

# GOVERNOR SERVICES

## Transform Trust Effective Governance in Action

*'Together we Govern'*

A guide to training, development and  
networking opportunities for  
Transform Governors 2018-2019

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## Welcome



Rebecca Meredith, CEO

Welcome on behalf of the Team to our latest edition of *Effective Governance in Action* – I hope you find it useful and informative.

At Transform, we truly value the work you do in our schools as a volunteer. In turn, our commitment to you is to provide you access to high quality training and support as we believe this will allow you to be a strong member of our school leadership team.

This guide is designed for all Governors and I would urge you to take advantage of the training and support that is on offer. We do expect all Governors to undertake a certain amount of training, including induction, safeguarding and GDPR as a minimum.

I am very much looking forward to getting to know you all a little better throughout the year and hope to see you at either the Standards Meetings, or at any of our Trust events to which you are all invited. So where possible please do come along and join us.

If you have any questions relating to governance, then please contact Jill Wilkinson, [jill.wilkinson@transformtrust.co.uk](mailto:jill.wilkinson@transformtrust.co.uk) 0115 982 5090 or mobile 07932 085 664.

Thank you to you all for everything you do, and I hope the forthcoming year is another successful one for your school/s and for Transform.

Kind regards



*“The importance and significance of outstanding governance and leadership across our education system has never been greater. The role of governing boards in defining and implementing strategy whilst holding the leaders of schools and trusts to account has to be the foundation upon which a world class education system is built. Governors or Trustees who work as a team, who are able to bring their skills and experience to the role and who blend challenge and support to hold their workforce to account, will improve standards”.* Sir David Carter, former National Schools Commissioner.

## 1. Introduction – Governance Team

Jill Wilkinson, Project Director

Jill is responsible for all things Governance. She is an experienced Chair and was awarded National Leader of Governance (NLG) status in July 2017



Sheila Laithwaite, Trust Clerk

Sheila is the Trust's Clerk for all our Schools. She is an experienced minute taker and excellent organiser.

## Transform's Chairs of Governors

Name	School	Name	School
Steve Stafford	Allenton	Malcolm Staley	Breadshall Hill top
Peter Munro (Trustee)	Brocklewood	Karen Slack	Bulwell St. Mary's
Rob Denzel	Burford	Claire Smith, NLG	Edale Rise
Dell Goma	Highbank	Dennis Jones	Parkdale
Jill Wilkinson, NLG	Pear Tree Junior	Jill Wilkinson, NLG	Robert Shaw
Alex Norris, MP	Rosslyn	Vernon Lloyd (Trustee)	Sneinton CofE
Alex Taylor (Chair of Chairs Forum)	South Wilford Endowed	Stewart Powell	Whitegate
Steve Oakley	William booth	Arran Whitehouse	Zaytouna

## Governor of the Year Award 2018

Congratulations to Alistair Macnaughtan at South Wilford Endowed who was awarded Governor of the Year for 2018. This was our inaugural Governor Award and because of its success, we will run again for 2019. Get your nominations ready... details will come out in the Summer term 2019 of how to nominate.



## 2. Transform Trust Governor Services Vision

As a Team we want to ensure that Governors are given the skills and the knowledge they need in order to provide outstanding Governance. We are committed to the development of the Governing Bodies that we work with to help to ensure effective strategic Governance.

In January 2017, the Department for Education (DfE) updated its Governance Handbook and released a 'Competency framework for Governance'. These two documents set out the role, core functions and skills required for school governance. In short, the features of effective governance comprise of six key elements

#togetherweareoutstanding

*A Competency Framework for Governance: The skills, knowledge and behaviours needed for effective governance in maintained schools, academies and multi-academy trusts (January 2017)*  
<https://www.gov.uk/government/publications/governance-handbook>



## 3. How to use this Guide

There is so much information out there about how to be a School Governor, what to do, what not to do, who to speak to etc you would be forgiven for thinking this was your full time job!

This guide is designed as a quick reference point to key documents and suggested training you may want to undertake in order to grow your knowledge for the role.

Within your Governing Body you should be allocated a role, whether this is a statutory role such as Safeguarding Governor, or by becoming a link Governor to a specific school priority such as Reading or Maths; all roles are important and governance is a real team effort. As a Governor you need to understand your school's strengths and their areas for development.

## 4. Compliance

To ensure that we are compliant, all Governors will be asked to complete a set of documentation prior to starting each academic year. The documentation includes:

- **Eligibility** – to check that you can be a school Governor;
- **Pecuniary and Business Interests** – the Government is keen to ensure that all volunteers are transparent and it is a statutory requirement to declare any pecuniary or business interests you may have, including family members who may also have a business interest in the school or Trust. This is a '**MUST**' outlined within the Academies Financial Handbook:  
<https://www.gov.uk/government/publications/academies-financial-handbook>
- **Governor Code of Conduct** – this is about how you represent yourself as a Governor and on behalf of the school.

- **Transparency (Edubase)** – Governor information is also maintained on a government database – this is not a public document but does allow the government to know who is one Governing Bodies.
- **Skills Audit** (every two years) – it is vital that Governors have the right skills in order to actively contribute, support and appropriately challenge the school. We do not expect each Governor to have all the skills, but the skills audit enables the Governing Body to identify new Governors where there is a clear skills gap in the Governing Body.

## 5. Key documents to help you to be effective

Document		Location
Scheme of Delegation	This document outlines the agreed delegation between your school and Transform Trust	If you do not already have a copy, it is available from your Headteacher or from the school or Trust website. <a href="http://www.transformtrust.co.uk">www.transformtrust.co.uk</a>
DfE Handbook	This document is a reference point for all matters of Governance. It is published annually and changes are highlighted in our newsletters	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/582868/Governance_Handbook_-_January_2017.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/582868/Governance_Handbook_-_January_2017.pdf</a> This is 131 pages so we recommend you don't print it off!
DfE Competency Framework for Governance	This is about the skills and expectations on school Governors.	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/583733/Competency_framework_for_governance_.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/583733/Competency_framework_for_governance_.pdf</a>
Keeping Children Safe in Education	This is the policy that Schools <b>MUST</b> adhere to for Safeguarding matters. Governors must familiarise themselves with section 1	<a href="https://www.gov.uk/government/publications/keeping-children-safe-in-education--2">https://www.gov.uk/government/publications/keeping-children-safe-in-education--2</a>
Academies Financial Handbook	This document is a reference guide for all matters concerning Academies finances	<a href="https://www.gov.uk/government/publications/academies-financial-handbook">https://www.gov.uk/government/publications/academies-financial-handbook</a>
Clerking Competency Framework	This document is specifically for clerks to ensure that they are providing an effective clerking service.	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/609971/Clerking_competency_framework_.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/609971/Clerking_competency_framework_.pdf</a>

In addition to the above, there are a number of other documents that Governors need to pay specific attention to:

Document	Location
Statutory Policies (listed on your annual planner)	<p>This outlines all the statutory policies and documents that individual schools should have in place.</p> <p>When you look through this document, you are looking for the academies requirement as all our schools are academies. Even though they are not necessarily mandatory, best practice would suggest that schools have them in place.</p> <p>There are also Transform Trust policies which are also mandatory. A list of these can be provided on request.</p>

<p>What schools must publish on their website</p>	<p>This guide gives an overview of the information that the DfE recommends that you publish on your website. For Governors it is important that they look at the section on what is needed to be published for governance.</p> <p>The school's website is a good place to find out all things about your school.</p>	<p><a href="https://www.gov.uk/guidance/what-academies-free-schools-and-colleges-should-publish-online">https://www.gov.uk/guidance/what-academies-free-schools-and-colleges-should-publish-online</a></p>
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## 6. Our Training and Support Package

The purpose of this package is to support Governors in the effective strategic management of all academies within our Trust and to enable the best possible educational outcomes for children across The Trust.

Governors need to be able to:

- Understand and effectively undertake their accountability role
- Understand and fulfil their strategic planning role in their academy
- Act as a critical friend to the management of their academy
- Develop and utilise their skills and knowledge to effectively monitor school improvement
- Work with academy senior leaders, staff, parents and the local community

### Training

All Governors within our Trust are invited to attend any or all of our FREE training sessions. You can attend any session at the location most convenient to you. We have uploaded all our training onto Eventbrite which is an online system. ***You will shortly receive 4 invitations for each event - just choose the best location for you. When you have chosen, click attend, register, then fill out email details and then checkout. This will enable us to keep track of the bookings – thank you.***

<p><b>Trust Induction – Welcome to School Governance</b>  <b>Facilitator: Jill Wilkinson, Project Director and National Leader of Governance (NLG)</b></p>	
<p>This session is an introduction to the Trust and focusses on the role and responsibilities of school Governors, including:</p> <ul style="list-style-type: none"> <li>• An introduction to the Trust, the Executive Team and academies within the Trust.</li> <li>• Information on Governor support services</li> <li>• Essential documents and where to find them</li> <li>• The role and responsibilities of a school Governor</li> <li>• The benefits of becoming a school Governor</li> <li>• Effective school governance i.e. statutory duties, performance management and financial management</li> </ul>	
<p><b>Audience:</b> All School Governors</p>	
<p><b>Venues, Dates and Times:</b></p>	
<p>Pear Tree Junior School, Derby, DE23 8PN  <b>Wednesday 3<sup>rd</sup> October 2018, 5-7pm</b></p>	<p>Brocklewood (NG8 3AL) or Rosslyn (NG8 6DD), Nottingham  <b>Wednesday 9<sup>th</sup> January 2019, 5-7pm</b></p>
<p>Whitegate, Clifton, Nottingham, NG11 9JQ  <b>Wednesday 12<sup>th</sup> June 2019, 5-7pm</b></p>	<p>Transform Trust, Unit 11, Castlebridge Office Village, Kirtley Road, Nottingham, NG7 1LD  <b>Wednesday 19<sup>th</sup> September 2018, 5-7pm</b></p>
<p>To book a place – reply to your Eventbrite invitation or email: <a href="mailto:bookings@transformtrust.co.uk">bookings@transformtrust.co.uk</a></p>	

**Conducting a School Visit**  
**Facilitator: Jill Wilkinson, Project Director and NLG**

Governors who visit schools, particularly during the day, find these helpful as they are able to learn more about the school plus they help in ascertaining whether accountability is robust and that the vision for the school will be achieved. Visits also provide an opportunity to observe the school at work, meet and talk with pupils, staff and parents and demonstrate the Governors commitment to the school. This session includes:

- the benefits of undertaking school visits and what school visits are not about
- how to prepare for a school visit
- what may happen during a school visit
- asking the right questions
- what happens after a school visit

**Audience:** All School Governors

**Venues:**

Pear Tree Junior School, Derby, DE23 8PN <b>Wednesday 17<sup>th</sup> October 2018, 5-7pm</b>	Brocklewood (NG8 3AL) or Rosslyn (NG8 6DD), Nottingham <b>Wednesday 14<sup>th</sup> November 2018, 5-7pm</b>
Whitegate, Clifton, Nottingham, NG11 9JQ <b>Wednesday 7<sup>th</sup> November 2018, 5-7pm</b>	Transform Trust, Unit 11, Castlebridge Office Village, Kirtley Road, Nottingham, NG7 1LD <b>Wednesday 16<sup>th</sup> January 2019, 5-7pm</b>

To book a place – reply to your Eventbrite invitation or email: [bookings@transformtrust.co.uk](mailto:bookings@transformtrust.co.uk)

**Health & Safety**  
**Facilitator: David Thompson**

This session helps provide a better understanding of the role and responsibilities of Governor in managing health and safety issues in their school, including:

- recognising the importance of health and safety management
- understanding the roles and responsibilities in the health and safety management process
- appreciate the potential consequences if health and safety is not managed effectively
- what successful health and safety management looks like in an academy
- understanding the importance of the Governor’s role in monitoring and reviewing health and safety

**Audience:** Health & Safety Governors, or those with an interesting in becoming

**Venues:**

Pear Tree Junior School, Derby, DE23 8PN <b>Thursday 13<sup>th</sup> December 2018, 5-7pm</b>	Brocklewood (NG8 3AL) or Rosslyn (NG8 6DD), Nottingham <b>Thursday 28<sup>th</sup> February 2019, 5-7pm</b>
Whitegate, Clifton, Nottingham, NG11 9JQ <b>Thursday 9<sup>th</sup> May 2019, 5-7pm</b>	Transform Trust, Unit 11, Castlebridge Office Village, Kirtley Road, Nottingham, NG7 1LD <b>Thursday 4<sup>th</sup> October 2018, 5-7pm</b>

To book a place – reply to your Eventbrite invitation or email: [bookings@transformtrust.co.uk](mailto:bookings@transformtrust.co.uk)

**The Role of SEND**  
**Facilitator: Emma Hampton, Trust SEND Lead**

The SEND Governor is the appointed Governor that communicates any SEND updates and information to the Governing Body. The SEND Governor spends time in school with the SENCO discussing current information about SEND children and their provision. The Governor may also support the SENCO with some monitoring tasks that are carried out in school regularly in order to ensure the best quality support is in place for SEND children. This session includes:

- the role of the SEND Governor
- funding streams available to the school
- effective use of SEND funding
- education, health and care plan
- how are children identified with an additional need

Audience: SEND Governor, or those with an interesting in becoming

**Venues:**

Pear Tree Junior School, Derby, DE23 8PN <b>To be confirmed</b>	Brocklewood (NG8 3AL) or Rosslyn (NG8 6DD), Nottingham <b>To be confirmed</b>
Whitegate, Clifton, Nottingham, NG11 9JQ <b>To be confirmed</b>	Transform Trust, Unit 11, Castlebridge Office Village, Kirtley Road, Nottingham, NG7 1LD <b>To be confirmed</b>

To book a place – reply to your Eventbrite invitation or email: [bookings@transformtrust.co.uk](mailto:bookings@transformtrust.co.uk)

**The Role of Governors in Complaints**  
**Facilitator: Rachel Hannon, HR Consultant**

Making clear how the Academy will deal with complaints from parents of children at the school or from people who are not parents:

- understanding the standards set out in the Education (Independent School Standards (England) Regulations 2014, Schedule 1 part 7)
- understanding how to avoid the common pitfalls in meeting the standards and sharing good practice
- understanding the different stages of the Trust complaints process: 1 - informal, 2 - formal and 3 - panel hearings
- the role of the Education Funding Agency in relation to Trust complaints

Audience: All School Governors

**Venues:**

Pear Tree Junior School, Derby, DE23 8PN <b>Tuesday 27<sup>th</sup> November 2018, 5-7pm</b>	Brocklewood (NG8 3AL) or Rosslyn (NG8 6DD), Nottingham <b>Tuesday 29<sup>th</sup> January 2019, 5-7pm</b>
Whitegate, Clifton, Nottingham, NG11 9JQ <b>Tuesday 12<sup>th</sup> March 2019, 5-7pm</b>	Transform Trust, Unit 11, Castlebridge Office Village, Kirtley Road, Nottingham, NG7 1LD <b>Tuesday 11 December 2018, 5-7pm</b>

To book a place – reply to your Eventbrite invitation or email: [bookings@transformtrust.co.uk](mailto:bookings@transformtrust.co.uk)

**Financial Management**  
**Facilitator: Richard Marshall, Management Accountant**

This session helps provide a greater understanding of the changes in managing school finances:

- explanation of the requirements of the Trust's Finance Handbook/Academies Financial Handbook
- introduction to Trust management accounts
- interpretation of Trust management accounts
- understanding variances within the income and expenditure categories
- developing questioning around implications and risk
- preparing for budget

Audience: All School Governors

**Venues:**

Pear Tree Junior School, Derby, DE23 8PN <b>Tuesday 8<sup>th</sup> January 2019, 5-7pm</b>	Brocklewood (NG8 3AL) or Rosslyn (NG8 6DD), Nottingham <b>Tuesday 15<sup>th</sup> January 2019, 5-7pm</b>
Whitegate, Clifton, Nottingham, NG11 9JQ <b>Tuesday 6<sup>th</sup> November 2018, 5-7pm</b>	Transform Trust, Unit 11, Castlebridge Office Village, Kirtley Road, Nottingham, NG7 1LD <b>Tuesday 2<sup>nd</sup> October 2018, 5-7pm</b>

To book a place – reply to your Eventbrite invitation or email: [bookings@transformtrust.co.uk](mailto:bookings@transformtrust.co.uk)

**Basic Safeguarding**  
**Facilitator: Claire Smith, NLG and Designated Safeguarding Lead**

All Governors should attend an awareness session on safeguarding and develop an understanding of the safeguarding arrangements in schools. This session looks at:

- Current legislation – Keeping Children Safe in Education
- Compliance – Ofsted Inspections
- Safeguarding and child protection policies
- General safeguarding processes in schools
- The role of the Trust's Guardians Group and its sub-groups

Audience: All School Governors, but particularly Safeguarding Governors

**Venues:**

Pear Tree Junior School, Derby, DE23 8PN <b>Monday 20<sup>th</sup> May 2019, 5-7pm</b>	Brocklewood (NG8 3AL) or Rosslyn (NG8 6DD), Nottingham <b>Monday 8<sup>th</sup> October 2018, 5-7pm</b>
Whitegate, Clifton, Nottingham, NG11 9JQ <b>Monday 4<sup>rd</sup> March 2019, 5-7pm</b>	Transform Trust, Unit 11, Castlebridge Office Village, Kirtley Road, Nottingham, NG7 1LD <b>Monday 10<sup>th</sup> December 2018, 5-7pm</b>

To book a place – reply to your Eventbrite invitation or email: [bookings@transformtrust.co.uk](mailto:bookings@transformtrust.co.uk)

## FREE ONLINE TRAINING MODULES

All Governors are able to access a large number of online training modules that the Trust has secured for all schools. Training is usually between 45-90 minutes long and can be done flexibly to suit your needs. All modules include an assessment at the end of the course.

To access any of these modules, please visit the SSSLearning website as below:

If you have never used the service before you'll need to set up your account which takes a few seconds. You will need the Access Key below and your email address to start the training.

To access the training go to <https://training.ssscpd.co.uk>.

Next enter your email address and click 'continue'.

Then paste this Access Key into the Access key box and click 'continue':

480E21F1-5056-877D-B24FA90BF818B6D7

### Modules available:

	<b>Mandatory</b>	<b>Recommended</b>
Child Protection Part 1	✓ For all Governors	
Child Protection Part 2		✓ For Safeguarding Governor
Child Sexual Exploitation		✓ For all Governors
E-Safety		✓ For all Governors
FGM Awareness		✓ For all Governors
GDPR	✓ For all Governors	
Health & Safety	✓ For all Governors	
Policy in Practice		✓ For Safeguarding Governor
Prevent Duty	✓ For all Governors	
Risk Assessment		✓ For Safeguarding Governor
Safer Recruitment	✓ For Safeguarding Governor	

If you have done any of these courses elsewhere or within your own organisation within the last 12-18 months, then you do not need to do these. Please provide Sheila Laithwaite or Jill Wilkinson a copy of your certificate – thank you.

Other modules are available but are more for school staff.

## **Governors Leadership Development Programme**

In addition to the above training, we are hoping to run again our Governors Leadership Programme with our external consultant Fiona Moor, INOJI. This pilot programme was a huge success. Some of the feedback included:

What changes will you personally implement as a result of the programme?

*“Better focus on vision”*

*“Self reflection has helped me to think about my own CPD and how this will support the school”.*

*“Work on developing depth of relationships and building up trust amongst LGB”*

*“Re-focused on drive for strategy and vision for governing body”*

*“More listening, less talking”*

What have been the best elements of the programme for you?

*“How to get more out of our relationships/questions/personal style”*

*“Develop a strategy for our school”*

*“Engaging with others”*

*“Good to hear from others within the Trust to hear success stories and what’s happened in other schools”.*

*“Thinking about how I can improve as a Chair. How I can develop our GB to best serve the school”.*

Further details on the next course will be released soon.

## **7. Networking**

In addition to the specific training, we offer a range of networking opportunities for:

### **Chairs Forum (for Chairs and Vice Chairs)**

- Tuesday 13 November 2018, 8am at Transform
- Tuesday 19 March 2019, 8am at Transform
- Tuesday 2 July 2019, 8am at Transform

**The Chair of the Chairs Forum becomes a Trustee for a 12 month term, starting in September through to August. For 2018/2019, our Chairs have elected Alex Taylor from South Wilford Endowed.**

### **Annual Governor of the Year Award (part of the Children’s Awards)**

Nominations for this will be invited in the Summer Term 2019.

### **Membership to the National Governors’ Association**

Being a member of Transform Trust means that all Governors become an automatic member of the National Governors’ Association – [www.nga.org.uk](http://www.nga.org.uk).

The NGA is an independent charity representing and supporting Governors, Trustees and clerks in maintained schools and academies in England. The NGA’s goal is to improve the wellbeing of children and young people by increasing the effectiveness of governing boards and promoting high standards. It does this by providing information, advice, guidance, research and training. It

also works closely with, and lobbies, UK government and educational bodies, and is the leading campaigning national membership organisation for school Governors and Trustees.

If you have not yet signed up, please let Jill Wilkinson or Sheila Laithwaite know.

## 8. Transform Support

We are able to offer a wide range of other support packages including:

- Joint interviews with the Chair/Headteacher on potential new Governors;
- Conducting a skills analysis of your Governing Body;
- Preparing a Governor action plan based on your skills and using the DfE's competency framework;
- Trust review of your Governing Body to demonstrate the effectiveness of your governance;
- Support for developing your Governance section on your school's website;
- Analysis of the results of your Governor's self-evaluation processes.

For Information on how to book on any of the above or general enquires, please email:

[jill.wilkinson@transformtrust.co.uk](mailto:jill.wilkinson@transformtrust.co.uk).

## 9. Useful Websites

**The National Governors' Association:** [www.nga.org.uk](http://www.nga.org.uk)

General information and advice for all Governors. The Trust has bought a corporate membership package so your school will provide you with their discrete login to be able to allow you to access the members' area. There is a membership cost to this organisation which is covered in your package.

**The Key for Governors:** <https://schoolgovernors.thekeysupport.com>

General Information and advice for all Governors. There is a membership charge for this organisation which is not covered in your package.

**Modern Governor:** <http://www.moderngovernor.com>

Online learning for Governors.

**GovernorLine – support service for Governors**

<http://www.brightgreenlearning.co.uk/news/governorline-fantastic-support-service-governors>

GovernorLine is a national helpline offering free, confidential and independent advice, information and support to school Governors, clerks and individuals involved directly in the governance of schools and multi-academy trusts in England.

GovernorLine comprises of a telephone advice line and an email enquiry service.

**Free: 0800 151 2410 between 9-8pm Monday to Friday (excluding bank holidays).**

**FASNA:** <http://www.fasna.org.uk>

A national forum for self-governing schools. A charity and not-for-profit school membership organisation that expressly represents the interests and views of self-governing schools. There is a membership charge for this organisation which is not covered in your package.

## 10. What should I do to help me be effective in my role...

Then you should?	Chair of Governors	Vice Chair of Governor	Parent Governor	Co-Opted Governor	Community Governor	Faith Governor	Staff Governor	Safeguarding Lead	Finance Lead	Health & Safety Lead	Pupil Premium/Sports Premium Lead	Teaching and Learning Lead	Curriculum Subjects Leads	Faith Lead	Staff Recruitment	Pupil Panel Meetings	Staff Panel Meetings	Complaints	Performance Management of Headteacher
Read Transform Trust Effective Governance																			
Be a member of the Chairs Forum		Optional																	
Attend Transform Trust Governor Training																			
Read TransformTalk																			
Governor Monitoring & Visits																			
Safeguarding Training and awareness of KCSIE*																			
Standards & Data																			
Safer Recruitment																			
Performance Management for Heads																			
Holding the Head to Account																			
Nolan Principals of Public Life & Code of Conduct																			
Governor Competencies																			
Preparation for Ofsted and the Inspection Handbook																			
Strategic Governance																			
Understanding School Finances																			
Dealing effectively with Complaints																			
Staff and Pupil Panels Training																			
Faith Inspections																			
<b>Read &amp; have a good level of understanding</b>	<b>Have access to</b>		<b>Attend training on</b>				<b>Build Confidence in</b>				<b>Join/attend</b>								

\*KCSIE 2018 – Keeping Children Safe in Education