

## Governors have a strategic role

All Governing Boards in any type of school have three core strategic functions

Department for Education (DfE), outlines the role of the governing board. These are:

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

Effective governance is based on six key features:

1. **Strategic leadership that sets and champions vision, ethos and strategy.** - ( Holway Park 4Ss)
2. **Accountability that drives up educational standards and financial performance.** – Sub Committees- Curriculum & Staffing, Finance & Premises and SEND
3. **People with the right skills, experience, qualities and capacity.** – recruitment identifying skills
4. **Structures that reinforce clearly defined roles and responsibilities.** – Instrument of Governance, Standing Orders and terms of reference for sub committees
5. **Compliance with statutory and contractual requirements.** – Staffing through Staffing and Pay Committees and HT Performance Management Committee- Finance through Finance & Premises Committee- SEND regulations through SEND committee.
6. **Evaluation to monitor and improve the quality and impact of governance.**- Sub Committee through Terms of Reference and then Full Governors through minutes of sub committees

## The 4 associations below have created a guidance



## **What governing boards should expect from school leaders and what school leaders should expect from governing boards**

The respective roles of governance and management- Governance is strategic and management is operational.

This distinction between governance and management needs to be clearly understood by all, so that governors and trustees are not asked to, and do not try to, involve themselves in day to day management.

Governors and trustees are there to govern, not to carry out other work within a school on a pro-bono basis. School leaders must not be micromanaged. The governing board should concentrate on matters related to strategy and school improvement, delegating to school leaders those tasks which are operational (for example, drafting policies, making judgements about teaching quality, and recruiting and deploying staff below senior leadership level).

The governing board, in partnership with the organisation's leadership should determine and articulate a clear vision as to where they want the school or schools to be in 3–5 years' time. This should lead to the identification of the key strategic priorities that will drive the agenda of governing board meetings.

The leaders will be responsible for ensuring the strategy is delivered. The governing board is responsible for setting the culture and ethos of its school(s) and it should ensure that this is inclusive and provide equality of opportunity for all its pupils and staff.