

Granby Primary School

# School Governor Performance Review Policy



Granby Road  
Aylestone  
Leicester LE2 8LP

Head Teacher: Mr Peter Fowler

**Policy approved:** January 2017

**Scheduled review:** Summer term 2019 & then every 2 years

### **The need for appraisal:**

The Granby governor appraisal process is designed to be fully supportive to governors, enabling them to feel more confident and effective in carrying out their role.

Governors are required to demonstrate their knowledge, skills and competence, individually and as a governing board. The performance of the governing board as a whole is dependent on the performance of its individual governors.

The objective of the appraisal for governors is to enable them to evaluate their performance, build upon strengths and address any areas for development, as individuals and collectively.

The purpose of governor appraisal is to manage performance, identifying training needs, to identify gaps in skills and experience on the governing board and thus to enable effective succession planning for good governance.

### **Who is appraised:**

All members of the governing board will take part in the appraisal process as the role of governor is the same for all types of governor. However there is a different procedure and frequency of appraisal for the Headteacher, Chair and Clerk.

New governors will not be appraised during their first year, when they will be supported by their mentor. (Information on the appraisal process will be included in the governor Induction Pack.)

### **The Appraisal Cycle:**

Year 1: Individual governors' appraisals

Year 2: Appraisal of the governing board as a whole

In addition there will be an external appraisal every 3 – 4 years.

In accordance with good practice, *all* governors will undertake an **annual** skills audit. This will be a self-evaluation, completed with peer support at a full governing board meeting at the end of the school year or at the first meeting of the new school year. This annual self-evaluation will enable governors to identify and prioritise their training needs for the coming year.

## Individual Governor Performance Review

- Formal individual governor performance reviews will be carried out every 2 years, as early as possible in the autumn term.
- The performance review meeting will be between the governor and the Chair (or Vice-Chair) of Governors, who will act as the appraiser.
- The meeting will make use of the individual skills audit that the governor has recently completed (*see Appendix I*) and will also look at training undertaken since the last review and attendance at governor meetings.
- The meeting will enable governors to evaluate their own performance and discuss appropriate training and development opportunities. This might include identifying any gaps in their skills, knowledge or experience (including keeping up with changes in governance regulations) or personal development with a view to taking on more of a lead role on the governing board.

Individual governors all bring their different and valuable skills to the governing board from both their personal and professional lives and it is not essential that all governors are highly skilled in every area of governance (e.g. finance). However all governors should continue to develop the skills which relate to their core functions in order to be able to ask the right questions at meetings, analyse data and hold the school leaders to account, so that Granby children achieve the best possible outcomes.

- After the performance review meeting, identified needs may be addressed through attending bought-in local authority governance training, through support in school or otherwise.
- Performance management identifies any individual and whole-board skills gaps and training priorities. The skills audits will be collated by the CPD Governor or the Clerk to Governors. As well as identifying the training needs, this summary will inform possible governor recruitment and aid in succession planning. The results will also feed into the appraisal of the whole governing board in year 2 of the cycle
- Individual skills audits will remain confidential between the governor, the audit collator and the appraiser.
- The Chair (or Vice-Chair) of governors will informally monitor the performance of governors between appraisals, having a brief private chat with each governor at least once a year. This will be a supportive process to identify needs between the formal appraisal meetings.

## **Chair of Governors – Annual Performance Review**

- At the last full governing board meeting of the school year or the first meeting of the next school year, all governors will complete anonymously a review of the Chair of Governor's performance over the last school year, including a brief comment explaining their choice of answer (*see Appendix II*, a multiple choice questionnaire). It is important that all governors complete this review for the results to be meaningful.
- The Clerk to Governors will collate these answers (apart from that of the Appraiser) including the comments (*see Appendix III*).
- The Chair should compare the appraisal form they completed themselves with the summary collated by the Clerk.
- The Chair will meet with an agreed appraiser for their Annual Performance Review. The results of the full governing board review, including comments, will form part of the performance discussion.  
The Appraiser will be a member of the Executive Committee. This could be (but not automatically) the Headteacher.
- Performance objectives set for the previous year will be reviewed and training undertaken and actions over the year discussed (*see Appendix IV*). A maximum of three performance objectives for the coming year will be agreed and set and training/development discussed.
- The performance objectives will be shared with the governing board (unless there are confidentiality issues).

## **Clerk to the Governing Board – Annual Performance Review**

- At the last full governing board meeting of the school year or the first meeting of the next school year, all governors will complete a 360° review of the Clerk to the Governor's performance over the last school year, including a brief comment explaining their choice of answer (*see Appendix V*). It is important that all governors complete this review for the results to be meaningful.
- The Chair of Governors will collate these answers (*see Appendix VI*).
- The Clerk should compare the 360° review they completed themselves with the summary collated by the Chair.

- The Clerk will meet with the Chair of Governors for the Annual Performance Review. The results of the 360° review, including comments, will form part of the performance discussion.
- Performance objectives set for the previous year will be reviewed and training undertaken and actions over that year discussed (*see Appendix VII*). Performance objectives for the coming year will be agreed and set and training/development discussed.
- The performance objectives will be shared with the governing board (unless there are confidentiality issues).

*For Headteacher Annual Performance Review, see Staff **Performance Management Policy**.*

## **Appendices**

**Appendix I:** Governing Board Annual Skills Audit - Individual

**Appendix III:** Annual Performance of the Chair of Governors – Summary of responses from Full Governing Board

**Appendix IV:** Chair of Governors Annual Performance Review

**Appendix V:** Annual Performance of the Clerk to the Governors Review by Full Governing Board – Individual Responses

**Appendix VI:** Annual Performance of the Clerk to the Governors – Summary of responses from Full Governing Board

**Appendix VII:** Clerk to the Governors Annual Performance Review

### **Sources of information:**

The Key for School Governors  
 National Governors' Association  
 DfE Governance Handbook  
 Association of Colleges

Appendix I

**Governing Board Annual Skills Audit - Individual (NGA)**

## Appendix II

### Annual Performance of the Chair of Governors Review by Full Governing Board - Individual Responses

Date:

The chair of governors has a clear vision for the school and for the role of the governing body, which is communicated effectively to other governors.			
Strongly agree	Agree	Disagree	Strongly disagree
Add comment:			

The chair of governors has a strong relationship with the headteacher which is not exclusive or 'cosy', but supports the role of the governing body as a critical friend.			
Strongly agree	Agree	Disagree	Strongly disagree
Add comment:			

The chair of governors understands the difference between the role of the governing body and the role of the headteacher and seeks to ensure that governors retain a strategic focus.			
Strongly agree	Agree	Disagree	Strongly disagree
Add comment:			

The chair of governors ensures that effective induction processes are in place to support new governors.			
Strongly agree	Agree	Disagree	Strongly disagree
Add comment:			

The chair of governors ensures that all governors understand their roles on the governing body and feel supported in these roles.			
Strongly agree	Agree	Disagree	Strongly disagree
Add comment:			

Add comment:

**The chair of governors has a clear understanding of the strengths and skills of other governors, and delegates responsibilities appropriately.**

Strongly agree	Agree	Disagree	Strongly disagree
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Add comment:

**The chair of governors is self-reflective and encourages the governing body to regularly review its practices.**

Strongly agree	Agree	Disagree	Strongly disagree
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Add comment:

**The chair of governors ensures that meeting agendas and the work of the governing body focus on school priorities and are driven by the school development plan.**

Strongly agree	Agree	Disagree	Strongly disagree
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Add comment:

**All governors feel able to contribute in meetings and feel that their views are listened to.**

Strongly agree	Agree	Disagree	Strongly disagree
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Add comment:

**Meetings are well organised and run to time. Decisions and actions are clear and are recorded.**

Strongly agree	Agree	Disagree	Strongly disagree
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Add comment:

**The chair of governors has a good understanding of the school and its local and national context, which informs the governing body's discussions.**

Strongly agree	Agree	Disagree	Strongly disagree
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Add comment::

Additional comments:

### Appendix III

## Annual Performance of the Chair of Governors Summary of \_\_\_ responses from Full Governing Board

Summarised by:

Date:

**The chair of governors has a clear vision for the school and for the role of the governing body, which is communicated effectively to other governors.**

Strongly agree	Agree	Disagree	Strongly disagree
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Comments:

**The chair of governors has a strong relationship with the headteacher which is not exclusive or 'cosy', but supports the role of the governing body as a critical friend.**

Strongly agree	Agree	Disagree	Strongly disagree
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Comments:

**The chair of governors understands the difference between the role of the governing body and the role of the headteacher and seeks to ensure that governors retain a strategic focus.**

Strongly agree	Agree	Disagree	Strongly disagree
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Comments:

**The chair of governors ensures that effective induction processes are in place to support new governors.**

Strongly agree	Agree	Disagree	Strongly disagree
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Comments:

**The chair of governors ensures that all governors understand their roles on the governing body and feel supported in these roles.**

Strongly agree	Agree	Disagree	Strongly disagree
Comments:			

**The chair of governors has a clear understanding of the strengths and skills of other governors, and delegates responsibilities appropriately.**

Strongly agree	Agree	Disagree	Strongly disagree
Comments:			

**The chair of governors is self-reflective and encourages the governing body to regularly review its practices.**

Strongly agree	Agree	Disagree	Strongly disagree
Comments:			

**The chair of governors ensures that meeting agendas and the work of the governing body focus on school priorities and are driven by the school development plan.**

Strongly agree	Agree	Disagree	Strongly disagree
Comments:			

**All governors feel able to contribute in meetings and feel that their views are listened to.**

Strongly agree	Agree	Disagree	Strongly disagree
Comments:			

**Meetings are well organised and run to time. Decisions and actions are clear and are recorded.**

Strongly agree	Agree	Disagree	Strongly disagree
Comments:			

**The chair of governors has a good understanding of the school and its local and national context, which informs the governing body's discussions.**

Strongly agree

Agree

Disagree

Strongly disagree

Comments:

Additional comments:

Appendix IV

**Chair of Governors' Annual Performance Review 20 \_ \_**

<b>Name:</b>	<b>Date:</b>
<b>Time in role:</b>	<b>Name of appraiser:</b>

Review of previous performance objectives			
Objective	Objective met		Comments
	Yes	No	

Agreed performance objectives for the coming year		
Objective	How will success be measured?	Timescale for objective to be met

<b>Is any identified and agreed training and development support to be provided to support achievement of the agreed objectives? Please provide details</b>		
<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li></ul>		
<b>What are the most satisfying aspects of your role?</b>		
<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li></ul>		
<b>What are the most challenging aspects of your role?</b>		
<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li></ul>		
<b>What have been your most important achievements of the past year?</b>		
<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li></ul>		
<b>What training/meetings have you undertaken the past year to help in your role?</b>		
<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li></ul>		
<b>What are your goals for the year ahead?</b>		
<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li></ul>		

<b>Signature (Chair)</b>	<b>Signature (Appraiser)</b>
<b>Print Name</b>	<b>Print Name</b>
<b>Date</b>	<b>Date</b>

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## Annual Performance of the Clerk to the Governors Review by Full Governing Board – Individual Responses

Date:

The clerk to governors provides advice to the governing body on legal, constitutional and procedural matters			
Strongly agree	Agree	Disagree	Strongly disagree
Add comment :			

The clerk to the governing body works in partnership with the chair of governors and the headteacher to develop meeting agendas, ensuring all statutory duties are planned for			
Strongly agree	Agree	Disagree	Strongly disagree
Add comment:			

The clerk to the governing body ensures that agendas are planned in order for governors to retain a strategic focus			
Strongly agree	Agree	Disagree	Strongly disagree
Add comment:			

The clerk to the governing body supports the induction of new governors by ensuring that all appropriate paperwork is shared, as per the governor recruitment process			
Strongly agree	Agree	Disagree	Strongly disagree
Add comment:			

The clerk to the governing body ensures that all statutory policies are in place and that an appropriate schedule for their review is in place.			
Strongly agree	Agree	Disagree	Strongly disagree
Add comment:			

The clerk to the governors ensures that meeting papers are issued as per the governing body's terms of reference			
Strongly agree	Agree	Disagree	Strongly disagree
Add comment:			

Strongly agree	Agree	Disagree	Strongly disagree
Add comment:			

<b>The clerk to the governors maintains an accurate record of governor attendance at all meetings and takes appropriate action when persistent absences occur</b>			
Strongly agree	Agree	Disagree	Strongly disagree
Add comment:			

<b>The clerk to the governors produces clear and accurate minutes that demonstrate governor question and challenge, records actions agreed, and timescales for completion</b>			
Strongly agree	Agree	Disagree	Strongly disagree
Add comment:			

<b>The clerk to the governors maintains an up-to-date record of governor details, including contact details, terms of office and committee membership</b>			
Strongly agree	Agree	Disagree	Strongly disagree
Add comment:			

<b>Information maintained by the clerk to the governors is used to plan for vacancies arising on the governing body, and to ensure that all information required to be published on the school website is accurate and up-to-date</b>			
Strongly agree	Agree	Disagree	Strongly disagree
Add comment:			

<b>The clerk to the governors maintains an accurate training record for governors</b>			
Strongly agree	Agree	Disagree	Strongly disagree



Add comment:

Additional comments:

## Appendix VI

### Annual Performance of the Clerk to the Governors Summary of \_\_\_ responses from Full Governing Board

Summarised by:

Date:

The clerk to governors provides advice to the governing body on legal, constitutional and procedural matters			
Strongly agree	Agree	Disagree	Strongly disagree
Comments:			

The clerk to the governing body works in partnership with the chair of governors and the headteacher to develop meeting agendas, ensuring all statutory duties are planned for			
Strongly agree	Agree	Disagree	Strongly disagree
Comments:			

The clerk to the governing body ensures that agendas are planned in order for governors to retain a strategic focus			
Strongly agree	Agree	Disagree	Strongly disagree
Comments:			

The clerk to the governing body supports the induction of new governors by ensuring that all appropriate paperwork is shared, as per the governor recruitment process			
Strongly agree	Agree	Disagree	Strongly disagree

Comments:

**The clerk to the governing body ensures that all statutory policies are in place and that an appropriate schedule for their review is in place.**

Strongly agree

Agree

Disagree

Strongly disagree

Comments:

**The clerk to the governors ensures that meeting papers are issued as per the governing body's terms of reference**

Strongly agree

Agree

Disagree

Strongly disagree

Comments:

**The clerk to the governors maintains an accurate record of governor attendance at all meetings and takes appropriate action when persistent absences occur**

Strongly agree

Agree

Disagree

Strongly disagree

Comments:

**The clerk to the governors produces clear and accurate minutes that demonstrate governor question and challenge, records actions agreed, and timescales for completion**

Strongly agree

Agree

Disagree

Strongly disagree

Comments:

**The clerk to the governors maintains an up-to-date record of governor details, including contact details, terms of office and committee membership**

Strongly agree

Agree

Disagree

Strongly disagree

Comments:

**Information maintained by the clerk to the governors is used to plan for vacancies arising on the governing body, and to ensure that all information required to be published on the school website is accurate and up-to-date**

Strongly agree

Agree

Disagree

Strongly disagree

Comments:

**The clerk to the governors maintains an accurate training record for governors**

Strongly agree

Agree

Disagree

Strongly disagree

Comments:

Additional comments:

Appendix VII

**Clerk to Governors: Annual Performance Review 20 \_\_ \_\_**

<b>Name:</b>	<b>Date:</b>
<b>Time in role:</b>	<b>Name of appraiser:</b>

**Review of previous performance objectives**

Objective	Objective met		Comments
	Yes	No	

**Agreed performance objectives for the coming year**

Objective	How will success be measured?	Timescale for objective to be met

**Is any identified and agreed training and development support to be provided to support achievement of the agreed objectives? Please provide details**

- 
- 
- 

**What are the most satisfying aspects of your role?**

- 
- 
- 

**What are the most challenging aspects of your role?**

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- 
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**What have been your most important achievements of the past year?**

- 
- 
- 

**What training/meetings have you undertaken the past year to help in your role?**

- 
- 
-

**What are your goals for the year ahead?**

- 
- 
- 

**Signature (Clerk)**

**Signature (Appraiser)**

**Print Name**

**Print Name**

**Date**

**Date**