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Training & Development Guide

Directors & Governors

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Rationale for developing Directors & Governors

We believe it is very important that Directors and Governors keep abreast of current governance, MAT and school issues and consider their own professional development. This is one of the ways that Directors and Governors can contribute to the leadership of the MAT and the individual academies, improving their own performance through appropriate development activities or training.

The Board of Directors will appoint a Lead Director for Director/Governor Development.

Each AGC will also appoint a Lead Governor for Development.

The Lead Director and Governors will work with the Senior Governance Professional (SGP), to ensure a focus on Director and Governor Development on the agenda, at least once per term.

They will act as a contact point for development matters and liaise with the SGP to receive updates on courses and training events that may be available to meet identified needs.

How does development add value to our Trust?

- It expands the knowledge base.
- It strengthens skills.
- It helps to reduce any weak links.
- It stops heavy reliance on others or a few individual Governors.
- It develops independent, self-determining working.
- It provides a consistent and systematic approach to governance.
- It promotes high morale and increases confidence in self, Board/AGC colleagues and relationships with the Senior Executive, Headteachers, SLT, Staff and other stakeholders.
- It can help to avert a high turnover of Governors.

NB: This said, we appreciate that any development must be based on identified need, be cost effective and be delivered in a way that makes practical sense to Directors and Governors, to avoid creating any additional stress or unnecessary demands on time/resources.

What is the main role of the Lead Director/Governor for Development on each of our governing groups?

- Training and development for Directors and Governors is central to effective MAT governance. The role of Lead Director/Governor for Development requires an awareness of the knowledge and skills needed within a MAT Board/AGC, in order to help that governance body operate as effectively as possible.
- The Lead Director/Governor will help to identify needs and then plan how to address them through appropriate training or development.
- They will enable a focussed overview of the knowledge and skills of Board & AGC members to be established by way of annual Skills Audits and Board/AGC Reflection.
- They also help Directors/Governors, through 1-1 discussion, to identify their own learning and development needs.
- They will help identify and address the Board/AGC development needs in relation to the Trust Strategic Plan/Academy Improvement Plans.
- They will also help to arrange further local training for Governors to help them to better understand the strategic priorities of the Academy they govern.
- They will ensure that Directors and Governors are provided with access to training on the use of performance data, so they understand the current performance and can effectively challenge.

What else might the role involve?

The role may also involve:

- Ensuring all new Directors/Governors attend mandatory Induction Training so they become confident in their role, as soon as possible;
- Helping ensure all Directors/Governors feel supported and can access the relevant advice and guidance in order to become effective;
- Encouraging Directors/Governors to actively manage their continuous professional development (CPD) so they become more effective governors and can share new knowledge and the relevancy of the training they have attended with colleagues.
- Encouraging the Chairs of the Board and the AGCs to attend the 'Development for Chairs' training so they fully understand their role and can carry it out effectively;
- Helping the Board/AGC work on succession planning by encouraging potential Chairs of the Board/AGC (or Board Committees) to attend the 'Development for Chairs' training;
- Regularly encouraging Directors/Governors to maintain their personal record of training & development on Governor Hub, to enable accurate reporting on the Board/AGC position.
- Liaising with the Lead Directors/Governors across the Trust to enable the arrangement of cluster training when appropriate.

Other points to note

- This is not a statutory role – but it is one which adds significant value;
- The individuals taking up these positions needs to understand the priorities within the MAT Strategic Plan & Academy Improvement plans;
- They also need to be confident to liaise with the Senior Governance Professional and oversee the training budget.

Training opportunities 2021/22

Induction

LLT appreciates the importance of a structured and comprehensive Induction process for all new Directors and **Governors**.

In addition to access to the foundation 'Structures, Roles and Responsibilities' modules provided on **Learning Link**, detailed in the next section, LLT also provides a more local induction package facilitated by the Senior Governance Professional and CEO/Head teacher.

This includes;

- Welcome to Governance in LLT;
- An assigned Mentor;
- A briefing session with the relevant Chair and CEO/Headteacher;
- Provision of the Academy Trust Handbook for Directors;
- Introduction and access to Governor Hub – the information/file sharing platform which also feeds all Directors and Governors the latest national updates in relation to Governance and Education.
- Provision of key documents e.g. Governance Handbook, Code of Conduct, Communication Policy, previous Minutes, Improvement Plans etc.
- Completion of Declarations of Interest – via Governor Hub.

Following Induction, LLT provides access to a comprehensive package of training & development for Directors and Governors, via the **National Governance Association (NGA) – ‘Learning Link’** platform.

The graphic is a two-page spread with a green geometric background. The top half is titled 'HOW DO YOU REGISTER FOR LEARNING LINK?' and the bottom half is titled 'E-LEARNING ANYTIME, ANYWHERE.' Both sections feature a vertical list of benefits: INTERACTIVE, RESPONSIVE, FLEXIBLE, and ESSENTIAL. Logos for NGA and Virtual College are present at the bottom of each page.

nlgla learninglink

HOW DO YOU REGISTER FOR LEARNING LINK?

It's a simple process...

1. Visit <https://nga.vc-enable.co.uk/register> to find the online self-registration form.
2. Add your details to the self-registration form in the following order:
 - Your first name
 - Your last name
 - Your email
 - Your phone number (optional)
 - Your governance role title (optional)
 - Your school or academy – use the search box and make sure to select the right one using the postcode*
3. Click the green register button to submit your application for approval.
4. Approval is not immediate and you must wait for email confirmation of approval. It can take time to receive this email particularly if your application is submitted over a weekend or in the evening.
5. Your confirmation email will be sent to you. Once you receive your email confirmation, which includes your login details you can login to Learning Link and start to use it whenever you want to.

* If your school or academy is not listed, it may not be signed up to Learning Link. In this case please select the "My group has not been listed" box and an email will come through to us so that we can contact you.

nlgla National Governance Association

VIRTUAL COLLEGE

nlgla learninglink

E-LEARNING ANYTIME, ANYWHERE.

GOVERNORS | TRUSTEES | CHAIRS | CLERKS

The National Governance Association has teamed up with Virtual College, one of the UK's top e-learning providers, to deliver accessible, engaging and convenient e-learning.

Key governance topics include: strategy; team work; assessment; staffing; financial oversight; effective governance; compliance; collaboration; and much more.

Benefits

- Over 50 CPD training modules
- Eight new induction modules
- A certificate of achievement with every module
- Secure access – 24 hours, 7 days a week
- Multi-device access – desktops, tablets and smartphones
- Tracked learning – revisit content, take a break or pick up where you left off
- A dedicated support service

0121 237 4600
learninglink@nga.org.uk
www.nga.org.uk/learninglink

nlgla National Governance Association

VIRTUAL COLLEGE

Learning Link Modules

With over 50 governance modules aligned to the NGA's Knowledge Centre, the suite of 10 collections cover:

Structures, Roles and Responsibilities

These modules will help you to understand Trust and Academy structures, and what is expected of you as a Director or Governor, crucial to the induction of all Directors and Governors.

Modules	Duration
<u>Governance: Your role, your responsibilities, your organisation</u>	2 hours
<u>Getting it right as a staff governor</u>	50 minutes
<u>Key Functions of the governing board</u>	55 minutes
<u>The constitution of the governing board</u>	55 minutes
<u>Governance of a church school</u>	45 minutes
<u>Different Models of Governance</u>	55 minutes

Good Governance

These modules aim to help you improve the effectiveness of your governing board, including visiting your school or schools, Ofsted inspections and succession planning.

Modules	Duration
<u>Effectiveness: Governance making an impact, changing lives</u>	1 hour 30 minutes
<u>Working Together: Building the team and improving the organisation</u>	1 hour 30 minutes
<u>Handling difficult situations</u>	55 minutes
<u>Ofsted and the new inspection framework</u>	45 minutes
<u>Governance visits to schools</u>	10 minutes
<u>Succession Planning</u>	40 minutes
<u>Governance monitoring: A tool to help drive improvement</u>	10 minutes
NEW <u>Holding to account: How to question and challenge</u>	15 minutes
NEW <u>Holding to account: How to conduct a courageous conversation</u>	15 minutes

Vision, Ethos and Strategic Direction

Covering risk management, evaluating effectiveness and your role in school improvement, these modules will help you shape your Trust or Academies strategic direction.

Modules	Duration
<u>Strategy: Living your values, reaching your vision, managing the risk</u>	2 hours
<u>Monitoring and evaluation</u>	55 minutes
NEW <u>Creating a new vision for your school or trust</u>	15 minutes

Pupil Success and Wellbeing

These modules focus on the core purpose of your Trust or Academy – the quality of education it should be providing to pupils.

Modules	Duration
<u>Your organisation: Understanding school structures and what children should learn</u>	2 hours
<u>Progress and attainment: using data to improve educational outcomes</u>	2 hours
<u>Arts & Cultural Education: Improving your school and its curriculum</u>	45 minutes
<u>Early Years Education</u>	1 hour
<u>Monitoring performance data and targets</u>	50 minutes
<u>The role of the SEND governor</u>	55 minutes
<u>Looked after children</u>	55 minutes
<u>Exclusions</u>	55 minutes
<u>Pupil Premium</u>	55 minutes
<u>Minimising exclusions</u>	15 minutes

Collaborating with Partners

Find out about key partners and stakeholders, how to develop relationships with them, and how engagement with stakeholders can lead to better outcomes for pupils.

Coming soon:

- Stakeholder engagement
- Engaging with pupils and parents

Executive Leaders

These modules cover the key stages in the lead executive recruitment process and the critical role the board has in holding executive leaders to account through effective headteacher appraisal.

Modules	Duration
<u>Headteacher recruitment - succession planning</u>	55 minutes
<u>Headteacher appraisal and capability</u>	55 minutes
<u>Setting performance objectives for executive leaders</u>	15 minutes
NEW <u>Recruiting a senior executive leader</u>	1 hour

The Best Use of Resources

These modules will provide you with the tools and approaches for developing financial efficiency in your Trust or Academy.

Modules	Duration
<u>Finance: Making the most of what you've got</u>	2 hours
<u>Understanding schools finance</u>	1 hour
<u>Managing Academy Finance</u>	1 hour 15 minutes
NEW <u>Using Integrated Curriculum and Financial Planning (ICFP) to resource the best curriculum for your pupils</u>	15 minutes

Compliance

Covering key areas of compliance such as Safeguarding, Health and Safety and Admissions, these modules will make you aware of the most important points from legislation and guidance.

Modules	Duration
<u>Compliance: Assuring your organisation, keeping it safe, secure and solvent</u>	1 hour 30 minutes
NEW <u>Equality and Diversity: A practical guide for governors and trustees</u>	1 hour
<u>Getting to know the law</u>	55 minutes
<u>Governing board duties on compliance</u>	1 hour
<u>Safeguarding: the governor's role</u>	1 hour 30 minutes
<u>Health and Safety</u>	1 hour

Clerking

These modules will help new and experienced Governance Professionals to get a better understanding of their role and how to carry it out well.

Modules	Duration
<u>Clerking a trust or an academy committee</u>	55 minutes
<u>Introduction to Clerking Academies</u>	55 minutes
<u>Introduction to clerking maintained schools</u>	1 hour
<u>The clerk as co-ordinator of continuing professional development</u>	55 minutes
<u>Supporting the governing board in raising school standards</u>	55 minutes
<u>Recording a meeting</u>	1 hour 15 minutes

MATs

This module explores key challenges for multi academy trusts, common pitfalls, and what effective MAT governance looks like.

Modules	Duration
<u>Effective MAT Governance</u>	1 hour 15 minutes

Core Modules

A suite of 8 modules covering key governance areas, perfect for those Directors or Governors who are new to governance or those looking for a refresher. (These modules are included within each of the categories above).

Modules	Duration
<u>Governance: Your role, your responsibilities, your organisation</u>	2 hours
<u>Your organisation: Understanding school structures and what children should learn</u>	2 hours
<u>Strategy: Living your values, reaching your vision, managing the risk</u>	2 hours
<u>Progress and attainment: using data to improve educational outcomes</u>	2 hours
<u>Finance: Making the most of what you've got</u>	2 hours
<u>Working Together: Building the team and improving the organisation</u>	1 hour 30 minutes
<u>Compliance: Assuring your organisation, keeping it safe, secure and solvent</u>	1 hour 30 minutes
<u>Effectiveness: Governance making an impact, changing lives</u>	1 hour 30 minutes

Bitesize Modules

A selection of modules in easily digestible bite-sized chunks that take between 5 and 15 minutes to complete including;

Staff workload

Stakeholder engagement

Hot Topics

A range of resources covering current governance-related issues for you to download and keep, including;

Executive Pay

GDPR: An overview for Governors

Governor Recruitment

Improving School Accountability

Mentally Healthy Schools

****Please note that this is a sample offer that is periodically updated on www.nga.org.uk/learninglink - please ensure you register and check back regularly.**

Further Online Modules

Included in the NGA learning Link offer is also a range of modules developed by Virtual College for a wider audience, which provide useful background information on a range of topics with relevance to governance such as important aspects of safeguarding and health and safety.

Specialist Development for Chairs /Prospective Chairs

LLT strongly encourages all Chairs to follow the programme offered by the NGA entitled “NGA Leading Governance - Development for Chairs”. This is currently funded by the DfE and provides Chairs, Vice Chairs, Committee Chairs and Future Chairs opportunities to develop the necessary leadership skills and confident governance.

Details of how to apply are on the NGA website and all Directors/Governors have access via the Trust/Academy membership.

Accessing Other Training/Development

Please could we politely ask that each Director or Governor who wishes to access any other paid training or development opportunity they may identify, does so by:

- i) Seeking agreement in principle from the Chair and Headteacher;
- ii) Informing the Senior Governance Professional and seeking approval for funding;
- iii) Informing their Lead Director or Governor for Development
- iv) Updating their own personal development log on Governor Hub.

Additional In-House Training

This training is provided by Trust staff and is provided on request when a need is identified.

Recent examples include;

- Ofsted updates and understanding of the Ofsted process;
- Understanding Data;
- Understanding GDPR;
- The role of Governors in an investigation;

The Senior Governance Professional will arrange this training on request, liaising with Trust staff.

Confederation of Schools Trust (CST) Support

The Board of Directors receive regular updates from CST and have access to relevant training and masterclasses provided by them, bespoke to the role of a Director.

Events for Chairs and Governance professionals are also periodically provided.

To compliment all the training & development offered, the Trust also commits to various other forms of reflection on the effectiveness of Governance.

External Governance Reviews

Throughout a 2-year cycle all Governing Groups across LLT will undergo an External Governance Review which provides an action plan for improving collective performance.

Chair 360° Review

LLT Chair's will undergo an annual 360° review and receive comprehensive feedback.

The Lead Director/Governor for Development will help to facilitate this work.

AGC Review

The AGC will undergo a reflective review and receive collective feedback before developing an action plan for improving collective performance.

The Lead Director/Governor for Development will help to facilitate this work.