

# STRONGER GOVERNANCE FOR EDUCATION

IN LINCOLNSHIRE

2020-21

SUPPORT AVAILABLE TO STRENGTHEN THE  
GOVERNANCE OF LINCOLNSHIRE SCHOOLS



# SUPPORTING STRONGER GOVERNANCE

Lincolnshire Teaching Schools Together (LTT), The Lincolnshire Learning Partnership (LLP), Lincolnshire County Council (LCC), Lincoln Anglican Diocese and the Lincolnshire Leaders of Governance (LLGs) have all worked together to produce a comprehensive and coherent support offer to ensure stronger governance of schools and academies in Lincolnshire.

Our commitment is to ensure that all Governors/Trustees from across Lincolnshire are able to access appropriate support locally, throughout the year. We aim to explain that offer, to make it simple to book professional development and to source bespoke support for your school or academy.

Please visit our website for further information: [www.lincolnshiresa.co.uk/governance](http://www.lincolnshiresa.co.uk/governance) or contact the Governor Support Line on 01522 553240 or [governorsupport@lincolnshire.gov.uk](mailto:governorsupport@lincolnshire.gov.uk)

Working in partnership



# OUR SUPPORT OFFER

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## GOVERNING BOARD DEVELOPMENT PROGRAMME

We have changed the support offer we provide for governing boards. Our new approach is designed to ensure that all governing boards have the opportunity to strengthen their effectiveness and prepare themselves for Ofsted inspection under the new framework.

**The focus is on how governors work effectively together, as a Board, to deliver the expectations as set out in the DfE Governance Handbook.**

Lincolnshire Leaders of Governance (LLGs) will work with Governing Boards on one or more area of focus which the board will determine. Whatever the focus, however, preparation for inspection will be a feature of the development work as will the processes the board uses to manage its work.

### DEVELOPMENT NEEDS AUDIT TOOL

This is a simple and straightforward review tool for governing boards to use to determine which of the available areas of development focus would be most appropriate for the board.

The review tool is available in the resources section of the Strengthening Governance website:  
[www.lincolnshiretsa.co.uk/governance](http://www.lincolnshiretsa.co.uk/governance)

## Area of focus for the Governing Board Development Programme

### Core Area 1 – Strategic Direction (three areas of focus)

A. Ensuring that the governing board is meeting its statutory responsibilities in this core area.

Supporting the governing board with the development of:

- B. its vision and values
- C. its strategic priorities and monitoring approaches.

### Core Area 2 – Holding the Headteacher to account for educational performance (five areas of focus)

Ensuring that the board is discharging its statutory responsibilities linked to oversight, accountability and assurance:

- D. general
- E. safeguarding
- F. pupil premium grant
- G. pupils with SEND
- H. the school curriculum

### Core Area 3 – Holding the Headteacher to account for financial performance (two areas of focus)

- I. Supporting the governing board with financial monitoring.
- J. Supporting the board with budget setting.

### Delivery and Cost

An LLG will facilitate a 90 minute session with a governing board focussing on one of the above focus areas. The cost for the session is £295.

### Development planning for strengthening governance

It is expected that many governing boards will use the DNA tool to plan a development programme – possibly over a two or three year period – which involves several sessions, each with a different area of focus. A program of 3 sessions is available for £750.

To discuss your involvement in the Governing Board Development Programme, please contact us

# FACE-TO-FACE TRAINING SESSIONS FOR GOVERNING BOARDS

The Lincolnshire Stronger Governance programme is working in partnership with the National Governance Association ( NGA ) to deliver face-to-face training.

Training sessions are delivered by NGA accredited consultants at your venue, at a time that is convenient to your governors or trustees. The NGA is currently offering the following sessions:

- An introduction to being strategic
- An introduction to data and school performance measures
- Board dynamics and good relationships
- Effective chairing – an introduction
- Effective clerking – an introduction
- Financial oversight in maintained schools
- Forming or joining a MAT
- Induction - for governors of maintained schools
- Performance management in schools and trusts
- Safeguarding – an introduction
- Creating a new vision and strategy for your organisation
- Financial oversight in MATS
- Getting the right people round the table
- Governing groups of schools the options
- Safer recruitment – an introduction
- The effective governance of SEND
- Governor or trustee visits to their organisation
- Managing risk – the governor role
- Understanding your role and responsibilities
- Using data in your organisation – for those familiar with school performance measures
- Panel work – reviewing decisions made by the senior executive leader
- Preparing for OfSTED – what governors and trustees need to know
- Questions and challenge and courageous conversations.

To discuss your face-to-face training needs contact the NGA on 0121 237 3780

# ONLINE TRAINING

## LEARNING LINK E-TRAINING

To support all schools and academies in Lincolnshire, Lincolnshire County Council (LCC) subscribes to the NGA Learning Link: [www.nga.org.uk/learninglink](http://www.nga.org.uk/learninglink). The online training materials are available at no cost to all governing boards, chairs and clerks within Lincolnshire schools and academies.

The online guided learning is developed in partnership between the National Governance Association (NGA) and the Virtual College. It is good practice to revisit this training and share training certificates with your Clerk to Governors.

The online training materials can be assessed 24/7 online and contain a wide range of modules to enable governing boards to be effective. There are over 50 modules available, focusing on the following:

- Structure, Roles and Responsibilities
- Vision, Ethos and Strategic Direction
- Pupil Success and Wellbeing
- Working with Executive Leaders
- The Best Use of Resources
- Good Governance
- Compliance
- Clerking
- MATs

TO ACCESS THIS TRAINING, PLEASE REGISTER FOR AN ACCOUNT THROUGH LEARNING LINK.

Email: [learninglink@nga.org.uk](mailto:learninglink@nga.org.uk)

NGA Learning Link Team: 0121 237 3780 (option3)

## HOW DO YOU REGISTER FOR LEARNING LINK?

IT'S A SIMPLE PROCESS

1. Visit [nga.vc-enable.co.uk/Register](http://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 address and postcode if necessary\*
3. Read the statement in the large blue box at the bottom of the form and then click anywhere in the large blue box 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.

# LEADING GOVERNANCE PROGRAMMES

The National Governance Association (NGA) is one of the licence holders that deliver the DFE Leading Governance Development programme. The NGA delivers the Development for Chairs and Clerks Programmes in Lincolnshire.

This programme provides excellent training for the Clerk and Chair to become Governance Professionals. Schools may find it beneficial for both the Chairs and Clerks to attend this training.

## DEVELOPMENT FOR CHAIRS PROGRAMME

This programme aims to develop leadership skills, ensuring that governance is both effective and sustainable. If you are a chair, vice-chair, committee chair or future chair, then this programme is designed to develop your governing skills, knowledge and confidence.

The programme offers a blend of flexible learning and will take approximately three terms to complete. Led by experienced facilitators, participants will attend local workshops and access effective one-to-one mentoring throughout the duration of this programme, to ensure the skills learnt can be translated into the real world. Learning will be both group-led and independent.

The full cost of this programme is £500. DFE funding for £500 is available\*. Please get in touch with the NGA to enquire about eligibility for available funding.

## DEVELOPMENT FOR CLERKS PROGRAMME

Level 3 accreditation in Clerking of School and Academy Governing Boards.

Clerks play a core role on governing boards and are integral in ensuring high standards are met. With the welfare of pupils at the heart of everything we do, our Development for Clerks programme is designed to ensure both new and experienced clerks have all the knowledge and skills they need to carry out this role effectively.

This programme offers a blend of flexible learning over approximately a nine-month period. Led by experienced facilitators, participants will attend workshops and access effective one-to-one mentoring



throughout the duration of this programme, building on the clerking skills learnt. Learning will be both group-led and independent.

The full cost of this programme is £425. DFE funding is available\* for £350 of the full cost, leaving £75 to be paid. Please get in touch with the NGA to enquire about eligibility for available funding.

**The Development for Chairs and Development for Clerks Programmes will be running a Lincolnshire cohort in 2019-20 with face-to-face sessions being held at The Keyworth Centre, Lincoln, LN6 0EP. For dates and booking, please visit the NGA website.**

For further information about the NGA Leading Governance programmes and to register, please visit: [www.nga.org.uk/LeadingGovernance](http://www.nga.org.uk/LeadingGovernance) T: 0121 237 3780 (option 4) E: [leading.governance@nga.org.uk](mailto:leading.governance@nga.org.uk)

*\* Funding is subject to eligibility; please contact the NGA to enquire about eligibility for available funding*

## DEVELOPMENT FOR BOARDS PROGRAMME

This is a consultant-led bespoke programme tailored specifically to your board's needs. If you are a board governing a Multi Academy Trust (including an empty MAT), a group of schools/federation, or an 'R1' or Coasting school in an Opportunity Area, then this is the ideal solution to help you improve governing practice and meet specific outcomes.

Designed to suit each board's circumstances, this programme will include elements such as:

- development for the chair
- evaluation of the board's strengths and weaknesses
- engagement with the board and senior leaders
- support with creating a board action plan
- additional training, coaching and mentoring support as required

This programme consists of development for the board over a period of approximately three terms. At the end of the programme, the board will have a clear understanding of effective governance.

The cost of the programme is £2000 and is fully funded to each RI school in the category 5 and 6 areas in Lincolnshire. These schools can access the full funding for Boards as well as a fully funded place on the Chairs and Clerks Programme. Please get in touch with the NGA to enquire about eligibility for available funding.

# CONSULTANCY

Lincolnshire Teaching Schools Together (LTT) has worked with the Lincolnshire Learning Partnership (LLP) and the Leaders of Governance based in Lincolnshire Schools to develop a consultancy support model to help schools, academies and MATs strengthen their governance arrangements and address specific governance challenges they are facing.

## LEADERS OF GOVERNANCE SUPPORT

In addition to the focus areas of the Governance Development programme the Lincolnshire leaders of Governance (LLGs) are available to support the governing board to strengthen their work and to respond effectively to the ever-increasing demands being made of them. Support can be in the form of phone calls, email correspondence, face-to-face meetings, attendance at governance meetings etc.

Examples of support include:

- Support for new chairs
- Support for setting up effective MAT governance arrangements
- Support for self-review and peer-to-peer review
- Supporting strategic planning – vision, values, strategic procedures
- Review and development of governance documentation
- Supporting self-/peer-review using the review tool

*Costs: £450 per day / £225 per half-day equivalent*

For further information on any of the forms of governor support, please email: [governorsupport@lincolnshire.gov.uk](mailto:governorsupport@lincolnshire.gov.uk) or phone 01522 553240

## PEER IMPROVEMENT PATHWAY FOR GOVERNORS

Approaches to the improvement of governance linked to the Peer Improvement Pathway are currently being piloted and an approach and associated materials will be made available to governing boards in due course.



## EXTERNAL ADVISER FOR EFFECTIVE HEADTEACHER PERFORMANCE MANAGEMENT

Headteachers who are working within the School Teachers' Pay and Conditions (STPC) are required to be appraised by their Governing Board in line with regulations and their pay progression must be linked to this. The STPC requires that the Governing Board is supported by an external adviser and this is available from the Leaders of Governance.

*Costs: To be agreed with the appointed adviser*

## EVALUATING GOVERNANCE

The DFE Governance Handbooks makes it clear that governing boards should be evaluating their effectiveness on a regular basis. The support tools for self-review/peer-review (see page 13 of this booklet) provide mechanisms for governing boards to evaluate their effectiveness. Governing boards can commission Leader of Governance support for undertaking reviews and for drawing up an improvement plan based on the outcomes (see page 10 of this booklet).

Whilst Ofsted will no longer be recommending that schools have External Reviews of Governance (ERGs) they can be commissioned by schools/SATs and MATs. An ERG looks at how well your school's/academy's Governing Body is working. A trained Leader of Governance works with the Governing Body, Headteacher and Clerk to improve the performance of your Governing Body.

*Costs: An External Review of Governance will usually take between 2 to 3 days, including a follow-up visit to review impact. The charge for a full review will be agreed between the reviewer and the school/academy. However, the estimated cost is around £1,000 to £1,500. Shorter 'health-check' style reviews are also available at £225 per half-day equivalent.*

## REFORMING GOVERNANCE – SECURING FITNESS FOR PURPOSE

Providing that Governing Boards are fulfilling the purpose of governance as set out in Section 1 of the DFE Governance Handbook, they are free to put in place whatever structures and arrangements that they see fit. The key consideration is 'are we fulfilling the purposes as effectively and as efficiently as possible?'

Many school governing boards have done things in the same way for many years without stopping and evaluating effectiveness and efficiency. The DFE Governance Handbook identifies Evaluation as one of the six dimensions of effective governance and recommends that governing boards take a systematic approach to evaluating their work and the fitness for purpose of their ways of working.

Across the country – including in Lincolnshire - many school/governing boards are reforming their governance arrangements – different structures/committees, different roles for those involved in governance, different meeting schedules. They are finding that reformed ways of working are resulting in better governance.

The Lincolnshire Leaders of Governance (LLGs) are working with schools to support them in reforming their governance. If you would like support to assist you in reforming how you do things, please contact us through the Governor Support Line.

# GOVERNOR SUPPORT LINE

Lincolnshire County Council maintains a Governor Support Line (01522 553240) to provide telephone advice and support to the Governing Body of a school/academy. In addition to the support offer made within this guide, Governor Support can also provide remote support via email ([governorsupport@lincolnshire.gov.uk](mailto:governorsupport@lincolnshire.gov.uk)) for the purposes of looking over school-related documentation and governance-related matters.

LCC Governor Support is also responsible for maintaining records of Maintained Schools' Governing Bodies, as well as providing direct communications that are pertinent to supporting the continual development of governance in Lincolnshire Schools.

If you require a specific type of support that is not listed in the guide, please contact governor support and a member of the team will be able to talk with you further. Please email: [governorsupport@lincolnshire.gov.uk](mailto:governorsupport@lincolnshire.gov.uk) or phone 01522 553240



## RESOURCES

A range of key resources is provided on our website to help Governing Boards strengthen their governance arrangements.

### SUPPORT TOOLS FOR SELF-REVIEW/PEER-REVIEW

These tools can be used to evaluate the current effectiveness of the governance arrangements of the School/Trust.

Three tools are available for:

- Maintained Schools including Federated Schools
- Single Academies
- Multi Academy Trusts

The tools come with some guidance about how they can be used by an individual governing board and as a part of the school's peer-review process. Having identified their profile of governance strengths and weaknesses, governing boards will then be able to identify which parts of the Stronger Governance offer they are going to engage with to ensure that they are working as effectively as possible.

### SUPPORT FOR RECRUITING GOVERNORS / TRUSTEES

Our website has a section which provides guidance and signposting linked to helping governing boards to recruit new members.

### LIBRARY OF KEY RESOURCE DOCUMENTS

Our website has a significant and comprehensive list of documents available to download. Examples of these are listed below:

- NGA Handbook
- Recruitment
- Monitoring Templates
- Competency Framework for Governance
- Clerking Competency Framework
- Governance Handbook
- NGA Model Code of Conduct
- Academy Ambassadors & Inspiring Governance

Please visit our website for further information: [www.lincolnshiresa.co.uk/governance](http://www.lincolnshiresa.co.uk/governance)



## NETWORK/ BRIEFING EVENTS

### GOVERNOR PARTNERSHIP BRIEFINGS

To support all Governing Bodies, Lincolnshire County Council delivers Governor Partnership meetings in the autumn, spring and summer terms. These provide key strategic summaries so Governors/Trustees are kept up-to-date.

Topics often include standards, updates on the national and regional agenda, Lincolnshire Learning Partnership updates, accessing support and provision within the county and much more.

### CLERKS' NETWORK MEETINGS

The Governor Services team at Lincolnshire County Council facilitates termly Clerks' Networking Meetings in order to support all Clerks to Governors, whether they clerk at a maintained school or an academy.

The meetings provide key updates on the role of the clerk, updates on any national or local issues and any legislative / regulatory changes that may have been made, and provide the opportunity to look at good practice from across the county. In addition to this, Clerks are able to discuss face-to-face with the LCC Governor Services team any support they may require with regard to school-related documentation or governance-related matters that are pertinent to the continued and consistent development of governance in Lincolnshire schools.

*Sessions run in the Autumn, Spring and Summer terms; when dates are known they will be communicated with schools.*

TO BOOK THESE SESSIONS: <https://lincolnshirelearningpartnership.org/events/>





# ANNUAL GOVERNOR CONFERENCE

Following the success of the Lincolnshire Governor Conference in 2019. Please check our website for further updates and information.



# DIOCESE OF LINCOLN CHURCH SCHOOLS

Church schools serving their communities through excellence, exploration and encouragement within the love of God.

All Church of England Schools in the Diocese of Lincoln can access training for governors within their SLA.

Further details can be found here:  
[www.lincolndiocesaneducation.com/](http://www.lincolndiocesaneducation.com/)



## EDULINCS



Governors can access EduLincs through their school or academy. EduLincs offers a wide range of services through Lincolnshire County Council including finance, health and safety. Full details can be found in the EduLincs brochure on the LCC website:

[www.lincolnshire.gov.uk/schools-and-education/edulincs/](http://www.lincolnshire.gov.uk/schools-and-education/edulincs/)

# INDUCTION OPPORTUNITIES

New governors and clerks are welcome to attend 45 minutes prior to the Governor Partnership Briefings and Clerks' Networking for an Induction session; the dates of these briefings can be found on pages 14-15.

As a governor or clerk, you will have an induction in your school. To complement this induction, here are some ideas that you may want to consider:

- Access the Resource Library on the website for a range of documents available to you. Key documents include: Governance Handbook, Competency Framework for Governance and Clerking Competency Framework
- Access the Learning Link E-Training for free online training by the NGA (see page 7)
- Attend the Induction session before the Governor Partnership Briefings or Clerks' Network Meetings
- New governors should discuss with the Clerk:
  - School-specific information
  - Dates of future meetings

Please visit our website for further information: [www.lincolnshiretsa.co.uk/governance](http://www.lincolnshiretsa.co.uk/governance)



# CASE STUDIES

## Face to face NGA Training

The primary schools in the Deepings areas have worked together to purchase face-to-face NGA governor training. Our first two events attracted attendance of more than 20; our latest 25, so the cost to each school was based on £20 per delegate. Clearly this was extremely attractive given the pressure on school finances. Course content is based on recognised NGA packages.

It is thought-provoking, stimulating and encourages reflection on current working practices. There is recognition that every school is different; every governing board works differently. Therefore, governing boards are encouraged to review their working practices to ensure they effectively deliver their strategic responsibilities.

## LLG Consultancy support

The Community Inclusion Trust (CIT is a Lincolnshire MAT operating in Grantham, Boston, Spalding and on the East Coast, with 15 schools (Primary and Special). The Chair of the Trust has commissioned Stronger Governance to provide LLGs to undertake development work with the Trust's Local Governing Bodies so that they are fully prepared to move into their new role as Local School Boards. Each LGB has a dedicated LLG who is supporting the governors and providing helpful tools and approaches.

## Governing Board Development Programme

A school Governing Board in the Lincoln area is working with an LLG to review, and subsequently strengthen, its work in relation to Core Area 1 - Strategic Leadership. The work is involving a detailed audit and analysis of what it is currently doing and the development of a detailed plan to strengthen its work.

## Feedback received from our governor training & consultancy in the academic year 2019-20

**Governor Partnership**  
*"It was superb to meet governors from other schools."*

**Governor Training Session**  
*"Being a relatively new governor, the session has given me confidence"*

**Preparing for Ofsted Training Session**  
*"Very informing outline of the key areas of knowledge and discussion regarding Ofsted and governance."*

**Focus on the Core Purposes of Governance Training Session**  
*"The session provided confirmation of good practice and confidence in questioning."*

**Focus on SEND Training Session**  
*"Greater understanding of the questions to ask around SEND and the assurances required as a Governor."*

**Monitoring the Curriculum Training Session**  
*"I am more aware of the new framework and it gave the governing board ideas to put together a governor curriculum vision."*

**Governor Partnership**  
*"Good range covered and update information is very useful."*



## Would you like to be a Leader of Governance?

We are continually looking to expand our capacity to support governing boards and are therefore always looking for governors and trustees who would consider joining the Lincolnshire Leaders of Governance Team.

Members of the team play different roles, for example:

- joining a governing board for a year when the board needs strengthening;
- acting as the chair of a board for a year if the board needs some strong leadership
- undertaking consultancy work with governing boards, including reviews of governance
- delivering governor training

Different team members play different roles and you could shape the role as you want to.

Please contact us if you would like to have a conversation about possibly joining the team; or visit the website for further information: [www.lincolnshiresa.co.uk/governance](http://www.lincolnshiresa.co.uk/governance)

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FOR EDUCATION

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