

Greenford High School

Policy Document



Role of the Governing Board & Terms of Reference for the Governing Board

Last Updated	March 2025
Policy Type	Other
Review Frequency	Annually
Staff Responsible	Headteacher & Chair of Governors
Governing Committee	Full Governing Body
Next Review Date	March 2026
Approved by	Governing Body
GHS Shared Drive: Website:	March 2025 March 2025

Contents

The Role of the Governing Board	3
Parent Governors	5
Staff Governors	5
LA Governors	6
Community Governors	6
Partnership Governors	6
The Responsibilities of the Governing Board	7
Discretionary Committees Terms of Reference	9
Students Committee	9
Resources Committee	10
Greenford High School Joint Committee	12

Code for Effective School Governance

It is essential that governors and Governing boards understand that they have a major role in bringing about school improvement. They therefore need to understand how they can carry out this role effectively for the benefit of the school and to reduce the governor burden as much as possible.

Governing Board – Role and Purpose

Strategic role

The Headteacher and the leadership team set the strategy for the school on behalf of the Governing Board, in consultation with them. This may be for example through planning the SIP, budget planning or establishing policy which is approved by the Governing Board. It is important for Governors to be quite clear about the direction the school needs to take and how to achieve this.

Critical friend

In order to be strategic, the Governing Board must monitor and evaluate its work. This is a key part of the Governing Board role and may be done mostly through committees. Governors need to identify what aspects of the school they need to monitor and agree how and when this information should be provided.

Accountability

Governors are accountable for their school and its success. They are also accountable for substantial amounts of public money, the staff and pupils. By being strategic and being clear about monitoring and evaluation requirements, governors will have increasing confidence in their accountability.

Governors Handbook

Many Governing Boards have found it helpful to spend some time discussing how they should work together, setting standards of behaviour, conduct, confidentiality, procedures, etc. At GHS this is typically done at the Annual Strategic Event in January. A Governors Handbook is provided to all new Governors upon appointment.

Attendance and commitment

In order to function efficiently it is important that governors attend both Governing Board and Committee meetings regularly and give a commitment to take a full part in the work activities and discussion. This includes reading paperwork and preparing reports if required. A governor that cannot make this commitment is likely to be of little value to the school.

Relationships

Creating good professional relationships is important. This includes between governors but also with staff. In particular the relationship with the Headteacher is an important one and governors should ensure that they know how to deal with concerns, in particular the need to refer to the Headteacher in all issues of school management.

Training and development

Governors frequently put their own training and development at the bottom of the list and tend not to spend much of the school budget on this. However, the role and responsibilities of school governors is increasingly such that they should give more emphasis to this, particularly in developing whole Governing Board training.

Governor induction

New governors can find their new role bewildering. Governing Boards should have a process for inducting new governors. This may include providing them with specific key documents such as the SIP and by an experienced governor discussing Governing Board processes with them. At GHS we appoint "Mentors" for all new Governors.

WHAT TYPE OF GOVERNORS DO WE HAVE AND HOW ARE THEY ELECTED OR APPOINTED?

Parent Governors

They are elected by all other parents at the school and may serve for four years, even if their child leaves the school during the period. If insufficient parents stand for election, Governing Boards may appoint a parent of a child at the school, the parent of a former pupil or if all else fails the parent of any child of or under school age. Parent governors are representative of the parent Board but the views they express at meetings are their own – they need not canvas parental opinion on every issue, or report back to parents on decisions taken: that is the responsibility of the whole of the Governing Board. They should, like all governors, make themselves known to and available to parents and listen to their views and concerns. All governors are equal, and parents should not be excluded from any office or committee.

Staff Governors

Headteachers have an automatic right to a place on the Governing Board. Many choose to be governors, others prefer to regard themselves as professional advisers to the Governing Board, attending all full Governing Board meetings and providing written termly reports. A staff governor place must be reserved for the Headteacher even if s/he does not wish to take it up.

There is also a reserved place for one elected Teacher Governor.

Staff governors may not chair the Governing Board or committees, but otherwise they should take a full part in the work of the Governing Board. They are only excluded from discussions of the salary and conditions of employment of other members of staff. Staff may not serve as LEA or Community governors in their own school and may not stand for election as a parent governor if they work more than 500 hours per year in school.

Staff Governors will not be invited to sit on disciplinary or pay committee meetings, due to a conflict of interests. They will only be part of student disciplinary and exclusion meetings when no other Governor is available”

Local Authority Governors

Ealing Council may nominate a potential LA Governor although the final decision to appoint is for the Governing Board. If the Council is unable to fill the vacancy the school may propose a suitable candidate from the parent Board or local community; known as a Citizen Governor.

Co-opted Governors

The Governing Board appoints co-opted Governors (previously Community Governors) to represent the community served by the school. They can be from a business or professional background, or be members of the local parish or district council. Other sources of community governors could be early year's providers, staff or governors from the wider family of schools, local police or religious leaders or parents of former pupils. The definitions are very wide: the only requirement is that they should be committed to good governance and the success of the school.

Partnership Governors

The Governing Board appoints partnership governors after a nominations process. The Governing Board requests parents of registered pupils at the school, staff, community organisations and other local Boards, as the Governing Board thinks is appropriate, to put forward names of suitable persons to serve as partnership governors. The successful candidate(s) is then elected at a meeting of the full Governing Board. Those not eligible to be partnership governors are parents of registered pupils at the school, persons paid to work at the school, elected members of the Local Authority and those employed by the LA in connection with education functions.

GREENFORD HIGH SCHOOL GOVERNING BOARD

Terms of Reference

General

There is no statutory requirement for Governing Boards to adopt Terms of Reference since their role is defined in law. The following, however, may be helpful in describing the overall role of the Governing Board.

School Governing Boards are corporate Boards with a legal status and responsibilities. A corporate Board has a legal identity separate from that of its members. This means that the whole Governing Board, rather than individuals, bears the responsibility for its actions, even when taken by an individual with delegated authority. It also means that a Governing Board can enter into legally-binding contracts and hold a delegated budget. Its responsibilities are set out in The Governors' Guide to the Law, which the Governing Board must comply with. The School's status and Governing Board constitution is set out in the School's Instrument of Government.

The overall responsibilities of the Governing Board are to:

- Help to shape the vision, ethos and direction of the School;
- Ensure the School operates with a view to promoting high standards of educational achievement;
- Challenge and support the School so that weaknesses are tackled decisively and statutory responsibilities are met;
- Hold the senior leadership to account for the performance of the School;
- Ensure sound management of resources including finance, human resources and infrastructure;
- Ensure statutory policies and documents are in place and regularly reviewed, and that they are effective in meeting their desired aims;
- Act as a good employer;
- Fulfil its duty of care to staff, students, parents and others associated with the School, and promote Every Child Matters "five outcomes".

In carrying out its responsibilities, the Governing Board must comply with relevant legislation, including:

- The Education Act 2002;
- The Education and Inspections Act 2006;
- The School Governance (Constitution) (England) Regulations 2012 and subsequent amendments;
- The Education Act 1996
- The Schools Standards and Framework Act 1998
- Other relevant legislation as set out in The Governance Handbook.

The Governing Board must work in partnership with the Local Authority, other schools and other strategic partners as appropriate, contributing to the overall Borough -wide provision of children's and community services.

The Governing Board must appoint a Clerk, and may form committees as desired. All committees must have agreed terms of reference and must be clerked.

The Governing Board should at all times manage its business professionally, efficiently and effectively. It should follow principles of openness, transparency and probity. Governors should make every effort to maintain and develop their knowledge and skills, for example by attending appropriate training, in order to enhance their effectiveness, skills and knowledge.

The Terms of Reference, chair ship, vice-chair ship and membership of all committees are to be reviewed at the first Full Governing Board meeting of each academic year.

The Chair and Vice-Chair of Governors are ex-officio members of all discretionary committees.

The Chair of all committees must be a governor who is not employed in the School. In the absence of the Chair at a meeting the committee will elect any member who is not employed in the School to act as Chair for that meeting.

Committees may make recommendations to the Full Governing Board for co-option

of non-voting non-governor members.

The committees will meet at least once a term prior to the main Governing Board meeting and otherwise as required.

Committees will receive reports from the School in sufficient detail to undertake planning, monitoring and evaluation and thus enable committees to fulfil their strategic role. Whenever possible these reports will be produced and used in a common format across the School.

Committees will report any non-confidential decisions to the next Full Governing Board meeting.

Approval of Policies

The Governing Board of Greenford High School follows the guidance from the DfE in respect of monitoring / reviewing policies and there is a matrix for approval:

* A number of policies may be approved by the Headteacher without the need to refer to the Full Governing Board or one of the sub-committees.

*Further policies can be approved by one of the 2 sub - committees again without the need to refer to the Full Governing Board.

*The remaining policies are reviewed by one of the 2 sub committees and then referred to the Full Governing Board for adoption.

*In cases where policies need to be approved between FGB meetings these can be approved by the Chair of Governors and Vice Chair of Governors and subsequently referred to the next Full Governing Board meeting for noting.

Discretionary Committees

Students Committee

Members	at least 5 Governors one of whom should be the Headteacher or their designated deputy
Quorum	3 Governors, of whom one should be the Headteacher or their designated deputy
Frequency	as required, but not less than once a term

To advise the Governing Board on the School's Curriculum Policy and its statutory obligations regarding the curriculum.

- To ensure that a balanced curriculum is maintained.
- To monitor and evaluate the delivery of the curriculum.

- To review, approve and monitor the implementation of policies for curriculum areas, special educational needs, collective worship, race equality and student behaviour/discipline.
- To recommend to the Governing Board annual statutory and non-statutory student performance targets and monitor and review progress.

To keep the Admissions Policy under review and recommend to the Governing Board any changes which appear to be desirable.

- To manage the admissions process in accordance with the Admissions Policy approved by the Governing Board, including the determination of offers to be made against criteria for admissions for the first year entry and to report to the Governing Board in summary.
- To do such further things in relation to admissions, as may be delegated to the Committee by the Governing Board from time to time.

At least annually to receive a report from the Headteacher on the quality of teaching and learning and the standards of student achievement, and to identify any necessary Governing Board actions.

- To identify priorities for the School Improvement Plan and to consider the draft plan for discussion and approval by the Governing Board and monitor its implementation.
- To review and monitor the effectiveness of the School's policies on student welfare, homework and the dress and appearance of students, and make any recommendations.
- To review and monitor student attendance and staff attendance.
- To review and monitor the policy on charging and remissions and the conduct of school journeys and visits and other off-site student activity.
- To keep under review the extended school offer.
- To review and monitor parental involvement in the life of the School, including home school agreements, homework, uniform, community relations and information from and to parents including complaints and compliments.
- To review and monitor links with the community.

Resources Committee

Members	at least 5 Governors one of whom should be the Headteacher or their designated deputy.
Quorum	3 Governors, of whom one should be the Headteacher or their designated deputy
Frequency	as required, but not less than once a term

- To review and present to the Governing Board for approval an annual budget reflecting priorities identified through School self-evaluation and set out in the School Improvement Plan.
- To review medium and longer term financial plans for the School, reflecting School priorities including roll projection, staffing plans and plans relating to the repair, maintenance and development of premises, and to recommend action on these plans to the Governing Board.
- To review the Schools Financial Values Standards (SFVS) return and propose it to the FGB for adoption.

By delegation from the Governing Board to formally review and approve on an annual basis the Scheme of Delegation, the Statement of Internal Control and the School's financial regulations/procedures including audit, and to monitor regularly their implementation in the School.

- To review and monitor the budget and financial affairs and to report the outcomes of monitoring together with an evaluation of the use of resources to the Governing Board and make any appropriate recommendations.
- To agree the level of delegation to the Headteacher for the day to day financial management of the School.
- To monitor the purchasing of goods and services.
- To review the use of ICT in furtherance of the School's aims and objectives, including the effective use of ICT systems for the presentation of information to highlight the School's achievements.
- To oversee the race equality policy, gender equality scheme and disability equality scheme in particular in relation to staff recruitment, retention and development and to report emerging issues to the Governing Board.
- To review and monitor a health and safety policy that complies with legislation and to ensure that appropriate checks and assessments are carried out and prioritised for necessary action.
- To review the effectiveness of personnel policies and, specifically, to receive from the Headteacher and consider an annual report relating to staff development.
- To review the staffing structure as necessary and, at least annually, in relation to the School Improvement Plan.
- To monitor and evaluate the procedures for staff recruitment and training for

safer recruitment, the policies on staff sickness, discipline and grievances and

the criteria and procedures for redundancy, and to ensure that staff are consulted and kept informed as appropriate.

- To recommend to the Governing Board and keep under review a policy on staff consultation, ensuring consultation takes place as and when appropriate.
- To recommend to the Governing Board and keep under review a performance management policy and pay policy.
- To agree, annually, objectives for the Headteacher.
- To set pay and other terms and conditions of employment for the Headteacher and, on the Headteacher's recommendation, the Deputy Headteachers, all effective 1 September each year.
- To oversee and monitor the condition of the School's land and premises.
- To ensure that the necessary insurance requirements of the school and the Governing Board are in place and subject to regular review.
- To consider recommendations from external reviews of the School, for example, audit, Ofsted inspection or Local Authority review; to agree the actions needed to address any issues identified through external review; and to monitor and evaluate regularly the implementation of any plan agreed.

Greenford High School Joint Committee (GHSJC)

Members	The Chair of Governors or their designated deputy and the Headteacher or their designated deputy.
Quorum	The Chair of Governors or their designated deputy and the Headteacher or their designated deputy.
Frequency	as required

- To provide a forum for consultation between the Governing Board and staff representatives.
- To report on such consultation to the Governing Board and committees as appropriate.