year.

The School is committed to providing a broad and balanced curriculum for all children which

- promotes their spiritual, moral, social, cultural, cognitive and physical development;

- prepares them for the opportunities, challenges, responsibilities and experiences of the next stage of their education and for their adult life.

## **The Buxlow Curriculum**

The School acknowledges the flexibility afforded to it which enables it to fashion its own curriculum in a creative and innovative way. It takes frameworks such as the National Curriculum and 11+ examination syllabuses as a framework to inform required topics, and embeds these alongside the school's values, aims and aspirations and which is right for its pupils and the whole school community.

In September 2022, the School introduced a number of changes to the curriculum seeking to develop more opportunities for independent learning, embedding broader skills which can be applied across the curriculum and filter into traditional subject lessons.

### **CIPS – Creative, Independent Problem Solving**

CIPS lessons provide children with an opportunity to develop soft skills that are increasingly valuable in the modern workplace. Whereas the skills of creativity, independence and problem solving are often embedded into other subjects, at Buxlow we also give them specific time within our curriculum, helping children to discuss and develop them in more concrete terms.

CIPS gives children tasks with broad parameters, allowing them to interpret the activity in their own terms – they develop the questions they want to answer, choose the format of their final piece of work, and complete independent research of their own to produce work which is then presented to the class. They are given opportunities to scrutinise the work of other, as well as face scrutiny of their own, and as such present compelling cases for their arguments. This builds public speaking skills, confidence and resilience in their learning.

CIPS helps children to become responsible learners – they recognise the importance of being active participants in tasks by being invited to make their own choices, and giving children this added input into their work helps inspire them to extend their learning further. This attitude and these skills are then applied in more traditional subjects, where they can apply creativity to their writing when using exciting vocabulary, or problem-solving skills when tackling mathematical word problems.

### **Supporting the health and wellbeing of children**

*“Duty to Promote Wellbeing”*, The Education and Inspections Act 2006 places a requirement on schools to promote pupils’ wellbeing (as defined in the Children Act 2004) as well as their academic achievement. We are committed to promoting the health and wellbeing of children and of the whole school community, and fully recognise the important cyclical relationship between wellbeing and learning as fully outlined in the schools social, moral, spiritual and cultural policy and personal, social, health, moral education and citizenship policy and schemes of work.

The school precludes the promotion of partisan political views in the teaching of any subject in the school and takes such steps as are reasonably practicable to ensure that where political issues are brought to the attention of pupils ... they are offered a balanced presentation of opposing views. Text is taken directly from the SMSC development standard set out in the Education (Independent School Standards) (England) Regulations Autumn 2014.

Additionally at Buxlow School we:

- promote a healthy, safe and caring environment for all pupils and staff;

- provide a broad and balanced curriculum for all our pupils, which recognises and values their individual backgrounds and needs;
- promote pupils' self-esteem and emotional wellbeing and help them to form and maintain worthwhile and satisfying relationships, based on respect for themselves and for others, at home, school, work and in the community;
- prepare our pupils to engage confidently with the challenges of adult life;
- provide sufficient information and support to enable our pupils to make safe choices;
- provide pupils, through an enriched curriculum, with opportunities to develop the necessary skills to manage their lives effectively;
- help our pupils to learn to respect themselves and others and move safely from childhood, through adolescence, into adulthood;
- create a wider awareness of religious, cultural and moral values within a Christian framework and respect for different ethnic groups, religious beliefs and ways of life;
- promote an inclusive ethos and a culture of mutual respect where diversity and difference are recognised, appreciated and celebrated;
- work in partnership with parents and carers, and with the wider community, to support children in all aspects of their wellbeing.

The School uses the 'Jigsaw' Scheme of Work to teach PSHE lessons, and further details can be found in the PSHE policy. Units covered in Jigsaw repeat each year, with age appropriate content changing within the same topic title. The unit titles are: Being Me in My World, Celebrating Difference, Dreams and Goals, Healthy Me, Relationships, Changing Me.

### **Supporting pupils with particular needs**

At Buxlow we are committed to offering all pupils a broad and balanced curriculum to ensure the best possible progress for each child's age and aptitudes. We use principles as detailed in the Children and Families Act 2014 and the SEN and Disability Code of Practice, 0-25 years 2014 (SEND Code 2014), the Special Educational Needs and Disability Act (SEND(2001)) and the Equality Act (2010) including the provision of auxiliary aids and services: 'where a disabled pupil would, but for the provision of the auxiliary aid, be put at a substantial disadvantage, a duty, to take such steps as is reasonable to provide the auxiliary aid as is practicable within the setting.

The school has a clear policy regarding the identification of pupils with special educational needs, as set out in the Special Educational Needs Policy. The SENCO is responsible for drawing up pupil Action Plans in consultation with other staff and arranging learning support in class and within a system of withdrawal, in consultation with the head and class teachers concerned. If a pupil is judged to be making progress then their differentiated needs will be supported by the class teacher supplemented by learning support if necessary.

### **Evidencing planning and preparation**

A variety of planning documents are drawn up by staff teaching for each subject and for each class. These documents are reviewed weekly by the Head to monitor teaching and learning and to remain appraised on the academic content being studied each week.

Planning is broken down into following documents;

*Long Term Planning: Curriculum Overview document*

The Curriculum Overview documents are sent to parents in the final week of term, outlining the topics which will be covered in the upcoming term. This is a bullet point list of topics for English, Maths, Science, Coding, history and Geography.

### Medium Term Planning

Medium Term plans are written for Science, History and Geography, and incorporate the progression of knowledge within these lessons throughout a topic.

### Weekly Planning

Weekly Plans are produced for English and Maths. These documents clearly set out teaching objectives, success criteria outlining Must, Should and Could, and highlight opportunities for the evaluation and assessment of how effectively pupils have met these objectives.

All plans are saved into the Planning folder on the School's cloud storage, and subsequently evaluated for purposes of monitoring. Evaluations should include any concerns about individual children as well as those having particular success.

The senior leadership team are responsible for monitoring the quality of teaching and learning in the areas of the curriculum.

To develop staff confidence and competence in teaching each subject, teachers may

- share good practice by taking part in paired teaching sessions;
- be observed as part of the Headteacher's Learning Walks;
- attend a review meeting with the Head during the Summer term;
- with the Head, identify individual training needs;
- attend in house and external staff development courses where appropriate.

The senior leadership team will:

- identify whole school planning needs.
- arrange for appropriate advice and information from staff development activities and other sources to be disseminated and where appropriate, to be used to improve planning and subsequently turned into practice.

## EYFS

In EYFS there are 7 areas of learning and development. All areas are important and inter-connected. Three areas are particularly crucial for igniting children's curiosity and enthusiasm for learning. These 3 areas are called the Prime areas: Communication, Physical Development and PSED (Personal, Social & Emotional). The other 4 areas are called the Specific areas and are: Literacy, Mathematics, Understanding the World and Expressive arts and design.

An overview of these areas is set out below.

- |   |
|---|
| <ul style="list-style-type: none"><li>• <b>Communication and language</b> development involves giving children opportunities to experience a rich language environment; to develop their confidence and skills in expressing themselves; and to speak and listen in a range of situations.</li></ul>  |
| <ul style="list-style-type: none"><li>• <b>Physical development</b> involves providing opportunities for young children to be active and interactive; and to develop their co-ordination, control, and movement. Children must also be helped to understand the importance of physical activity, and to make healthy choices in relation to food.</li></ul> |

<ul style="list-style-type: none"> <li>• <b>Personal, social and emotional development</b> involves helping children to develop a positive sense of themselves, and others; to form positive relationships and develop respect for others; to develop social skills and learn how to manage their feelings; to understand appropriate behaviour in groups; and to have confidence in their own abilities.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Literacy</b> development involves encouraging children to link sounds and letters and to begin to read and write. Children must be given access to a wide range of reading materials (books, poems, and other written materials) to ignite their interest.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Mathematics</b> involves providing children with opportunities to develop and improve their skills in counting, understanding and using numbers, calculating simple addition and subtraction problems; and to describe shapes, spaces, and measures.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Understanding the world</b> involves guiding children to make sense of their physical world and their community through opportunities to explore, observe and find out about people, places, technology and the environment.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Expressive arts and design</b> involve enabling children to explore and play with a wide range of media and materials, as well as providing opportunities and encouragement for sharing their thoughts, ideas and feelings through a variety of activities in art, music, movement, dance, role-play, and design and technology.</li> </ul>

Each area of learning and development is implemented through planned purposeful play and through a mix of adult led and child initiated activity.

As the child gets older the balance between adult led and child initiated activity shifts towards more adult led activity, so that children can prepare for more formal learning in Year 1. When planning activities for the curriculum the teacher reflects on how children learn. The 3 Characteristics of Effective Learning are:

- Playing and Exploring – children investigating and having ‘a go’.
- Active Learning – concentrating and focussing on tasks.
- Creating and Thinking critically – children developing their own ideas and solving problems.

Practitioners must consider the individual needs, interests, and stage of development of each child in their care and must use this information to plan a challenging and enjoyable experience for each child.

### **Early Years Curriculum in the Nursery**

Buxlow’s Nursery is committed to:

- Offering a rich and varied curriculum;
- Creating a stimulating environment, accessible to all, in which it is fun to learn.
- Valuing each child as a unique individual and providing them with an equal opportunity to thrive and reach their full potential.

### **Principles**

The Early years development matters framework encourages children to be creative, imaginative and spontaneous in their learning. Between the ages of 2 to 4 years the child is curious and inquisitive, learning is active and any information is absorbed like a sponge. At Buxlow we are motivated to capture this stage of

a child's life by providing them with activities that are fun, encourage independent exploration and set at their appropriate developmental stage.

Children are provided with opportunities on a daily basis that reflect the seven areas (PSED, communication and language, mathematics, literacy, physical development, understanding of the world and expressive art and design). There is a strong emphasis on the three prime areas. They are challenged with open-ended questions and given opportunities to explore and share their ideas for solving problems.

Spontaneous learning and child-initiated learning are readily celebrated at Buxlow's Nursery. The environment has been specifically designed with the notion that a child should be able to access activities independently. This promotes the idea that at any point in the day a child may have an urge to explore any of the seven areas. Examples include all activities: these are suitable for independent exploration and they are stored at the child's eye level in transparent boxes. It is anticipated that this will encourage and entice a child to explore.

The curriculum focuses on experimental learning, active involvement and developing each child's:

- Holistic skills and understanding.
- Personal, Social and Emotional development that in turn create self-belief and the foundations of personal identity.
- Positive attitudes to learning that make them understand that learning empowers them.
- Self-esteem so that they have the confidence to act on their thirst for knowledge.
- Creative, expressive and observational skills to promote the idea that they can change, challenge and solve situations.
- Exposure to outdoor learning that highlights natural, real life activities which help to put concepts into reality.

## **Procedures**

All staff are continually:

- Actively encouraging children to act on their own interests through the use of open questions, and positive encouragement.
- Implementing the Early years development matters and making sure it is suitable for children from two to five years of age.
- Planning for the needs and interests of individual children;
- Catering for different learning styles;
- Using children's individual assessments and observations as a basis for planning.
- Providing a balance of adult-led and child-initiated activities;
- Providing a wide variety of practical activities and experiences on a daily basis, both indoors and outdoors.
- Developing a good relationship with parents and carers to gain a deeper understanding of the children and incorporating this information in planning.
- Actively valuing diversity within our setting and using resources which promote positive images of all the different groups of adults and children living within our society.
- The entire curriculum at Buxlow's Nursery encourages children to develop positive attitudes about themselves and about all people who make up the world around them.

The implementation of the Early Years' development matters:

Unique Child— every child is a unique child who is constantly learning and can be resilient, capable, confident and self-assured.

Positive Relationships- Children learn to be strong and independent through positive relationships. These



relationships are fostered through a loving, caring, respectful environment that begins from the first day that a child joins the nursery. The keyworker system guarantees that each child has a dedicated staff member who ensures that they have a strong and loving relationship that in turn builds trust, and faith.

Enabling Environments– Children learn and develop well in enabling environments, in which their experiences respond to their individual needs and there is a strong partnership between practitioners and parents and carers.

Learning and Development- Children develop and learn in different ways. The curriculum followed at Buxlow's Nursery covers the education and care of all children in early years provision, including children with special educational needs and disabilities.

The Curriculum consists of planned and un-planned activities which are organised within the nursery and outdoor area and are based on the prime areas of learning and which are strongly linked to the Early Years development matters:

- Mathematical Development
- Language, Literacy & Communication
- Personal and Social Development,
- Knowledge and Understanding of the world
- Creative development
- Physical development

## **Planning**

For daily planning staff have taken into consideration the Early Years Development Matters framework and create activities that support the nurseries use of free-flow, ensuring that daily there is rich variety of activities on offer which the children can freely choose.

Our daily planning for all groups includes:

***Imaginative / Role Play***

***Mark Making***

***Mathematics***

***Construction***

***Sand***

***Water***

***Discovery / small world / Exploration area***

***Technology***

***Malleable Materials***

***Story-time / Circle time / Group time***

***Music***

***Creative***

***Physical development (gross and fine)***

## **Free-flow**

The free flow approach used at Buxlow's Nursery works on the recognition that children, just like adults, learn best when they are able to explore their interests fully and follow their own agendas through play for any given length of time.

A free-flow environment often works well in Early Years settings as it allows children to move between the indoors and outdoors as they wish and this freedom offers many learning and development opportunities, which include:

1. **Children develop greater independence** – Free flow play allows children to set their own rules
2. **Allowing children to progress at their own pace** – Some children learn better when outside – with free flow play you can cater for all learning styles and no child will feel rushed into doing a certain activity.
3. **Developing decision making skills** – Children can choose when they want to be and what activity they want to do, this gives children practise in choosing and dealing with the consequences of their choice.
4. **Freedom** – Access to the outdoors gives children space to run around and expel energy and boosts mental and physical well-being and confidence.
5. **Develop an understanding of their environment and surroundings** – learning the difference between inside and outside and the natural and man-made environments.

Strong links are used from staff observations and assessments to planning, with free-flow providing many rich opportunities for these to be made daily, staff then use these observations to link to planning ensuring it links in with their current interests and individual needs.

### **UNCRC (United Nations Convention on the Rights of the Child)**

Policies for children continue to be underpinned by the UNCRC (United Nations Convention on Rights of the Child) and our desire to make it a reality in children's lives.

In order to achieve this, we continue to provide support for children and their families.

We are able to do this by:

Linking education to development, child's personality, talents, physical ability to reach their fullest potential

Consulting children

Listening and taking on board children's interests, views and ideas

Involving them whenever possible with decision making

Following their individual views and interests

Protecting children from discrimination and negative portrayal

Always looking at the best interests of the children

Keeping children safe from harm

Promoting physical and mental health

We provide safe, interesting places to play, positive activities, regular circle time sessions to encourage all children to have a voice and be involved in decision making, taking on board ideas and encouraging all children whenever appropriate to evaluate the activities on offer.

### **KS1 & 2**

For **Key Stages 1 & 2** on the National Curriculum subjects as specified in its Programmes of Study, together with religious education and modern foreign languages. The National Curriculum and religious education provide the basic building blocks for constructing the School's curriculum.

The school acknowledges the flexibility afforded to it which enables it to fashion its own curriculum in a creative and innovative way and takes these components as its starting point when designing and timetabling its curriculum, which reflects the school's values, aims and aspirations and which is right for its pupils and the whole school community. The challenge is to customise this basic entitlement to learning,

and, in the context of government policies and initiatives, create our own distinctive and unique curriculum to reflect the school's aims and priorities.

***Personal, Social, Health, Economic and Moral Education & Citizenship including Sex and relationships***

[The aims and organisation are detailed in the PSHEE and RSE policy] Within our curriculum pupils should have the opportunity to explore attitudes and values; develop personal skills; discuss rights and responsibilities; discuss relationships and feelings; learn about other cultures and nations; learn about their bodies and how to care for them; learn about personal safety and who can help them in the community; learn about the dangers associated with every day materials; learn that all medicines are drugs; but not all drugs are medicines; share their achievements with others.

The ***promotion of British values*** is also embedded in our teaching, i.e. democracy; freedom of expression and debate within the rule of law; individual liberty; mutual respect; tolerance. (See SMSC Spiritual, Moral, Social and Cultural and PSHEE and Citizenship and RSE policies and programme of study)

**Allocation of Timetable to each Subject Area**

Teachers are expected to be flexible with the timetable to suit the needs of extended lessons and to make cross-curricular links between different subjects. A guideline for the **minimum** time given to each subject area is as follows:

**EYFS:**

Allocations of time are agreed at each supervision meeting at the end of each term for the following term.

French – 20 minutes

Music – 30 minutes

PE – 30 minutes

ICT – 20 minutes

LAMDA – 30 minutes

<b>Subject</b>	<b>Lower School (Minutes)</b>	<b>Upper School (Minutes)</b>
English	45 x 5 (225)	45 x 5 (225)
Phonics	45 x 5 (225)	0
Latin	0	45
CIPs	45	45
Maths	45 x 5 (225)	45 x 5 (225)
Mental Maths	45	45
Science	45	45
PSHEE	30	30
French	30	45
Italian	60	60
Computing	45	45
History	60	60
Geography	60	60
Art/DT	60	60
LAMDA	30	30
RE	30	30
Music	45	45
PE	45	120
VR/NVR	45	45
Italian	45	45
Swimming	N/A	120
Assembly	30	30
Critical Thinking / Handwriting	20 x 5 (100)	20 x 5 (100)
Break Time	30 x 5 (150)	30 x 5 (150)
Lunch Time	60 x 5 (300)	60 x 5 (300)

Class Reader	15 x 4 (60)	15 x 2 (30)
Pack up / Newsround / Recap of the day	15 x 5 (75)	15 x 5 (75)
Total	2050	2050

At the start of the academic year the Year 6 curriculum is heavily weighted in favour of Maths and English and interview practice. This enables us to adequately prepare the children for their 11+ entrance examinations that take place in the first half of the Spring term. This allows the children to have curriculum coverage as well as practising past papers in these subjects. We are aware that teaching time is taken away from the humanities and arts. However, to compensate for this the topics, in those subjects, for the Autumn term are taught for a term and a half to allow in depth teaching and then once the exams are over (after the February half term) the Maths and English lessons are reduced and the extra time is devoted to the other subjects.

**\*\*Year 3 – 6 swim every week throughout the academic year.**

### **Extra Curricular opportunities**

Activities are run both by members of the teaching staff or by peripatetic specialists who are affiliated to the school. Any specialists and any voluntary helpers directly involved with children will be vetted by the school, including a Disclosure and Barring Service, under the School's Child Protection Policy and Safer Recruitment Policy.

### **School Trips and Visits**

Appropriate school trips and visits are arranged for each year group to enrich and enhance pupils understanding of the curriculum they follow. (A full list can be found as an appendix to this document). Years 4, 5 and 6 both take part in a residential trip. (There is a separate policy as required by law regarding school outings, trips and visits). Visitors to School: We enjoy visits from performance groups, authors, the police, religious and charity groups and others offering opportunities to widen the educational experience of pupils.

Other Activities - LAMDA lessons are arranged with peripatetic teachers. These usually take place during the school day, including during lesson times, and are undertaken on the understanding that children may miss other lessons as a result of their parents' choice to arrange such lessons. The costs for individual and small group tuition are met by the parents whose children are involved. Choirs practice each week and involves members of the whole school community.

With the approval of the Directors, the Head, in discussion with the senior leadership team agrees on the curriculum development plan (part of the school strategic plan) and the priorities for curriculum improvement. This results from the findings of annual monitoring of teaching and learning and the evaluation of pupils' achievements.

Parents receive a date list detailing events trips taking place, newsletters, items of news are relayed via The Buxlow Bulletin and can also be found on the School website.

**Review** This policy is a working document and therefore is open to change and restructuring as and when the need arises.

Signed by Amit Mehta, Proprietor

