



Governors Newsletter

Useful Information for Barnsley School Governors



I hope that you have had the opportunity to rest and relax during the summer and that you are feeling suitably refreshed for the upcoming term.

Autumn is always a busy time for schools and the same goes for Governors as well. During this term Governors will be required to undertake the appraisal of the headteacher, and this newsletter contains a useful article about the appraisal process.



Thank you for your continued support and for the positive impact your work has on the education and life chances of Barnsley's children and young people.

Peter

Peter Bell: School Governance and Alliance Board Service Manager

Headteacher Appraisal (Performance Management)

Governing Bodies of maintained schools (and some academy Governing Boards) have the strategic responsibility of overseeing the translation of priorities into challenging yet achievable objectives for the Headteacher. This is done via an annual appraisal and the deadline to complete this process is 31 December each year.

In order to complete the appraisal process, an external adviser will be appointed to support the Governing Body.

Why do we need an external adviser?

The external adviser advises and supports the Governors during the appraisal process.

If you're in a maintained school, you must appoint an external adviser. There is no such requirement in an academy, as more often than not the CEO of the academy trust will undertake this role.



What does the external adviser do?

The adviser will:

- Summarise data to give a clear understanding of how the school is performing;
- Analyse the Headteacher's evidence of progress against objectives;
- Support the Governing Board in interpreting information and pupil performance data;
- Bring to bear broad experience working with a number of Governing Bodies and Headteachers;
- Support, question and challenge the Headteacher;
- Understand the importance of Headteacher performance management and performance management in schools;
- Be able to gather sufficient knowledge of the school, its history and its context in order to develop the Headteacher in leading its development.

Note that the adviser is an "agent of the Governing Board" and so should not have a closer allegiance to the Headteacher than the board. See page 14 of '[Effectively managing Headteacher performance](#)' for more information on this.

Where do we find one?

You might go to:

- Your local authority;
- A school improvement partner that you work with already;
- National Leaders of Education or National Leaders of Governance;
- An external organisation or education consultancy. The [Society of Education Consultants](#) has a register that you can search by region or expertise type;
- Your HR provider.

 National College for
Teaching & Leadership

**Effectively managing
headteacher
performance**
Research brief
January 2014

Dr David Eady, School, Institute of Education, University of London
Dr Megan Croft, University of Cambridge
Prof Peter Gurney, Institute of Education, University of London
Prof Chris James, University of Bath
Dr Sara Eady
Sharon Farnham
Dr Jeff Jones
Rachael Thomas
Elizabeth Wood

It is not recommended or good practice for the Headteacher to appoint the external adviser.

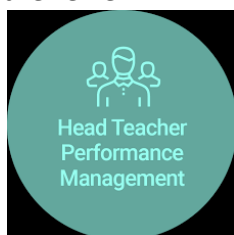
How should we work with the external adviser?

Note that there isn't any guidance setting out specifics, so what follows is a broad outline:

- **Provide the adviser with evidence.**

The adviser needs information about your school and the Headteacher's performance.

The adviser will usually send a list of the information they need to the Chair of the committee and the Headteacher. It tends to include contextual information such as the school's performance data and exam results. This list should be sent well in advance of the review.



The Headteacher and Chair of the performance review panel then ensure between them that the required material is provided. The adviser will need time to study the data and write the review, so give them as much time as possible.

Once the required evidence and information have been collated, the adviser produces a report based on this information. This report goes back to the committee Chair.

The adviser needs to return the pre-review report to the committee Chair and Headteacher at least 7 days before the review meeting.

You can also send it to your Chair of Governors after the appraisal outcomes have been agreed, but it shouldn't go to governors not on the panel.



Guidance
Headteachers' standards 2020
Updated 13 October 2020

- **Hold pre-meetings with the adviser.**

- Invite the adviser to discuss the evidence gathered and potential objectives with the appraisal committee;
- The adviser should also meet with the Headteacher to discuss the same things from their perspective.

- **Consult them during the Headteacher's review meeting.**

The adviser should attend the review meeting. They will provide general support in this meeting, making sure all the necessary points are covered and that challenging objectives are agreed upon.

Please remember that it is not within the adviser's remit to make a pay recommendation – This responsibility falls to the performance management working group, which undertakes the Headteacher's appraisal.
