Governor Service
Welcome Pack 2018-2019
For South Gloucestershire subscribing schools
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Introduction

“The role that governance plays in ensuring that every child receives the best possible education has never been more important.”

“We should not underestimate just how vital the role of governors and trustees has become in helping to raise standards.”

“In short, the role is so important that amateurish governance will no longer do. Good will and good intentions will only go so far. Governing boards made up of people who are not properly trained and who do not understand the importance of their role are not fit for purpose in the modern and complex educational landscape.”

Sir Michael Wilshaw HMCI – 21st Century governance needed for 21st century schools

Good governing boards don’t just happen. The identification and co-ordination of learning and development priorities for governors is important. This welcome pack provides you with detailed information about the Service and invites you as a subscribing board to make the most of the opportunities and services that are available to you.

Appendix 1 provides you with a consultancy services request form and Appendix 2 an analysis of governor training course data for 2017-2018.

Welcome to the Governor Development Service

School governance is changing and expectations on governance have never been higher. Integra Schools, Governor Development Service provides a comprehensive high quality service that will ensure governing boards have the knowledge, skills and confidence to exercise effective governance.

We are a well-established and respected team which works in close partnership with Integra School Support Services, the Local Authority, National Co-ordinators of Governor Services and the National College for Teaching and Leadership. The Service also draws on an extensive network of experienced governors, headteachers and other professionals to advise and support boards and clerks to perform their role effectively.

What we offer

The following services are provided as an all-inclusive package, providing value for money and straight forward access. We offer a fast, reliable, responsible and friendly support service to governors, headteachers and clerks. We provide knowledgeable, sensible and practical solutions based on many years of working in school governance.

Access to advice, guidance, support and information

The team offers support and guidance through our advice line. Many governors tell us that they really value being able to just pick up the phone and talk through a question. We regularly speak to chairs of governors, headteachers, governors and school staff on a variety of important issues, ranging from how the law and regulations are interpreted, to matters concerning the recruitment of governors.

Whether you see it as a problem or an opportunity, we are pleased to help you find a solution.

Contacting us is easy if you have a query, our phone lines are open during office hours and we also answer queries by email.
Keeping you updated

We publish a newsletter three times a year which includes changes in good practice, legislation and guidance and a variety of interesting informative articles for governors and clerks. It also includes a list of recommended agenda items for each term to support boards to fulfil their key and statutory responsibilities.

Clerks also receive a weekly email for distribution to their governing boards which include details of forthcoming training and development opportunities, general information, details of consultations, guidance and updates.

Governors’ password protected website

Our website offers 24/7 access to a comprehensive range of information, legislation, advice, policies, guidance and good practice templates.

There’s a ‘what’s new?’ area and specialist areas for clerks and chairs of governors.

Website link: https://www.sgsts.org.uk/governor/

Training and briefing sessions

Access is unlimited to events published in the annual governor development training programme.

Our diverse programme of training courses and briefing sessions cover all aspects of the governance role. This includes twice yearly governor ‘hot topic’ briefing sessions and supplementary sessions specifically aimed at chairs of governors and clerks.
We take great care in the design and delivery of training sessions, making sure that it is relevant and meets governors’ needs. Every course is evaluated so that we can continually improve our service and meet your needs.

A record of all sessions attended for both individual members and governing boards is maintained by the Service for your convenience.

“Can now effectively contribute to the completion and approval of the SFVS.”
Schools Financial Value Standard, November 2017

“Have taken away loads of ideas for improving our involvement in the strategic planning process which will further aid our ability to fulfil our responsibilities as governors.”
Governors Strategic Role, January 2018

“Best governor training I’ve attended. Recommend all new governors attend this one early in term of office and thereafter annually if possible.”
Effective Challenge, January 2018

“Governors induction, training and succession planning ensures that individuals are able to take to their roles quickly. As one governor stated, the training that I have received together with the comprehensive induction has empowered me to undertake my role.”
Ofsted report, May 2017

Benefits of subscribing to the service

Governing boards subscribing to the Service benefit from:

- Professional advice, guidance and information;
- Training and development opportunities which support governors in fulfilling their core and statutory governance functions;
- An annual development programme to support governing boards and governors plan their training and development participation in advance, maximising access;
- Regular specialist development opportunities for clerks, chairs of governors and governors with specific areas of responsibilities such as SEND, Pupil Premium, Safeguarding and Finance;
- Guidance and course content focused on identifying practical solutions to your governance questions, not just theory;
- Opportunities to meet other governors, share practice and gain new ideas and insights;
- The opportunity to learn and discuss issues with experts;
- Publications and resources.

Choose us because

- Our service is flexible and responsive to changing regulations, legislation, the needs of the school and members of the governing board;
- Consultants, advisers and trainers are highly experienced and skilled with a reputation for excellence;
- We work in partnership with your members to explore and challenge existing concepts to create innovate solutions in a complementary and collaborative way;
- Consultants and advisers are quality assured and hold a current DBS;
- We build on long standing and successful relationships with governing boards;
- We understand the local context in which you work;
- We actively contribute to regional and national organisations who play a significant role in consulting, researching and developing innovative practice as well as advising the DfE on governance related issues. This enables us to pass on new and emerging best practice.
Additional service options

Membership through Integra Schools, Governor Development Service also provides you with access to:

- Reduced subscription rates to Modern Governor E-Learning modules, providing an alternative effective, flexible way of learning;
- Access to the National College for Teaching and Leadership Chairs of Governors and Clerks Development Programmes offered through our partnership with Southern Education Learning Trust – the fee and any scholarships for these programmes are determined by the DfE;
- Preferential rate for services provided on a consultancy basis.

If you would like further details of additional service options please contact Governor Services.

Consultancy services

Successful governing boards recognise and regularly reflect on their effectiveness and are able to understand their collective strengths and weaknesses in terms of their skills, knowledge and experience. Over the last academic year, Ofsted inspectors have increasingly sought evidence on how governing boards assess their potential and also evaluate their ability to be effective.

The Governance Handbook (January 2017) states that “Boards should regularly evaluate their own effectiveness, the chair has particular responsibility for ensuring the effective functioning of the board. Good chairs also ask for regular feedback from their board to improve their own effectiveness”.

1. Governing board facilitated self-evaluation

This facilitated self-evaluation session is pivotal for generating governor discussion and reflection. It requires governors to consider and record the types and range of evidence that support any judgement. Critically, it also requires governors to identify where their actions, in providing both support and challenge to school leadership, have made a difference to provision and outcomes.

A summary record is collated including what the governing board does well and any identified opportunities for improvement. This record forms the basis for the board to create a governance development action plan.

2. Governing board skills and development audit

An annual audit enables boards to explore its skills and knowledge base, as part of an overall assessment of effectiveness. This information will support individual member and board development, future recruitment and organisational development.

The matrix focuses on essential personal attributes, relevant skills, knowledge and professional experience.

The outcomes are compiled and a report provided.

3. Chair 360 review

Being a chair of governors is a key role in the leadership and management of schools. To be effective, chairs of governors need a good understanding of the role and its responsibilities so that the school gains the maximum benefit from the work that chairs and governing boards undertake.
The purpose of the 360 degree review is to provide the chair of governors with the opportunity to receive constructive feedback from members of the governing board which they serve. 360s are not performance reviews but a tool designed to provide feedback and create a clear picture for the chair of governors about their behaviour, impact and skills.

The process is designed to provide anonymous feedback to support the chair of governors in identifying opportunities to develop, shape or hone their current practice. The review itself will not improve the performance of the chair of governors; this only comes from a commitment on their behalf to develop and become more effective. The outcomes are compiled and a report provided.

4. Review of governance

The purpose of a Review of governance is to support improvement and development in governance. A review is not an additional inspection. Instead, it provides the board with an external perspective to help to identify priorities, challenge current practice and recognise what steps need to be taken to improve.

Our professional support enables boards to establish their strengths and weaknesses through a solution focused approach. Our support is highly valued by schools and is based on an expert understanding of the requirements of governing boards and the ways in which they can effectively discharge their duties. The Review includes a comprehensive action plan to enable the governing board to begin the improvement process immediately, increasing the impact of effective governance immediately.

Ofsted have recognised the contribution that Integra Schools, Governor Development Service have on improving governance and the impact it has on a governing board's ability to hold the leadership team to account and improve outcomes.

“Since the review there has been an impressive change in the way which governors support the school and ask challenging questions of the senior leaders.”

Ofsted inspection report, February 2015

“At the time of the previous inspection, the governors were asked to strengthen their approach to checking the effectiveness of the school. In my discussion with governors they explained that, until a recent review undertaken by Integra Governor Services, they had a limited understanding of their roles and responsibilities. Since the review they have used their well-crafted action plan to develop into an effective governing body.”

Ofsted inspection report, June 2016

“Following a review of the governing body, a comprehensive action plan was created. These actions are now being competed by governors and governance is becoming stronger.”

Ofsted inspection report June 2016

“Following an external review of their practice, governors have restructured their work to become more effective. They have undertaken relevant training provided by the local authority, in order to gain an accurate understanding of how well pupils are doing, they are now more involved in evaluating the work of the school alongside senior leaders.”

Ofsted inspection report February 2017

Ofsted will sometimes recommend a Review of governance however, you do not need to wait for an Ofsted inspection recommendation to seek a Review. You can arrange a Review of governance at any time to improve the effectiveness of the work of the governing board.
5. Bespoke board sessions

Although governors have individual responsibilities, they carry them out as part of a corporate body and not as an individual. We offer a wide range of training opportunities, tailor made to meet the requirements of individual governing boards and deliver them at times and venues of your choice. Governing board sessions have the following advantages:

- It helps the governing board to develop as a team;
- All members of the governing board receive the same training;
- It enables governors to discuss information or priorities that are relevant to their school;
- It enables boards to reach an understanding on a matter of common interest;
- It provides an opportunity for governors to invite school staff or other governing boards to work with them on a particular issue.

Consultancy cost and session times

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<th>Option</th>
<th>Session &amp; Cost</th>
<th>What’s Included</th>
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| **Governing board facilitated self – evaluation** | Minimum 2.5 hours delivery £360 | - Facilitated workshop 2.5hrs (minimum time required)  
- Workbook  
- Summary of strengths and opportunities for improvements  
- All hand written evidence - typed  
- Example action plan, including action and desired outcomes for at least 3 opportunities for improvement |
| **Governing board skills & development audit** | Average time – between 2 and 4 weeks (depending upon completion of analysis by governors) £80 | - All governors sent audit form to complete electronically  
- Data collated and analysed  
- Governing board Report including charts  
- Chair of governors receives core data for individual analysis (for organisational structure and membership) |
| **Chair 360 review**                         | Average time – between 2 and 4 weeks (depending upon completion of analysis by governors) £80 | - All governors sent evaluation form to complete electronically  
- Data collated and analysed  
- Report issued to chair of governors  
- Conversation to consider results |
| **Review of governance**                    | £895 per Review         | - Meeting with chair and Headteacher to discuss process and any areas for focus  
- Remote overview of governance paperwork  
- Supportive workshop with members (min 4 hrs)  
- Skills audit  
- Report summarising the priorities for improvement  
- Governing board development action plan  
- Follow up action plan monitoring meeting |
| **Bespoke board sessions**                  | Price on application    | - To be agreed at the time of booking |
Timescales and processes

Requests for consultancy services are dealt with by date of receipt so the earlier that your form is returned the more likely we can meet your preferred dates.

Once returned, receipt of your form will be acknowledged.

The Consultant / Adviser allocated to support you will contact you directly to agree/confirm a date for delivery and the nature of the support you require.

Terms and conditions

**Changes in requests for consultancy services** - we will endeavour to accommodate changes wherever possible, including postponement.

**Cancellation** - we appreciate that occasionally it is necessary to cancel at short notice.

There is no cancellation charge where more than three weeks' notice is given.

Within two weeks of any support, a charge may need to be made if the Consultant / Adviser is not able to reallocate their time. In extenuating circumstances a charge will not be incurred, e.g. for unplanned Ofsted inspections. This will be considered on a case by case basis.

If we need to cancel at short notice we will inform you as soon as possible and rebook at our earliest mutual convenience.

**Course cancellations** – courses are organised in response to governor demand and feedback. It is our intention to ensure that cancellations are kept to a minimum but there may be occasions when, due to insufficient bookings, there is no option except to cancel. To enable us to offer such a diverse range of courses within your subscription, we have to set a minimum number of delegates. It is important to book as early as possible, your booking may avoid an event being cancelled.

If the lead trainer is unavailable due to illness or other exceptional circumstances, every effort is made to find an alternative trainer. However if this is not possible the event will be cancelled and be rescheduled to a suitable date and time. Delegates will be notified in advance. For full details of our cancellation policy please see the annual Governor Services training programme in the public content area of our website.

**Sharing protocols** – we recognise that governors and clerks may be supporting more than one governing board. Please note that a subscription to this service is limited to the governing board that subscribes and information and documents should not be shared outside of this subscription.

Next steps

Please complete the Consultancy Booking form in Appendix 1 and return to Governor.Services@southglos.gov.uk

Contact

Maxine Winter
Governor Development Manager
01454 863284
Maxine.winter@southglos.gov.uk
www.integra.co.uk
Meet the Governor Development team

Sue Morgan
School Support Manager
Sue is the School Improvement Service Lead for all School and Pupil Services including Governor Services. Within this remit she carries out the quality assurance of all advisers and consultants and oversees the work of the Governor Development Service.

Maxine Winter
Governor Development Manager
Leading the work of the team, Maxine has extensive experience in supporting governing boards with all areas of their responsibilities and is committed to supporting the development of strong governance. She provides strategic advice and support to develop highly effective well informed governing boards whilst managing and delivering a varied training and development programme for governors, clerks and school leaders. She is the South West regional representative for the National Co-ordinators of Governor Service (NCoGs) who represent many thousands of governors in influencing debate and policy on governance at a national level.

Zoe Wright
Governor Development Officer
Zoe is the newest member of the team and joined in November 2017. Zoe is the teams development officer and provides advice, guidance and support to governors and clerks on governance related legislation and good practice. She also supports the maintenance of the website and other publications. Zoe has a wide portfolio of experience in providing information and supportive training packages and guidance documents.

Michelle Sharratt
Governor Development Administrator (Monday, Tuesday and Wednesday)
Michelle has provided support to school improvement colleagues for more than 13 years. She has extensive experience in dealing with governance queries and understands the challenges faced by governors and school leaders. She is the first point of contact and has exceptional listening, communication and organisation skills.

Yvonne Luff
Governor Development Administrator (Thursday and Friday)
Yvonne has provided administrative support to a variety of school based support services since 2012. She is a skilled administrator who supports the maintenance of the governor information management system on a part time basis.

To assist the team

To ensure that Integra Schools, Governor Development Services can provide a comprehensive training and development offer and the breadth of expertise to deal with any questions you may have the team is supported by a number of other specialist school advisers and departments from within Integra Schools.

In addition to this, the team have also supported a number of experienced governors and clerks to gain practical training skills through the attainment of the Train the Trainer, (CIEH) award followed by the successful completion of the Level 3 Award in Preparing to Teach in Life Long Learning Sector (PTTLS). Governor training associates are deployed to support the delivery of training and to provide tailored mentoring and coaching as required.

www.integra.co.uk
Appendix 1: Consultancy services request form 2017-2018

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<thead>
<tr>
<th>Consultancy services</th>
<th>Suggested date for support</th>
<th>Suggested time for support</th>
<th>Venue</th>
<th>Bespoke board sessions</th>
<th>Any additional information</th>
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<tr>
<td>E.g. Governor review / Governor self-evaluation</td>
<td>e.g. T6 or date if known</td>
<td>e.g. 7pm – 9pm</td>
<td>Bespoke board</td>
<td>Topic/Area of Responsibility</td>
<td>e.g. Roles &amp; Responsibility, Governor Visits</td>
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<td>1. Governing board facilitated self-evaluation</td>
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Please return this form electronically directly to governor.services@southglos.gov.uk Thank you.
Appendix 2: Analysis of governor training data 2017-2018

% of courses rated good or better from 2017-2018 course evaluations

- Content - increased understanding of the subject
- Trainers - appropriate style of deliver
- Trainers - Knowledge of the subject

Attendance at subject focused training 2017-2018