

# **Governance Support and Development Service**

## **Training Programme 2017-18**

**Training and development  
opportunities suitable for school and  
academy governors and trustees**



## Continuing Professional Development

Governing boards hold significant responsibilities as part of the leadership and management of a school, academy or Multi Academy Trust. In order to fully understand these responsibilities and how they can be carried out governors and trustees require training. Our training programme offers a range of face-to-face opportunities, complimented by Learning Link online training. The online modules, which take between 30 and 45 minutes to complete, will allow you to further develop your understanding of your responsibilities and provide access to a range of resources.

If you are a **newly appointed** governor or trustee we will automatically book you onto the appropriate 'Welcome to Governance' session. We would also encourage you to access further training that allows you to develop your understanding of your three core responsibilities.

If you are a governor or trustee who has been **in post for a year or more** we would suggest that you progress along your professional development pathway by accessing training that prepares you to carry out any additional responsibilities you have been assigned.

If you are a **chair of governors** we would recommend that you take some time to identify knowledge gaps within your board, including your own, and we would encourage attendance at training sessions that will support governors and trustees in fulfilling their duties.

To promote **whole governing board CPD** we are introducing a range of impact sessions in addition to our Facilitated Governing Board Self Review and MAT Governance Workshop.

To discuss any of the information within this programme or to book onto a session please contact the Governance Support and Development Service on 01904 554210 or email [governance.service@york.gov.uk](mailto:governance.service@york.gov.uk)

## Training Dates

### An Introduction to Governance

Face-to-face and online training opportunities providing a pathway for governors and trustees in their first year of office.

Face-to-face sessions		Trainer	Date(s)	Time	Venue
Welcome to Governance in Maintained Schools		Salli Radford & Debra Wilcock	21 Sept 2017 27 Feb 2018	6.30 – 8.30pm	West Offices
Welcome to Governance in a Multi Academy Trust		Salli Radford & Debra Wilcock	5 Dec 2017 6 June 2018	6.30 – 8.30pm	West Offices
Three Core Responsibilities	Holding Leaders to Account for Performance	Julia Elliott	13 Nov 2017 02 May 2018	6.30 – 8.30pm	West Offices
	Vision, Ethos and Strategic Direction	Julia Elliott	20 Nov 2017 9 May 2018	6.30 – 8.30pm	West Offices
	A Governor's Role in Overseeing Financial Performance	Julia Elliott	4 Dec 2017 16 May 2018	6.30 – 8.30pm	West Offices

### Face-to-face session offered in partnership with York Diocese

Effective Governance in a CE School or Academy	Claire Graham-Brown & Olivia Seymour	28 Nov 2017 20 Feb 2018	7.00 – 9.00pm 10am – 12pm	York Diocesan Board of Education , Amy Johnson Way, Clifton Moor
Governor Training on the New SIAMS Framework	Claire Graham-Brown & Olivia Seymour	20 Feb 2018	1.00 - 4.00pm	York Diocesan Board of Education , Amy Johnson Way, Clifton Moor

### Online training modules available via [Learning Link](#)

Governance – Your Role, Your Responsibilities, Your Organisation	Key Functions of the Governing Board	Different Models of Governance
Academies	Getting it Right as a Staff Governor	Governance of a Church School
Monitoring Performance Data and Targets	Monitoring and Evaluation	Understanding School Finance
Managing Academy Finance	Pupil Premium	

## Effective Governance in Schools and Academies

Face-to-face and online training opportunities providing a pathway for governors and trustees wanting to deepen their knowledge of key responsibilities.

Face-to-face sessions	Trainer	Date(s)	Time	Venue
<b>An Introduction to School Finance for Governors *</b>	Jean Lewis	23 Nov 2017 8 May 2018	6.30-8.30pm	West Offices
<b>Becoming an Academy? What You Need to Know About Finance *</b>	Jean Lewis	21 Nov 2017 15 May 2018	6.30-8.30pm	West Offices
<b>Understanding Financial Management Within Multi Academy Trusts * / **</b>	Jean Lewis	28 Sep 2017 22 May 2018	6.30-8.30pm	West Offices
<b>Headteacher Appraisal and Performance Management</b>	Maxine Squire & John Thompson	3 Oct 2017	6.30 – 8.30pm	West Offices
<b>Primary School Accountability Measures – Guidance for Governors</b>	Karron Young	18 Oct 2017	6.30-8.30pm	West Offices
<b>Secondary School Performance Accountability Measures</b>	John Thompson	25 Oct 2017	6.30-8.30pm	West Offices
<b>Safer Recruitment in Education – For School Governors and School Staff ***</b>	Caroline Williamson & a member of CYC HR Team	19 Sept 2017	9am-5pm (lunch not included)	West Offices
<b>Governors’ Responsibilities around Safeguarding</b>	Caroline Williamson	16 Jan 2018	6.30-8.30pm	West Offices
<b>Health and Safety Responsibilities in Schools and Academies – Fire, Construction and Maintenance</b>	Stuart Langston	7 Nov 2017	6.00-8.00pm	West Offices
<b>Termly Workshop – Governors’ Responsibilities and Sharing Best Practice</b>	Jon Stonehouse & Maxine Squire	27 Sep 2017 31 Jan 2018 25 Apr 2018	6.30-8.30pm	West Offices

\* Please access ‘Understanding School Finance’ or ‘Managing Academy Finance’ online training prior to attending this session.

\*\* You will need to bring a copy of your academy’s start budget, resources allocation and most recent academy management accounts to this session.

\*\*\*This session is being run for school and academy governors and staff who may be involved in recruitment. Please book a place on this session via the Workforce Development Unit [wdu@york.gov.uk](mailto:wdu@york.gov.uk).

### Online training modules available via [Learning Link](#)

<b>Understanding School Finance</b>	<b>Managing Academy Finance</b>	<b>Headteacher Appraisal and Capability</b>
<b>Headteacher Recruitment and Succession Planning</b>	<b>E-Safety for Governors</b>	<b>Health and Safety</b>
<b>Educational Visits</b>	<b>Governor Visits to School</b>	<b>Monitoring Performance Data and Targets</b>
<b>Monitoring and Evaluation</b>	<b>The Role of the SEND Governor</b>	<b>Looked After Children</b>
<b>The Governors Role in School Improvement</b>	<b>Ofsted Inspection for Schools</b>	<b>Safeguarding – The Governors Role</b>

## Leading the Governing Board

Face-to-face and online training opportunities providing a pathway for governors and trustees in, or aspiring to be in, a leadership position.

Face-to-face sessions	Trainer	Date(s)	Time	Venue
Becoming an Effective Leader	Julia Elliott	8 Nov 2017 6 Mar 2018	6.30-8.30pm	West Offices
Developing the Governing Board	Julia Elliott	15 Nov 2017 13 Mar 2018	6.30-8.30pm	West Offices
Leading Change and Continuous Improvement	Julia Elliott	29 Nov 2017 20 Mar 2018	6.30-8.30pm	West Offices

### Online training module available via [Learning Link](#)

**Planning for Succession in the Governing Board**

## Whole Governing Board CPD

These sessions will be delivered in school to support whole governing board development. To arrange access to any of the below sessions please ask your chair to contact [governance.service@york.gov.uk](mailto:governance.service@york.gov.uk) or call Debra Wilcock on 01904 554210.

### Facilitated Governing Board Self Review

Governing boards hold important strategic responsibilities for the development and improvement of their school or academy. A key role of governing boards is to support and challenge headteachers in order to ensure pupils receive the best possible education. This facilitated review process is supported by a member of the Governance Support and Development Service and aims to encourage academy board of directors and governing boards of maintained schools to challenge themselves by reviewing their

- skills
- effectiveness
- statutory responsibilities
- vision and strategy
- accountability
- engagement
- leadership
- impact.

**Cost: £250.00**

### Multi Academy Trust Governance Workshop

Academy status brings with it a change in responsibilities as well as a number of new obligations. The relationship between boards of directors and local governing committees will vary between trusts and it is crucial that volunteers at all levels understand how decisions are delegated. This workshop will support trustees and local governing committee members within your Multi Academy Trust to:

- understand your governance structure
- consider where the duties and responsibilities lie as outlined in the Articles of Association and Scheme of Delegation
- explore ways in which these duties can best be met together to ensure effective and legally compliant governance.

**Cost: from £450.00 for a MAT of up to 6 settings**

## Impact Courses

These one hour sessions will be held as part of a governing board meeting. For some topics it may be appropriate to co-ordinate the delivery of the session with support from a member of school staff, for example a school business manager or data manager. Topics include:

- Handling complaints
- Ethical behaviour (code of conduct and conflicts of interest)
- Reviewing budget monitoring reports
- Reviewing performance data.

**Cost: £100**

## Course Summaries

### An Introduction to Governance

Face-to-face sessions	Summary
<b>Welcome to Governance in Maintained Schools</b> – led by Salli Radford and Debra Wilcock, Governance Support and Development Service	This session, run for governors in maintained schools, will provide you with: <ul style="list-style-type: none"><li>▪ an outline of the training opportunities available during the current academic year</li><li>▪ information about the various forms of support available from the Governance Support and Development Service</li><li>▪ an overview of the three core responsibilities of school governors</li><li>▪ an exploration of the types of challenges you may face during your time as a governor</li><li>▪ the opportunity to produce a personalised development plan for the year ahead.</li></ul>
<b>Welcome to Governance in a Multi Academy Trust</b> – led by Salli Radford and Debra Wilcock, Governance Support and Development Service	This session, run specifically for governors and trustees within a MAT, or in schools converting during the year, will provide you with: <ul style="list-style-type: none"><li>▪ an outline of the training opportunities available during the current academic year</li><li>▪ information about the various forms of support available from the Governance Support and Development Service</li><li>▪ an overview of the three core responsibilities of academy governors and trustees</li><li>▪ an exploration of the types of challenges you may face during your time as a governor or trustee</li><li>▪ the opportunity to produce a personalised development plan for the year ahead.</li></ul>

**Holding Leaders to Account for Performance**

- This session will provide you with an overview of:
- what data can tell you and how it can be used to ask informed questions, including DfE performance tables, the school comparison tool, RAISEonline, the Inspection Dashboard, attendance and exclusions and the school’s context
  - how to challenge senior leaders to ensure that data collected is purposeful, efficient and valid
  - the importance and impact of high quality teaching
  - the key principles, drivers and cycle of school improvement.

**Vision, Ethos and Strategic Direction**

- This session will help you explore:
- your role in establishing long-term, shared aims for your school or academy
  - how you can contribute to the writing of the school or academy improvement plan, having shared ownership of these documents and being able to evidence your role in measuring impact
  - how you can work with senior leaders to promote the values and ethos of your school or academy
  - the importance of understanding the context in which your school or academy operates and being open to partnership working for the benefit of children and young people across the city.

**A Governors’ Role in Overseeing Financial Performance and Making Sure that Money is Well Spent \***

- This session will help you to:
- understand the board’s responsibilities in resource allocation focussing on impact and outcomes, including the use of Pupil Premium Funding
  - understand expenditure on staff and resource including monitoring performance management processes and how they contribute to improved outcomes for pupils
  - understand the school’s financial health and efficiency and how this compares with similar schools by making use of the school efficiency metric tool and benchmarking.

*\* Once you have attended this session we would recommend you further develop your understanding of school or academy finance by accessing the relevant Effective Governance finance sessions:*

- *An Introduction to School Finance for Governors*
- *Becoming an Academy? What You Need to Know About Finance*
- *Understanding Financial Management within Multi Academy Trusts*

**Effective Governance in a Church of England School or Academy** – led by Claire Graham-Brown, Deputy Diocesan Director of Education & Olivia Seymour, Education Adviser

- This session is designed for all governors of Church of England schools and academies and will:
- explore the distinctive nature of church schools and the special responsibilities of church school governors, including foundation governors
  - introduce you to the Anglican school inspection framework (SIAMS) and show how governors can contribute to effective self-evaluation of church schools.

**Governor training on the new SIAMS Framework** – led by Claire Graham-Brown, Deputy Diocesan Director of Education & Olivia Seymour, Education Adviser

The new SIAMS Framework will come into effect from September 2018. Governors are invited to stay for supplementary training on 20<sup>th</sup> February 2018, 1-4pm, straight after the Effective Governance in a Church of England School or Academy training, to explore what this means for them.

**Learning Link Online Training:** Online sessions can be used to compliment and further develop your knowledge and understanding. To complete online training please visit [Learning Link](#)

**Governance – Your Role, Your Responsibility, Your Organisation**

This module will help you:

- understand what governance is and the role it plays in educational establishments
- understand the effect of governance on a school and the students
- identify the type of school you will govern in and how it differs from others
- identify the type of governing board you will join and how it differentiates from the others
- develop your skills and knowledge of working as a governing team.

**Key Functions of the Governing Board**

This module will help you:

- understand the governing board’s key functions
- consider how effectively your governing board performs these functions
- review how your governing board is involved at a strategic level.

**Different Models of Governance**

This module will help you:

- increase your awareness of the different models of governing boards currently in use in schools
- improve your understanding of the different models of governance
- consider the benefits and / or implications of working in partnership with other governing boards.

**Academies**

This module will help you:

- undertake a comparison of the old and the new style academies
- explore the financial issues relating to academies
- review a step-by-step guide to the conversion process
- explore how to establish an Academy Trust
- review the structure and role of the governing board.

**Getting it Right as a Staff Governor**

This module will cover:

- the law relating to staff governors
- staff governors and the constitution of the governing board
- eligibility of individuals
- election of staff governors
- the role of the staff governor
- some aspects of governance to consider.

**Governance of a Church School**

This module will help you:

- know more about the history and key characteristics of Church schools
- have a better awareness of the Christian distinctiveness of Church schools
- recognise the strategic responsibilities involved in Church school governance
- understand the difference between Ofsted inspections and the Section 48 inspection process.



<p><b>Monitoring Performance Data and Targets</b></p> <p>This module will help you understand:</p> <ul style="list-style-type: none"> <li>▪ how your governing board can use your school’s performance data to monitor performance</li> <li>▪ the target-setting requirements for your school</li> <li>▪ how you can monitor your school’s progress against targets.</li> </ul>	<p><b>Monitoring and Evaluation</b></p> <p>This module will help you:</p> <ul style="list-style-type: none"> <li>▪ identify and understand the governing board’s role in school improvement</li> <li>▪ focus on the monitoring and evaluation stages of the school improvement process</li> <li>▪ explore the school Improvement Plan, the purpose and content of the headteacher’s report and governors’ visits to the school.</li> </ul>
<p><b>Understanding School Finance</b></p> <p>This module will help you understand:</p> <ul style="list-style-type: none"> <li>▪ how funding is provided to Local Authorities for schools</li> <li>▪ how schools are funded through the schools funding formula</li> <li>▪ the role of the Schools Forum</li> <li>▪ setting school budgets and good financial management practice</li> <li>▪ medium term financial planning, levels of school balances and additional sources of funding.</li> </ul>	<p><b>Managing Academy Finance</b></p> <p>This module will help you:</p> <ul style="list-style-type: none"> <li>▪ have a better understanding of academy finances with a clearer knowledge of the different levels of responsibility and accountability involved</li> <li>▪ recognise the need for clear procedures relating to financial management</li> <li>▪ have a raised awareness of the need for a rigorous and systematic approach to monitoring and evaluating the use of the academy’s finances.</li> </ul>
<p><b>Pupil Premium</b></p> <p>This module will help your understanding of:</p> <ul style="list-style-type: none"> <li>▪ the aims of the Pupil Premium initiative</li> <li>▪ the importance of your strategic role in facilitating attempts to raise attainment for these target groups</li> <li>▪ the importance of gathering and analysing good quality data about the school’s performance in raising attainment for these target groups</li> <li>▪ the range of tools and resources that will support the governing board in this important task.</li> </ul>	

## Effective Governance in Schools and Academies

Face-to-face sessions	Summary
<p><b>An Introduction to School Finance</b> – led by Jean Lewis, School Business Support Manager</p>	<p>This session, run for governors of maintained schools new to finance, aims to explain:</p> <ul style="list-style-type: none"> <li>▪ how schools are funded</li> <li>▪ the principles of the Schools Financial Value Standard</li> <li>▪ the crucial link between the School Development Plan and the budget</li> <li>▪ what to consider if there is projected deficit</li> <li>▪ mechanisms for monitoring budgets</li> <li>▪ key financial issues and challenges facing schools nationally and locally.</li> </ul>

<p><b>Becoming an Academy? What you need to know about Finance</b> – led by Jean Lewis, School Business Support Manager</p>	<p>This session provides a local perspective for governors wishing to learn more about the financial implications of becoming an academy and what it may mean for their school, focusing on:</p> <ul style="list-style-type: none"> <li>▪ why schools are converting to an academy and a brief overview of the process</li> <li>▪ governors’ roles and responsibilities</li> <li>▪ financial considerations (financial due diligence; LGP actuarial valuation; insurance; top slice; capital expenditure; support from the Local Authority</li> <li>▪ managing finance after conversion</li> <li>▪ key financial challenges (National Funding Formula; risks).</li> </ul>
<p><b>Understanding Financial Management within Multi Academy Trusts</b> – led by Jean Lewis, School Business Support Manager</p>	<p>This session is for governors new to education finance in academies and will aim to explain:</p> <ul style="list-style-type: none"> <li>▪ governors’ roles and responsibilities</li> <li>▪ how academies are funded</li> <li>▪ financial reporting requirements for academies</li> <li>▪ financial management in academies</li> <li>▪ key financial challenges facing academies nationally and locally.</li> </ul>
<p><b>Headteacher Appraisal and Performance Management</b> – led by Maxine Squire, Assistant Director, Education and Skills and John Thompson, Head of Secondary School Improvement</p>	<p>This session, run for governors and trustees, will provide you with information about your role and responsibilities related to managing the performance of headteachers, focusing on:</p> <ul style="list-style-type: none"> <li>▪ what effective appraisal of headteacher performance involves and how it contributes to school and academy improvement</li> <li>▪ the role and responsibilities of the Full Governing Board and Headteacher Performance Management Group</li> <li>▪ setting effective objectives, monitoring and evaluating headteacher performance and reviewing headteacher pay</li> <li>▪ the role of the external adviser in the appraisal process</li> <li>▪ how to evaluate headteacher performance and the role of governors in managing headteacher performance.</li> </ul> <p>The session will offer the opportunity to discuss the appraisal process with fellow governors and trustees and to ask questions. You will also receive an updated guidance document explaining your role in the headteacher performance management process.</p>
<p><b>Primary School Accountability Measures, Guidance for Governors</b> - led by Karron Young, School Effectiveness and Achievement Adviser</p>	<p>This session will provide governors and trustees with an overview of accountability measures and statutory assessment including:</p> <ul style="list-style-type: none"> <li>▪ information and clarification regarding the performance measures</li> <li>▪ floor standards</li> <li>▪ progress measures</li> </ul> <p><i>Please note, this session may not be appropriate for governors of Infant Schools where there are no national progress measures or floor standards.</i></p>

<p><b>Secondary School Performance Accountability Measures</b> - led by John Thompson, Head of Secondary School Improvement</p>	<p>This session will provide governors and trustees with an overview of the secondary school performance accountability measures based on pupil outcomes at the end of Key Stage 4 including:</p> <ul style="list-style-type: none"> <li>▪ key changes this year</li> <li>▪ the emphasis on pupil progress through the Progress 8 measure and associated floor standard</li> <li>▪ implications of further changes to GCSE</li> <li>▪ impact of statutory assessment in primary schools</li> </ul> <p>The measures apply to all state funded schools, including academies. For schools with sixth forms, a written summary of post 16 accountability measures will also be provided.</p>
<p><b>Safer Recruitment in Education – For School Governors and School Staff</b> – led by Caroline Williamson, School Safeguarding Advisor; and a member of City of York Council Human Resources team</p>	<p><i>To book a place on this session please email <a href="mailto:wdu@york.gov.uk">wdu@york.gov.uk</a></i></p> <p>This session will:</p> <ul style="list-style-type: none"> <li>▪ give you an awareness and understanding of offender behaviour</li> <li>▪ identify the key features of staff recruitment that help deter or prevent the appointment of unsuitable people</li> <li>▪ consider policies and practices that minimise opportunities for abuse or ensure its prompt reporting</li> <li>▪ explore the elements that contribute to an ongoing culture of vigilance</li> <li>▪ help you begin to review the policies and practices within your own school or academy with a view to making them safer.</li> </ul>
<p><b>Governors’ responsibilities around Safeguarding</b> – led by Caroline Williamson, School Safeguarding Advisor</p>	<p>This session will help you to:</p> <ul style="list-style-type: none"> <li>▪ understand your responsibilities in all aspects of child protection and safety</li> <li>▪ identify what policies or strategies should be in place</li> <li>▪ explore the role of the Safeguarding Governor</li> <li>▪ understand your responsibilities in relation to the Prevent Duty</li> <li>▪ understand your responsibilities around E-Safety.</li> </ul>
<p><b>Health and Safety Responsibilities in Schools and Academies – Fire, Construction and Maintenance</b> – led by Stuart Langston, Shared Head of Health and Safety for North Yorkshire County Council and City of York Council</p>	<p>This session will:</p> <ul style="list-style-type: none"> <li>▪ outline the effect that the changing role of governance in schools and academies has on health and safety responsibilities, in particular in the management of fire risk and planning construction and maintenance activities</li> <li>▪ outline the financial impact of the substantial increase in the level of fines for health and safety following the introduction of the Sentencing Guidelines, making health and safety risk mitigation essential.</li> </ul>
<p><b>Termly Workshop – Governors’ Responsibilities and Sharing Best Practice</b> – led by Jon Stonehouse, Director of Children’s Service, Education and Skills and Maxine Squire, Assistant Director, Education and Skills</p>	<p>These termly workshops will provide you with the opportunity to not only learn about any new initiatives and responsibilities but also explore existing responsibilities and share best practice. You will be invited to propose items for discussion in advance of each session.</p>

**Learning Link Online Training:** Online sessions can be used to compliment and further develop knowledge and understanding. To complete online training please visit [Learning Link](#)

### **Understanding School Finance**

This module will help you understand:

- how funding is provided to Local Authorities for schools
- how schools are funded through the schools funding formula
- the role of the Schools Forum
- setting school budgets and good financial management practice
- medium term financial planning, levels of school balances and additional sources of funding.

### **Managing Academy Finance**

This module will help you:

- have a better understanding of academy finances with a clearer knowledge of the different levels of responsibility and accountability involved
- recognise the need for clear procedures relating to financial management
- have a raised awareness of the need for a rigorous and systematic approach to monitoring and evaluating the use of the academy's finances.

### **Headteacher Appraisal and Capability**

This module will help you:

- understand the aims and purpose of the headteacher appraisal and capability process
- know how to conduct headteacher appraisal
- know how to take appropriate action where there are doubts about a headteacher's capability.

### **Headteacher Recruitment and Succession Planning**

This module will help you explore:

- current issues around school leadership
- what you need to consider in relation to the future of your own school
- the stages of a well-planned and executed recruitment process
- headteacher induction
- succession planning for future school leadership.

### **E-Safety for Governors**

This module will cover:

- viewing of inappropriate or unsuitable sites
- violent gaming and its impact on young people's brain development and behaviour
- cyberbullying and trolling
- sexting
- grooming
- identity theft.

### **Health and Safety**

This module will give you:

- an overview of your legal duties in relation to health and safety
- practical guidance around the role of governing boards in managing health and safety in schools
- an understanding of where to obtain further information on a number of topics.

### **Educational Visits**

This module will help you:

- know more about the types and purpose of educational visits
- have a better awareness of the need for a rigorous and systematic approach to your organisation
- recognise the need for clear procedures relating to risk assessments and establishing the competency of staff who will be involved
- be better informed about your governing board's responsibility for ensuring the safety and welfare of pupils.

### **Governors' Visits to School**

This module will help you:

- understand why governor visits to school are important
- understand how whole-school agreed protocols can make visits more effective
- plan or review a whole-school policy on governor visits to school.

### **Monitoring Performance Data and Targets**

This module will help you understand:

- how your governing board can use your school's performance data to monitor performance
- the target-setting requirements for your school
- how you can monitor your school's progress against targets.

### **The Role of the SEND Governor**

This module will help you understand how to:

- carry out your duties as the governor responsible for special educational needs and disability in your school
- access factual information that will enable you to support your school in achieving high expectations and good outcomes for all pupils, including those with special education needs and/or disabilities.

### **The Governors Role in School Improvement**

This module will help you:

- have an understanding of your strategic role in facilitating school improvement
- understand the need to avoid micro-managing implementation of your school's improvement strategy
- understand the importance of gathering and analysing good quality data about your school's performance
- be aware of a range of tools and resources that will support your governing board in this important task.

### **Safeguarding – The Governors' Role**

This module will help you explore:

- relevant legislation, statutory guidance and other linked documents
- statutory responsibilities of school staff and governing boards
- different types of abuse
- specific safeguarding issues to be aware of
- different roles in the management of safeguarding
- safer recruitment procedures
- different safeguarding checks
- handling allegations against individuals
- Ofsted's expectations of the governing board in relation to safeguarding.

### **Monitoring and Evaluation**

This module will help you:

- identify and understand the governing board's role in school improvement
- focus on the monitoring and evaluation stages of the school improvement process
- explore the school Improvement Plan, the purpose and content of the headteacher's report and governors' visits to the school.

### **Looked After Children**

This module will help you:

- develop your understanding of who is a 'looked after' child
- explore your governing board's key roles and responsibilities
- assess how effectively your governing board carries out its responsibilities.

### **Ofsted Inspection for Schools**

This module will help you:

- have an overview of the school inspection process and what Ofsted require of the school and governing board
- have a greater awareness of the evidence on which inspectors base their judgements
- be aware of the implications for schools and governors
- have a better understanding of the criteria by which the effectiveness of the governing board will be judged  
be better enabled to ask appropriate questions of the headteacher and senior staff, as part of holding them to account.

# Leading the Governing Board

Face-to-face sessions	Summary
<b>Becoming an Effective Leader</b> – led by Julia Elliott, Independent Education Consultant	To session will help you to develop further understanding of: <ul style="list-style-type: none"><li>▪ becoming the chair</li><li>▪ the elements of effective governance, including effective leadership</li><li>▪ strategic decision-making and delegation (from discussion to action); planning the work and structure of the board, including focusing on strategic priorities</li><li>▪ effective collaboration taking the views of all stakeholders into account</li><li>▪ the professional role of the clerk</li><li>▪ understanding and designing clear and effective structures.</li></ul>
<b>Developing the Governing Board</b> – led by Julia Elliott, Independent Education Consultant	This session will help you to develop further understanding of: <ul style="list-style-type: none"><li>▪ building an effective team of governors with varied knowledge and skills to create a culture which fosters learning and in which constructive challenge is welcomed</li><li>▪ ensuring effective recruitment, induction and development of governors</li><li>▪ improving accountability through robust performance review of the board and its committees.</li></ul>
<b>Leading Change and Continuous Improvement</b> – led by Julia Elliott, Independent Education Consultant	This session will help you to develop further understanding of: <ul style="list-style-type: none"><li>▪ leading the board and executive leaders in ensuring operational decisions contribute to strategic priorities, including a systematic approach to organisational change</li><li>▪ the headteacher's report – key information</li><li>▪ understand the board's role in setting and managing risk appetite and tolerance, aligning risk with strategic and improvement plans</li><li>▪ establishing clear expectations, lines of responsibility, monitoring systems and evaluation.</li></ul>

**Learning Link Online Training:** Online sessions can be used to compliment and further develop knowledge and understanding. To complete online training please visit [Learning Link](#)

## Planning for Succession in the Governing Board

This module will help you understand the importance of:

- the use of resources such as skills audits to spot potential amongst the current team, or during a planned recruitment process
- building knowledge and understanding
- developing an individual's ability to lead by actively encouraging them to take on tasks, and possibly delegating tasks to them
- providing a period of time for the individual to practice what they need to do, and, more importantly, come to understand why they need to do it.