

<p>Minutes from witness session 2 on 11 January 2017</p>	<p>The Chairman welcomed the witnesses representing Hillingdon schools' executive committees. It was noted that six executive committees had been invited:</p> <ul style="list-style-type: none"> <li>• Primary Forum Executive</li> <li>• Hillingdon Association of Secondary Headteachers Executive</li> <li>• Schools Forum</li> <li>• Schools Strategic Partnership Board</li> <li>• Governor Executive Committee</li> <li>• Regional Schools Commissioner</li> </ul> <p>Of these, only the Regional Schools Commissioner had not been able to send a representative.</p> <p>The terms of reference of the executive committees had been circulated to Members with the agenda.</p> <p><u>Witness 1 - Representing Primary Forum Executive: Manjit Bringan (Chair of the PFE) and Veronica Shepherd (Member of PFE)</u></p> <p>The following points were made by Manjit Bringan and Veronica Shepherd during their presentation and in response to questions from members of the Committee:</p> <ul style="list-style-type: none"> <li>• The focus of the PFE was to get the best outcomes for all children, regardless of the type of school they attended. In general, parents did not understand the different school types.</li> <li>• Headteachers of maintained schools considering conversion questioned "what's in it for us?" and were looking at whether they needed to formalise partnerships with other schools.</li> <li>• Headteachers of academies represented on the PFE felt the relationship with the local authority (LA) was not as positive as it could be and would like the relationship to be closer. They used most of the services provided by the local authority, and considered Children's Centres, LADO and Safeguarding to be the most useful. They would like the relationship with the LA to be more than a statutory one. The greatest challenge they identified going forward was the financial constraints that all public sector organisations would be suffering.</li> <li>• PFE members acknowledged that it was difficult for the LA to develop a strategy for supporting conversion when government policy changed and funding arrangements were unclear.</li> </ul> <p><u>Witness 2 - Representing Hillingdon Association of Secondary Headteachers Executive: Kim Rowe (Chair of HASH)</u></p> <p>The following points were made by Kim Rowe during his presentation and in response to questions from members of the Committee:</p>
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- 20 of the 22 secondary schools in the Borough were academies.
- There was a lot of interaction between HASH members and the LA. HASH described the current relationship between academies and the LA as "positive but arm's length". It acknowledged that the LA provided both statutory and non-statutory support that was vital to schools.
- As the LA's role in schools had diminished as a result of the government's academisation agenda, the Borough's secondary schools had become more collaborative. Working jointly, schools and the LA had developed innovation and improvement networks and tended to exchange expertise and experience rather than draw upon the LAs school improvement work. The level of support and challenge provided by the LA to HASH members was limited, which HASH felt was also due to all the schools being OFSTED good or outstanding.
- HASH concurred with the PFE's view that any school's primary consideration was the children it taught.
- Maintained schools needed support from the LA to convert. Some maintained schools perceived academisation as the school being 'taken over'.

Witness 3 - Representing Schools Forum: Jim Edgecombe (Chair of Schools Forum) and Phil Haigh (Deputy Chair of Schools Forum)

The following points were made by Jim Edgecombe and Phil Haigh during their presentation and in response to questions from members of the Committee:

- The Schools Forum was a statutory body which was mainly concerned with financial matters. Its members were from all sectors, with roughly half being from academy schools. There was no difference in the way different school types were treated.
- The LA had a duty to look after all children irrespective of their school type. It should be remembered that many of the children taught in Hillingdon's schools were not Hillingdon residents.
- A proliferation of free schools would have an impact on school place planning.

Witness 4 - Representing Schools Strategic Partnership Board: Andrew Wilcock (Member of the SSPB)

The following points were made by Andrew Wilcock during his presentation and in response to questions from members of the Committee:

- The SSPB described the relationship between academies and the LA as "a cordial partnership".
- The SSPB worked closely with the LA's school improvement team

to support schools that were at risk and seeking improvement. No distinction was made between academies and maintained schools.

- There was significant partnership between the LA and schools which was not always recognised.
- The main issue facing schools was a lack of secure funding.
- If a school chose to become a grammar school, it would impact on all other schools.

Witness 5 - Representing Governor Executive Committee:

Jo Palmer (Chair of Governor Executive Committee) and Graham Wells (Member of Governor Executive Committee)

The following points were made by Jo Palmer and Graham Wells during their presentation and in response to questions from members of the Committee:

- Some academy chains were working well but it was necessary to be clear where responsibility lay for identifying and dealing with failing academies. Regardless of school type, the LA should be able to step in if concerns were raised about a school.
- School improvement was very important to ensure best outcomes were achieved for children.
- Schools converting to academy status should do so for the right reasons, because they want to. Some schools may choose never to convert.
- It was essential that governors were trained in their roles, as effective governance was key to a school's success. Members stated they would be interested to know which school governors attended training sessions to see if there was a correlation between academy, free school and maintained school governors.

The Chairman thanked all the witnesses for their valuable insights and advised that a copy of the final report would be available on the Council's website after the major review had concluded.

**RESOLVED:** That (1) the witness sessions be noted and recorded for collating into the Major Review Draft Report;

(2) the representatives of the Governor Executive Committee be requested to send information on governor training attendance to the Clerk to the Committee;

(3) it be noted that a questionnaire would be sent to headteachers seeking their views, and a representative cross section of headteachers would be invited to attend the third and final witness session, on 14 February 2017.



## Schools forum powers and responsibilities 2015 to 2016

A summary of the powers and responsibilities of schools forums.

Function	Local authority	Schools forum	DfE role
Formula change (including redistributions)	Proposes and decides	Must be consulted [voting restrictions apply - see schools forum structure document] and informs the governing bodies of all consultations	Checks for compliance with regulations
Contracts (where the LA is entering a contract to be funded from the schools budget)	Proposes at least one month prior to invitation to tender, the terms of any proposed contract	Gives a view and informs the governing bodies of all consultations	None
Financial issues relating to: <ul style="list-style-type: none"><li>arrangements for pupils with special educational needs, in particular the places to be commissioned by the LA and schools and</li></ul>	Consults annually	Gives a view and informs the governing bodies of all consultations	None

Function	Local authority	Schools forum	DfE role
<p>the arrangements for paying top-up funding;</p> <ul style="list-style-type: none"> <li>• arrangements for use of pupil referral units and the education of children otherwise than at school, in particular the places to be commissioned by the LA and schools and the arrangements for paying top-up funding;</li> <li>• arrangements for early years provision;</li> <li>• administration arrangements for the allocation of central government grants</li> </ul>			
Minimum funding guarantee (MFG)	Proposes any exclusions from MFG for application to DfE	Gives a view	Approval
<p>De-delegation for mainstream schools for:</p> <ul style="list-style-type: none"> <li>• contingencies</li> <li>• administration of free school meals</li> <li>• insurance</li> <li>• licences/subscriptions</li> <li>• staff costs – supply cover</li> <li>• support for minority ethnic</li> <li>• pupils/underachieving groups</li> <li>• behaviour support services</li> <li>• library and museum services</li> </ul>	Proposes	Primary and secondary school member representatives will decide for their phase. Middle schools are treated according to their deemed status	Will adjudicate where schools forum does not agree LA proposal

Function	Local authority	Schools forum	DfE role
Central spend on and the criteria for allocating funding from: <ul style="list-style-type: none"> <li>• growth fund (to meet requirements for basic need including pre-opening and diseconomy of scale costs)</li> <li>• falling rolls fund for surplus places in good or outstanding schools where a population bulge is expected in 2-3 years</li> </ul>	Proposes	Decides	Adjudicates where schools forum does not agree LA proposal
Central spend on: <ul style="list-style-type: none"> <li>• equal pay back-pay</li> <li>• places in independent schools for non-SEN pupils</li> <li>• early years expenditure</li> </ul>	Proposes	Decides	Adjudicates where schools forum does not agree LA proposal
Central spend on: <ul style="list-style-type: none"> <li>• admissions</li> <li>• servicing of schools forum</li> </ul>	Proposes up to the value committed in 2014-15	Decides for each line	Adjudicates where schools forum does not agree LA proposal
Central spend on: <ul style="list-style-type: none"> <li>• capital expenditure funded from revenue</li> <li>• contribution to combined budgets</li> <li>• schools budget centrally funded termination of employment costs</li> </ul>	Proposes up to the value committed in 2014-15 and where expenditure has already been committed.	Decides for each line	Adjudicates where schools forum does not agree LA proposal

Function	Local authority	Schools forum	DfE role
<ul style="list-style-type: none"> <li>schools budget funded prudential borrowing costs</li> <li>special education needs transport costs</li> </ul>			
Central spend on: <ul style="list-style-type: none"> <li>licences negotiated centrally by the Secretary of State</li> <li>children and young people with high needs</li> </ul>	Decides	None, but good practice to inform forum	None
Carry forward a deficit on central expenditure to the next year to be funded from the schools budget	Proposes	Decides	Adjudicates where schools forum does not agree LA proposal
Scheme of financial management changes	Proposes and consults the governing body and Head of every school	Approves (schools members only)	Adjudicates where schools forum does not agree LA proposal
Membership: length of office of members	Decides	None (but good practice would suggest that they gave a view)	None
Voting procedures	None	Determine voting procedures	None
Chair of schools forum	Facilitates	Elects ( <i>may not be an elected member of the Council or officer</i> )	None

## Schools' Strategic Partnership Board

Reconstituted June 2015

### Agreed Terms of Reference

#### Rationale

A strong and positive relationship between a local authority and all schools within the borough is central to the success of the borough, and the shared ambition to provide the highest quality of education and opportunity for all young people from Hillingdon.

Within the context of an increasingly diverse and autonomous school system the borough is committed to developing and supporting the most effective models of school-led support and challenge, alongside its central role as strategic champion of educational excellence. The borough has a clear role and responsibility to work with partners to secure the highest standards of education, to tackle underperformance swiftly and effectively and to promote school to school collaboration.

The development of the Hillingdon Schools' Strategic Partnership Board (SSPB) is key to the development, leadership and quality-assurance of school improvement strategy and direction across the borough. This leadership group is strategically aligned with a range of partners in order to best represent the needs and vision of school leaders and professionals across the borough and to take the driving role in shaping and securing school improvement in Hillingdon. As national and local requirements regarding school and education development evolve, it is anticipated that the SSPB will broaden and extend its focus.

#### Principles

The principles that underpin our vision for school improvement and which are upheld by SSPB are:

- That school improvement systems are most effective when they are based on partnership and collaboration and that school leaders and the local authority will work in equal partnership
- That local solutions, supported by national best practice, are often best placed to drive improvement
- That challenge and support mechanisms across the borough should be transparent, clearly understood by all and open to interrogation to ensure the greatest impact on outcomes and opportunities for our young people
- That the council, as a strategic champion for securing the highest standards of education for all young people within the borough of Hillingdon, will provide appropriate drive and leadership; challenging, intervening and brokering where necessary to address concerns around underperformance.



## Membership

- a) The SSPB will consist of appropriate representation to reflect all phases and settings of education across the borough. In order to offer representation in line with borough diversity, the following broad settings must be represented on SSPB membership:
  - All primary/infant schools
  - All secondary schools
  - Teaching Schools alliances
  - The Special School sector
  - Alternative provision/PRU settings
- b) The SSPB will include appropriate senior school improvement officers from the borough
- c) The SSPB will include Governor representation
- d) The SSPB will include representation from the LLE/NLE network
- e) The SSPB may invite temporary representation from other leaders as deemed necessary to undertake its duties
- f) The SSPB will appoint Co-Chairs and a clerk whose appointments will be re-elected on an annual basis
- g) The SSPB will operate via a co-chairing arrangement between local authority and school leaders
- h) SSPB membership will be reviewed on an annual basis.

## Quorum

- a) The quorum will be 8 members, one of whom must include a borough representative and one of whom must be current Co-Chair
- b) The quorum shall vote only if the majority of members present are current borough headteachers
- c) The clerk of the meeting is not required to vote.

## Meetings

- a) The SSPB will meet once per term (3 x per year) as a minimum
- b) Additional/extraordinary meetings may be held as required at the discretion of the SSPB
- c) SSPB meetings will be scheduled at least two weeks prior to Schools' Forum meetings
- d) Papers for SSPB meetings will be prepared by the SSPB clerk and, wherever possible, will be shared by email with SSPB members 7 days before each SSPB meeting. Papers will include the following:
  - Notice in writing of meeting date, time and venue
  - Copy of agenda
  - Draft minutes of previous meeting
  - Papers relevant to meeting
- e) Minutes will be taken for each SSPB meeting

- f) Following approval by Chair, minutes will be distributed to SSPB members within 14 days of each meeting
- g) Minutes will be shared with Schools' Forum as a standing item.

### **Responsibilities**

- To take the lead in proposing, developing and supporting the school improvement strategy for the borough, ensuring that the model fully represents the interests of all stakeholders and that all schools can access appropriate and high-quality models of support and challenge to secure improvement
- To use borough-wide intelligence and data to shape priorities for school improvement
- To monitor the impact of models of support by challenging rates of improvement and use of council and delegated/other resources where necessary
- To actively promote and support collaboration and innovation between schools and providers, leading to rapid improvement in outcomes and borough cohesion
- To support the self-evaluation of school improvement services across the borough
- To regularly update associated executive committees and partners inc Schools' Forum
- To make recommendations to Schools' Forum regarding strategy and/or finance as appropriate.

### **Current Membership**

- Helen Andrews (St Swithun Wells Catholic Primary School)
- Laurie Baker (Hillingdon Council)
- Ann Bowen-Breslin (Hillingdon Primary School)
- Manjit Bringan (Whitehall Infant School)
- Chris Cole (Cowley St Laurence CofE Primary School, Laurel Lane Primary School, St Matthew's CofE Primary School)
- Rani Dady (Hillingdon Council)
- Robert Jones (Haydon Secondary School)
- Dan Kennedy (Hillingdon Council)
- David Poole (Hillingdon Teaching Schools Alliance)
- Kim Rowe (Bishopshalt Secondary School)
- Ann Shevlin (St Mary's Catholic Primary School)
- Prashant Soneji (Guru Nanak Sikh Academy)
- Julia Thomas (Coteford Infants School)
- Andrew Wilcock (Bishop Ramsey CoE Secondary School)

# Hillingdon Governors' Meetings and Executive Committee Protocol

<b>Status</b>	Document – <i>Version3.0</i>
<b>Implementation</b>	April 2012

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Hillingdon Governors' Meetings are open to all school governors of schools in the London Borough of Hillingdon. The purpose of meetings is for the Local Authority and school governors to share information, ideas and problems with each other. The aim is to learn, share good practice, keep abreast of educational issues locally and nationally, and network with other governors and officers of the Local Authority.

## **1.0 Membership of Hillingdon Governors**

### **1.1 Membership - General**

- i)* All school governors from the London Borough of Hillingdon's schools may attend Hillingdon Governors Termly Meetings.
- ii)* New attendees (new and experienced governors) are always welcome.
- iii)* Hillingdon Governors Executive Committee and the Local Authority (LA) recommend that at least one member of every schools governing body attends the termly meetings to feedback information to their governing body about governance activities in the borough.
- iv)* The LA's Governor Support Service Officers and the Chief Education Officer may attend all termly meetings.
- v)* All attendees must register their meeting attendance on the 'Hillingdon Governors Meeting Attendance Register' (Appendix 1).
- vi)* From among the Executive Committee, a Chairperson and a Vice Chairperson shall be nominated and elected.

### **1.2 Roles of the Chair and Vice Chair of the Executive Committee**

The role of both Chair and Vice Chair is:

- To ensure that Hillingdon Governors Meeting activities are conducted appropriately and open to scrutiny.
- To ensure useful meeting agenda items are provided in consultation with the LA.
- To work effectively with the LA and other bodies.
- To carry out any duties delegated by the Executive Committee.
- To ensure that Hillingdon Governors Meetings are accessible to every governor in Hillingdon and promoted as widely as possible in liaison with the LA.
- To encourage the sharing of good practice and information among Hillingdon governors.

### **1.3 Election of Officers**

- i)* The Hillingdon Governors Executive Committee has decided upon the election process for the Chairperson and the Vice-Chairperson. The process will be confirmed at the September meeting of each academic year.
- ii)* The Clerk chairs the meeting for the item to elect the Chairperson.
- iii)* The Chairperson takes over the meeting, once elected, including the item to elect the Vice Chairperson.
- iv)* All categories of governor, including staff governors, who are members of the Hillingdon Governors Executive Committee, are eligible for the office of Hillingdon Governors Executive Committee Chair or Vice Chair.
- v)* The term of office for the Chair and Vice Chair is one academic year.
- vi)* Current or previous serving Chairs or Vice Chairs may stand for re-election.
- vii)* The Chair and Vice Chair will be elected every year at the first meeting of the Autumn Term.
- viii)* The Chair and Vice Chair shall remain in office unless they resign or cease to be governors.
- ix)* If the Chair or Vice Chairs resign or cease to be governors, the Executive Committee must hold an election at the next full meeting.

#### **1.4 Election Process for Chair and Vice Chair of the Executive Committee**

- i)* Governors will be able to submit written nominations prior to the full Hillingdon Governors Meeting and oral nominations at the meeting.
- ii)* A governor can nominate him/herself for office and does not need to be present at the meeting to be considered.
- iii)* Nominee(s) will be asked to leave the room whilst the election process takes place.
- iv)* If there is more than one nominee, the remaining governors will take a vote by secret ballot. Papers for ballot form Appendix 2.
- v)* In the event of only one nominee for Chair, the nominee shall be declared Chair.
- vi)* The Local Authority's Governor Support Officer will tally the votes.
- vii)* One vote per governor per vacancy, regardless of how many governorships they hold.
- viii)* The nominee(s) will return to the room for the Governor Support Officer to announce the result.
- ix)* The nominee with the greatest number of votes being duly elected as Chairperson.
- x)* The nominee with the greatest number of votes being duly elected as Vice Chairperson.
- xi)* In the event of a tie, each candidate shall be given the opportunity to address the Hillingdon Governors Executive Committee and the members will vote again.

#### **1.5 Hillingdon Governors Executive Committee**

- i)* The Hillingdon Governors Executive Committee membership will be agreed at the first meeting of the year.
- ii)* The Hillingdon Governors Executive Committee will consist of the Chair and Vice Chair, and any other regular members willing to join the committee to actively contribute to the Executive Committee for at least one academic year.
- iii)* The Executive Committee shall discuss and plan termly meetings and agendas (via e-mail) at least one term in advance of the main Termly Meetings.

#### **2.0 Termly Meetings of Hillingdon Governors**

##### **2.1 Conduct**

- i)* All governors shall have regard for the 'seven principles of public life' recommended by the Nolan Committee (Appendix 3).
- ii)* Apart from very specific instances where the Chair has to act or take decisions on behalf of Hillingdon Governors Executive Committee, governors should recognise that they have no individual powers and should only speak or act on behalf of Hillingdon Governors Executive Committee when specifically authorised.
- iii)* Hillingdon Governors shall at all times have regard for the School Standards and Framework Act 1998, The Education School Governance (Procedures) (England) Regulations 2003 and all other relevant and subsequent legislation.
- iv)* Governors have a duty to act fairly and without prejudice at all times. The overall good of Hillingdon Governors Meetings will always override governors personal feelings and individual concerns.
- v)* Governors should express their views openly within termly meetings but should ensure that they relate to matters proper for discussion by Hillingdon Governors Executive Committee.

- vi) When elected officers are unable to attend termly meetings, they should ensure that Local Authority's Governor Support Officer is notified in advance of the meeting.

## 2.2 Termly Meetings, Agendas and Papers

- i) The meeting dates are set during the summer term for the following academic year, and are set in consultation with the Chief Education Officer.
- ii) Termly meetings will take place shortly after the Hillingdon Headteachers' termly meeting.
- iii) Wherever possible, papers that governors will need to consider will be attached to the agenda and sent to all schools at least seven clear days in advance of the meeting and posted on the governors' area of the Hillingdon Grid for Learning Website. Electronic mail will be used where possible.
- iv) Copies of Agendas and papers can also be downloaded from the dedicated school governors web pages on the Hillingdon Grid for Learning, [www.hillingdongrid.org](http://www.hillingdongrid.org) (Children's Services/Schools/School Governors).
- v) All significant correspondence for Hillingdon Governors Executive Committee will be reported at each meeting, for information or action as appropriate. The Chairman, Vice Chair or Local Authority's Governor Support Officer will take appropriate action on correspondence received, giving a report on any urgent action taken.

## 2.3 Delegation of Duties and Tasks

- i) Hillingdon Governors Executive Committee can delegate duties and tasks to any committees it wishes to establish, or to individuals.
- ii) All committees and individuals must report back to Hillingdon Governors Executive Committee on their work and for ratification of any decisions recommended.

## 3.0 Nomination of Governor Representatives

### 3.1 Governor Representatives to Strategic Groups

#### *Representation on the Schools Forum*

- i) Hillingdon Governors Executive Committee is requested to nominate school governors to the Schools Forum as detailed below.

Sector	Representation	Nomination Process
Primary	4 governors	Governors nominated by the Hillingdon Governors Executive Committee.
Secondary	3 governors	Governors nominated by the Hillingdon Governors Executive Committee.
Specials	1 governor	Governors nominated by the Hillingdon Governors Executive Committee.
Nursery	1 nominee	Delegate nominated by the Governing Body of McMillan Early Childhood Centre.
Early Years Dev and Childcare Partnership	1 nominee	Delegate nominated by the Early Years Development and Childcare Partnership

- ii) Governors wishing to be nominated by Hillingdon Governors Executive Committee to serve on the Schools Forum must seek approval from the

Executive Committee. Nomination forms may require a signature by an elected officer of Hillingdon Governors Executive Committee.

- iii) If there is any query about the Hillingdon Governors Executive Committee nomination of a candidate, then the matter shall be discussed initially by the Chair and Vice Chair.
- iv) All successful nominations to the Schools Forum must be announced at Hillingdon Governors Termly Meetings.
- v) Hillingdon Governors shall highlight current Schools Forum vacancies at its Termly Meetings.

#### *Representation on Other Strategic Groups*

- vi) When the occasion arises that a representative of the Hillingdon Governors Executive Committee is requested on another strategic group, then the Executive Committee shall discuss this issue, call for nominations among its members and, vote by secret ballot where necessary.

### **3.2 Governor Representatives at Conferences and Events**

- i) When opportunities for governors to attend conferences and events and represent the London Borough of Hillingdon arise, notice of such opportunities shall be given at main Hillingdon Governors Termly Meetings where possible and all those in attendance offered equal opportunity to attend.
- ii) Should more candidates than places at an event occur, it may be necessary to vote on a suitable candidate to attend on behalf of all Hillingdon governors. In such cases voting will be by secret ballot by the Executive Committee.

### **3.3 Correspondence and Consultations**

- i) Any correspondence or responses to consultation documents sent on behalf of the Hillingdon Governors Executive Committee should be discussed and agreed by the group prior to distribution.





**Appendix 2**

## Nomination Form for Office of Chair/Vice Chair Of Hillingdon Governors Executive Committee

*Nomination for:*

Name: \_\_\_\_\_ of \_\_\_\_\_ School

*For the office of: (Tick ✓ as appropriate)*

Chairperson of the Hillingdon  
Governors Executive Committee

Vice Chairperson of the Hillingdon  
Governors Executive Committee

*Reasons in support this nomination (Write as bullet points):*

Signature \_\_\_\_\_ Date \_\_\_\_\_  
Print Name \_\_\_\_\_ School \_\_\_\_\_

## Record of Nominations Received for Chair and Vice Chairs

Nominations for Chair of Hillingdon Governors Meeting Executive Committee	Nominations for Vice Chair of Hillingdon Governors Meeting Executive Committee

## Record of Count of Votes for Chair and Vice Chair

Nominations for Chair of Hillingdon Governors Meeting Executive Committee	Total Number of Votes

Nominations for Vice Chair of Hillingdon Governors Meeting Executive Committee	Total Number of Votes

***Sample Voting Slips***

***Hillingdon Governors Meeting Executive Committee***  
**Voting slip for the office of Chairperson**

I vote for \_\_\_\_\_ as Chair of the Executive Committee

***Hillingdon Governors Meeting Executive Committee***  
**Voting slip for the office of Vice Chairperson**

I vote for \_\_\_\_\_ as Vice Chair of the Executive Committee

## The Seven Principles Of Public Life

### **Selflessness**

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.

### **Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

### **Objectivity**

In carrying out public business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

### **Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

### **Openness**

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands this.

### **Honesty**

Holders of public office have to declare any public interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

### **Leadership**

Holders of public office should promote and support these principles by leadership and example.

*'Second Report of the Committee on Standards in Public Life', The Nolan Committee*



## **CONSTITUTION - AMENDED AT THE CONFERENCE NOVEMBER 2015**

### **AIMS**

1. To establish a working Association of Secondary Headteachers/Principals which will represent the interests of students, staff and schools within the maintained secondary sector of education in Hillingdon.
2. To maintain a professional overview of education in general, and of secondary education specifically, in the area of the London Borough of Hillingdon and to promote the continued development of educational provision.
3. To provide, through this Association, a forum for consultation, negotiation, collaboration and communication and a means to represent an informed professional view of educational issues.
4. To support the growing partnerships between Primary and Secondary Headteachers/Principals and between Headteachers/Principals and the LA Officers.
5. To provide the framework through which a HASH Collaborative can develop and operate effectively.

### **MEMBERSHIP**

This will be open to Headteachers/Principals of all maintained schools and Academies, including both Institutional and Executive Headteachers/Principals, which accommodate students over the age of 11.

### **MEETINGS**

1. Meetings will be held regularly throughout the school year. The dates, times and venues will be published annually in March.
2. Attendance at meetings is expected, as the effectiveness of the Association will depend upon the active support of all members. On the very rare occasion that the Headteacher/Principal is indisposed and unable to attend the business meetings they are asked to inform the Chair of HASH in advance of the meeting. In such circumstances, a senior colleague from the school concerned may deputise.
3. The Agenda of all meetings will normally be circulated seven days in advance of the meeting together with any supporting papers. Minutes will be taken and circulated to members as soon as possible after the meeting.
4. Where a HASH member is representing HASH the expectation is that they will attend the relevant meeting or find a substitute to attend in their place. The substitute must brief the representative Headteacher/Principal who must feedback the outcomes of the meeting to HASH members.

**Chair:** Kim Rowe

**Vice-Chairs:** Robert Jones, Andrew Wilcock



## **CONSTITUTION - AMENDED AT THE CONFERENCE NOVEMBER 2015**

5. The Association shall have an Executive Committee which shall consist of the Chair, and two Vice Chairs, one of whom shall be the Finance Lead. This Executive Committee shall be elected annually at the Autumn Conference. One of the two Vice Chairs may in turn become the next Chair of HASH and the other Vice Chair may be the immediate past Chair of HASH. The terms of office for the Chair and Vice Chairs will usually be for two years, but may be extended to no more than three years subject to the agreement of HASH members. The Chair will act as press officer for the Association. The Executive Committee will represent HASH at the meetings of the Hillingdon Heads Executive (HHE) and the Schools Strategic Partnership Board (SSPB). The Executive Committee of HASH may meet between HASH meetings to ensure that HASH business is pursued effectively. These meetings may involve the Officer Responsible for Education in the London Borough of Hillingdon, where appropriate.
6. The work of HASH shall be supported by a Support Officer and an Administrator. HASH may also employ a Project Officer as the needs of the Association dictate. The Chair will be responsible for ensuring that these arrangements work effectively. All schools will be expected to make an agreed financial contribution towards the cost of these arrangements which will be payable on 1<sup>st</sup> June each year. These arrangements will be subject to annual review at the Autumn Conference.
7. The Association will attempt to agree decisions by consensus after appropriate debate and discussion. Decisions taken after a vote will be determined on the basis of a two thirds majority of the membership. Where a school/college/academy has both an Executive and Institutional Headteacher/Principal it shall have only one vote. Deputising representatives will be able to cast a vote on behalf of their Headteachers/Principals. Any member has the right to request that a vote be deferred to the next meeting. A member also has the right to disassociate themselves and their school from the decision taken by declaring this at the time the vote is taken.
8. Extra meetings of HASH may be called by any two members and arranged through the Chair. All requests for HASH participation in any activity shall be directed to the Chair.
9. The Association will aim to hold a conference twice in each educational year.

### **CODE OF PRACTICE**

The ability to speak with a united voice gives weight to any representation to be made to external bodies about serious issues. The Association would expect, therefore, to be able to provide this support after debate and discussion. Members who wish to disassociate themselves from a particular issue should record this with colleagues at the time of the decision in order that this can be reflected in the minutes.

There is also an expectation that all secondary Headteachers/Principals will support each other whenever possible.

**Chair:** Kim Rowe

**Vice-Chairs:** Robert Jones, Andrew Wilcock