



**Supporting schools
to make a difference.**

2018-2019

School governors' development programme

For governing boards, headteachers and clerks of schools and academies



To all Leeds governors

The DfE's Competency Framework for Governance (January 2017) recognises that:
The importance and significance of outstanding governance and leadership across our education system, in every school in England, has never been greater.

The Framework identifies under the "knowledge" aspect for effective governance that everyone on the board "recognises their own strengths and areas for development and seeks support and training to improve knowledge and skills where necessary"

We are therefore pleased to welcome you to the training and development programme for governors and clerks for the 2018/19 financial year. The training programme and all our guidance documents have been reviewed to ensure that all aspects of the Competency Framework are met.

It is highly recommended that all new governors undertake induction training to familiarise them with their roles and responsibilities. Governing boards should also have at least two governors who have attended the performance management and safer recruitment training.

Trainers

Governor support service senior officers are highly experienced governance professionals who have worked for many years with a wide range of governance boards. All officers leading training are qualified trainers and hold a minimum of a BTEC Level 3 in Education and Training. Feedback from governors is exceptional. Governors are always appreciative of the personal experience and tips that the trainers share. Training sessions not facilitated by our core team are delivered by colleagues from other departments who are experienced professionals and experts in their subject area.

Training costs

The cost for all individual training courses provided by the governor support service depends on the service level agreement (SLA) your school buys into and is charged to the school. **The gold package includes up to six training credits free of charge which can be used in a variety of ways.** The charge per course for those not bought into the gold package is £120, unless otherwise specified.

You should inform the headteacher and chair before booking onto a course.

All training is managed through Leeds for Learning and you will receive an automated e mail confirming the venue details seven to ten days before the course.



Online Learning

All governing bodies which sign up to one of the governor support services packages in 2018/2019 will automatically be registered with the Learning Link online platform. The learning platform gives individual governors access to over 50 modules including strategy, team work, assessment, staffing, financial oversight, elements of effective governance, compliance and collaboration.

Customised, cluster and learning alliance training courses

We are also able to offer some tailor made training courses for individual schools or learning alliances. By joining with other schools your governing board will benefit not only from meeting other governors and sharing good practice, but by sharing the cost. Please contact us if you wish to discuss bespoke training for your individual school or for a group of schools.

I wish you all the best for the coming year and look forward to working with you and your governing board.

Best wishes

Kathryn Wilkinson

Governor support service manager

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Development planner

All sessions provide an opportunity for review of good practice and include activities and materials which can be shared with your governing board. Although the courses shown below are divided into different phases, any governor is welcome to attend any course.

1. **The induction courses** are essential for all governors, especially new governors, but can be equally beneficial to more experienced governors as a refresher of newer aspects of the role.
2. The **continuing professional development** courses are for those with some experience of the governing board and provide an overview of specific roles, enabling governors to work more effectively and efficiently.
3. **Leadership courses** focus on the strategic aspects of governance in working with the senior management team, developing senior staff to ensure leadership capacity and supporting chairs with effective team management.
4. **Other courses, listed under the headings of the committees**, will support any governor by providing detailed specific information on particular roles and responsibilities.

 All Governors
  Teaching and Learning Committee
  Pupil Support
  Leadership
  Resources


New Governors

- Induction 1
- Induction 2




Continuing Professional Development

- Effective Committee Governance
- Preparing for Ofsted
- Handling Complaints
- Headteacher Performance Management
- Equalities
- Restorative Practice Awareness
- Training Governor Workshop



Leadership

- Developing the Role of Chair (3 part course)
- Headteachers , Principals and Chairs: How to make your GB more effective

Other



Teaching and Learning

- The Early Years Foundation Stage
- Pupil Premium and Diminishing the Difference
- Understanding Data - Primary focus



Pupil Support

- Supporting the Education of Looked after Children (CLA)
- Improving Pupil Attendance
- Special Educational Needs and Disabilities (SEND)
- Stakeholder Engagement
- Monitoring Behaviour Management & Exclusions
- Safeguarding/ Safer Recruitment



Resources

- School Finance for governors
- Personnel Matters

New governors

1. Induction course modules 1 and 2

Cost £120 or one training credit per module until 31.3.2019

Delivered by governor support service senior officers

The basic elements of governance are covered in this course which will be delivered with emphasis on the challenges of making sure school governance is effective in contributing to the raising of standards in school.

The courses include a combination of presentations, group discussions, group and individual activities and plenty of time for questions! Hand-outs will be provided and it is recommended that these are circulated to the whole governing board for information.

Course outcomes

- To understand the main purpose of governance and the role of the governing board
- Define the powers and duties of governing boards
- To identify the key elements of the strategic role including the importance of the school improvement plan
- To understand the governing board's role in overseeing the financial performance of the school
- To help new governors to become confident and effective
- Understand the governors' role in monitoring
- Appreciate the range of performance information available to the school
- Participate confidently in visits to school
- Explain why, how and to whom schools are accountable
- Understand how the headteacher is accountable to the governing board

Comments from previous sessions:

"All of it was highly relevant, useful and engaging, delivered at a good pace by knowledgeable presenters"

"A very thorough overview, easily accessible and digestible!"

"I feel more confident to question the school and to know what data to ask for."

"Training was very useful. Trainers made it interesting too. I feel better equipped to go into governor meetings as a result of the training and understand my role better"

Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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Induction course modules

Summer term 2018

Module 1	Tuesday 1 May 2018	6.30pm to 8.30pm	Hinsley Hall
Module 2	Tuesday 8 May 2018	6.30pm to 8.30pm	Hinsley Hall
Module 1	Thursday 14 June 2018	6.30pm to 8.30pm	Hinsley Hall
Module 2	Thursday 28 June 2018	6.30pm to 8.30pm	Hinsley Hall
Module 1	Wednesday 27 June 2018	10.30am to 12.30pm	Leeds City Museum
Module 2	Wednesday 4 July 2018	10.30am to 12.30pm	Leeds City Museum

Autumn term 2018

Module 1	Tuesday 2 October 2018	6.30pm to 8.30pm	Hinsley Hall
Module 2	Tuesday 9 October 2018	6.30pm to 8.30pm	Hinsley Hall
Module 1	Tuesday 6 November 2018	6.30pm to 8.30pm	John Charles Centre
Module 2	Tuesday 13 November 2018	6.30pm to 8.30pm	John Charles Centre
Module 1	Wednesday 28 November 2018	10.30am to 12.30pm	Leeds City Museum
Module 2	Wednesday 5 December 2018	10.30am to 12.30pm	Leeds City Museum
Module 1	Tuesday 4 December 2018	6.30pm to 8.30pm	Hinsley Hall, Headingley
Module 2	Tuesday 11 December 2018	6.30pm to 8.30pm	Hinsley Hall, Headingley

Spring term 2019

Module 1	Wednesday 16 January 2019	6.30pm to 8.30pm	North East CLC
Module 2	Wednesday 23 January 2019	6.30pm to 8.30pm	North East CLC
Full day Modules 1&2	Wednesday 27 February 2019	10am to 3pm	Venue TBC
Module 1	Tuesday 5 March 2019	6.30pm to 8.30pm	Hinsley Hall
Module 2	Tuesday 12 March 2019	6.30pm to 8.30pm	Hinsley Hall

Summer term 2019

Module 1	Tuesday 14 May 2019	6.30pm to 8.30pm	Venue TBC
Module 2	Tuesday 21 May 2019	6.30pm to 8.30pm	Venue TBC
Module 1	Tuesday 18 June 2019	6.30pm to 8.30pm	Hinsley Hall
Module 2	Tuesday 25 June 2019	6.30pm to 8.30pm	Hinsley Hall
Module 1	Wednesday 26 June 2019	10.30am to 12.30pm	Leeds City Museum
Module 2	Wednesday 3 July 2019	10.30am to 12.30pm	Leeds City Museum

Continuing professional development

2. Effective Committee Governance G

Cost £120 or one training credit until 31.3.2019

Delivered by governor support service officers

This session is designed to help you plan the work of your committees with practical ideas and support. This session is ideal for both committee chairs and committee members.

You will have the opportunity to reflect on the composition and role of your current committees and how they contribute to school improvement and ensuring statutory duties are met. The session will also consider how the committee meetings link to governors' termly strategic monitoring visits and milestones in the school development plan. Information will be provided on specific committees such as the pay review committee and governing body panels for complaints, exclusions or disciplinary issues.

Intended outcomes

- To understand the reasons for having committees, their terms of reference, membership and remit
- To be able to set agendas which fulfil statutory responsibilities and are aligned to the school development plan. To ensure committee minutes demonstrate appropriate challenge
- To know how governors' termly strategic monitoring visits link to committee and full governing body agendas.
- To inform governors about how to approach panel work, be it hearing formal complaints, reviewing exclusions or dealing with disciplinary issues.
- To learn best practice and tips for planning and running effective committee meetings.

Comments from the previous sessions:

"The overview nature of the training and suggestions of best practice were extremely useful"

"The content of the course was appropriate and very helpful, delivered by a warm, informative presenter who was willing to take and answer questions- thank you!"

Effective Committee Governance	Thursday 28 June 2018	6.30pm to 8.30pm	West Leeds Activity Centre
Effective Committee Governance	Thursday 22 November 2018	6.30pm to 8.30pm	Hinsley Hall
Effective Committee Governance	Wednesday 19 June 2019	6.30pm to 8.30pm	Hinsley Hall

Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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3. Headteacher Performance Management G

Cost £120 or one training credit until 31.3.2019

Delivered by the learning improvement team and governor support managers

Governing boards are responsible for setting and reviewing objectives for their headteacher. This session will outline the steps for effective headteacher performance management, a key process in raising achievement. Governing boards in maintained schools have a statutory duty to appraise the performance of the headteacher, support and address their headteacher's professional development needs, make a pay recommendation and to set objectives for the headteacher.

Governing boards also have to appoint an external advisor for support and advice, and to consult that advisor on setting objectives and appraisal of the headteacher.

For both maintained schools, and the academy sector, securing accountability for the educational performance of the school and its pupils, and for driving school improvement, the performance management of the headteacher is crucial; it remains one of the core functions of governance.

Intended outcomes:

- To understand the strategic importance of performance management and how this links with the school's improvement priorities and cycle, pay, appraisal and capability policies, and staffing structure.
- To understand the statutory requirements of the School Teachers' Pay and Conditions and Teachers' Standards in the performance management of both the Headteacher and teaching staff.
- To understand the role of the external Adviser/ SIA and how this role supports the governing board's sub-group/ panel with its performance management of the headteacher.
- To understand SMART objectives and how governors may monitor progress made towards addressing these over the appraisal cycle.

Comments from previous sessions:

“Clear delivery covering all aspects. Outlining excellent practice and potential pit falls. Excellent facilitators who could answer questions on Primary and Secondary with a clear, calm delivery”

“Course content is specific and practical – thank you!”

“Very comprehensive insight into effective Headteacher Performance Management”

Performance management	Thursday 10 May 2018	6.30pm to 8.30pm	Hinsley Hall
Performance management	Thursday 18 October 2018	6.30pm to 8.30pm	Hinsley Hall

Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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4. Training Governor Workshop G

Cost - £120 or one training credit until 31.3.2019

Delivered by governor support service manager and senior officers

This workshop style session will consider how to use the DfE Competency Framework for Governance (published in January 2017) to develop a training and development programme for your governing board. The course will be of interest to training link governors and is open to all governors who have an interest in developing the skills of their governing boards.

The training governor's role is increasingly important in order to ensure the governing board has appropriate, and timely, training in support of a well-designed development programme which links closely to the school improvement plan and governor action plan.

This session was designed in conjunction with experienced governors and will provide tools for training governors to carry out an important role for their governing board. Governors will benefit from the interactive nature of this course as it enables governors to learn from peers and share good practice, hints and tips.

Intended outcomes:

- To review the key areas of the DfE Competency Framework for Governance
- To understand how to coordinate and monitor training and development needs to ensure all governors are able to make an active and valuable contribution to the board.
- To know how to support the board in regular self-evaluation of effectiveness
- To consider ways to identify and fill knowledge and skills gaps on the board
- To gain tools and guidance documents to enable the training governor to carry out their role effectively
- To share valuable experiences and tips with other training governors

Comments from previous courses:

“Excellent course – came out of it feeling empowered and enthusiastic about addressing training and development of my governing body”

“I was pleased with the workshop style of the course as I got good experiences from other governors”

“Great to be able to share tips and ideas with other governors.”

“Useful to see and be signposted to the wealth of documents that are available from GSS”

Training governor workshop	Thursday 8 November 2018	6.30pm to 8.30pm	Hinsley Hall
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Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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5. Preparing for Ofsted G

Cost - £120 or one training credit until 31.3.2019

Delivered by governor support service officers and governors from school which have recently undergone an Ofsted inspection

This session will consider the practices, principles and approaches used by some of the best governing boards and will be facilitated by governor support service senior officers with experience of working with many governing boards. Governors from schools which have recently undergone an Ofsted inspection will also be present to give advice and answer questions.

This session provides an opportunity to consider the most recent changes to the framework and how governors can be prepared. Links to the school improvement plan and performance management will also be discussed. Hints and tips from the chairs who have been through recent inspections will be shared with governors.

Intended outcomes

- To know the key judgements of the Ofsted framework
- To know how the timings of inspections is determined
- To consider how governance contributes to the leadership and management judgement
- To look at how governing boards can prepare for Ofsted and the questions governors may be asked
- To know what the governing board needs to do if an external review of governance is recommended by Ofsted
- To consider an audit of the governing body

Comments from previous sessions:

“A good depth of subject matter, covering all areas of concern”

“A well-structured course with useful, relevant information and good contributions from participants – particularly chairs’ experiences – very helpful!”

“Clear, concise and informative course”

“Very informative and easy to follow. Good, clear relevant information- thank you!”

Preparing for Ofsted	Tuesday 5 June 2018	6.30pm to 8.30pm	Hinsley Hall
Preparing for Ofsted	Tuesday 20 November 2018	6.30pm to 8.30pm	Hinsley Hall
Preparing for Ofsted	Tuesday 19 March 2019	6.30pm to 8.30pm	Hinsley Hall
Preparing for Ofsted	Thursday 13 June 2019	6.30pm to 8.30pm	Hinsley Hall

Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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6. Handling Complaints to the Governing Board G

Cost - £120 or one training credit until 31.3.2019

Delivered by the Customer relations service

All schools, however well led and managed, will receive concerns or complaints from parents or other stakeholders at some time. It is important, therefore, that one or two governors from each governing board attend the training to ensure that complaints are dealt with appropriately.

This course will be delivered by the Children's Services Customer relations service and will look at the headteacher's and governing body's relative roles and powers when handling both informal and formal complaints from parents and other members of the community. The session will include effective practice in the early stages to ensure that complaints are handled appropriately in order that they are resolved satisfactorily.

Intended outcomes:

- To know what constitutes a complaint.
- To know when to deal with complaints on an informal basis and how to do this effectively.
- To be familiar with Leeds City Council model complaints policy and the role of governors within this.
- To understand the role of the investigating officer for the governing board.
- To understand the role of the governing board complaints panel.

Comments from previous sessions:

"Very informative and well presented."

"A very worthwhile and enjoyable session- thank you!"

"A well presented course giving a useful overview of the whole area of complaints."

Handling complaints	Thursday 20 September 2018	6.30pm – 8.30pm	Hinsley Hall
Handling complaints	Wednesday 13 March 2018	6.30pm – 8.30pm	Hinsley Hall

Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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7. Equalities G

Cost £120 or one training credit until 31.3.2019

Delivered by the Legal Services team

The governing board is responsible for ensuring that the school complies with Equality legislation and that its related procedures and strategies are implemented. Schools and governors need to be aware of the duties that apply to them.

Avoiding discrimination and promoting equality supports the agenda of improving attainment and progression for all pupils.

The session provides an opportunity to consider the Equality Act 2010, refresh understanding and awareness of equalities, and consider how school policies, procedures and practice can avoid discrimination and promote equality.

Intended outcomes:

- To provide information on the Equality Act
- Refresh understanding and awareness of equalities
- Consider how school policies, procedures and practice can avoid discrimination and promote equality

Comments from previous sessions:

“Opportunity for discussion throughout made the session informative, challenging and enjoyable.”

“It was all very interesting. Well prepared and presented.”

“All the session was useful. I will be able to check against procedures and ensure we meet our legal requirements.”

Equalities	Wednesday 5 December 2018	6.30pm – 8.30pm	Hinsley Hall
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Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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8. Restorative Practice Awareness G

Cost £120 or one training credit until 31.3.2019



Delivered by the Workforce Development team

The course will introduce governors to the basics of restorative practice through a series of exercises that explore the practice of building positive relationships and the principle of working WITH to achieve this, using a high challenge high support approach.

This will also include looking at building and repairing relationships using an approach that puts the ownership of problem solving into the hands of those effected.

Intended outcomes:

- To explain the working WITH principle and relate/apply these to levels of challenge and support.
- To recognise the importance of building connections and community and the tools used to do this.
- To identify the components of a fair process, and the features of restorative language.
- To recognise the benefits a restorative approach brings to work with children and young people.

Restorative Practice Awareness	Monday 19 November 2018	6.30pm – 8.30pm	Hinsley Hall
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Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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Leadership development

9. Developing the role of the chair – three part

development course

Cost - £120, or one training credit, per module until 31.3.2019

Delivered by governor support service and local leaders of governance

The first of these sessions is designed for new chairs and those considering the role. It will consider the key function of chairs of governors in leading the governing board and effectively organising work and managing relationships. The other sessions will be based on the results of a pre-course questionnaire and will examine in more detail aspects of the chairs' role identified by the participants as being areas for development.

The courses will look at:

- The relationship between the chair and the headteacher
- Team leadership and effectiveness
- Recruiting, inducting and developing new governors
- Structuring the governing board
- Effective meetings and decision-making
- Using information strategically
- Holding the school to account for standards

The sessions will encourage participants to share leadership skills and make good use of the expertise and knowledge of others. There will also be ample opportunity for participants to share challenges and successes with other chairs and to discuss topical issues.

Intended outcomes:

- To be able to successfully manage the relationship between the chair and the headteacher
- To gain confidence in the chair's role in leading the governing board to become more effective at strategic leadership
- To gain strategies for the recruitment and retention of governors with the required skills and experience
- To know how the structure of the governing board and committees impacts on the effectiveness of the governing board
- To know what information is available to governing boards and how to use this strategically
- To ensure the governing board is able to hold the school to account

Developing the role of chair 1	Thursday 29 November 2018	6.30pm – 8.30pm	Hinsley Hall
Developing the role of chair 2	Thursday 17 January 2019	6.30pm – 8.30pm	Hinsley Hall
Developing the role of chair 3	Thursday 6 June 2019	6.30pm – 8.30pm	Hinsley Hall

Suitable for:

High schools	✓	Primary schools	✓	Academies	✓	Free schools	✓
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10. Headteachers, principals and chairs: how to make your governing board effective

Cost –£60 per delegate (this course is not linked to the SLA) a working lunch will be provided.

Delivered by governor support service managers and senior officers

The course will be of particular interest to new headteachers and their chairs of governors. The course will explore the different roles and help you to understand boundaries and expectations in order to establish an effective working relationship.

This informative and valuable session will explore the relationship between the headteacher and the chair of governors. The governor support service manager and senior officers will facilitate an interactive session working through the many aspects of an effective strategic partnership including communication, roles and responsibilities, expectations and supporting the governing board to be effective in driving the school to improve outcomes for all children.

Good communication between chairs and headteachers is essential for effective governance and you are encouraged to attend this course together.

Intended outcomes:

- To gain knowledge of best practice in jointly leading the strategic direction of the school/ academy.
- To know how to manage good communication between the headteacher and chair.
- To understand the different roles and responsibilities of the headteacher and chair.
- To appreciate the boundaries and expectations of each role.
- To recognise ways, and gain tools, to improve whole governing board effectiveness
- To share tips and best practice with peers

If there is anything else you would like covered please email education.governors@leeds.gov.uk

Heads, Principals and Chairs :how to make your GB effective	Monday 24 September 2018	10am to 12.30pm (prior to Primary HT briefing)	John Charles Centre
Heads, Principals and Chairs :how to make your GB effective	Tuesday 25 September 2018	11.30am to 2pm (after Primary HT briefing)	Pudsey Civic Hall
Heads, Principals and Chairs :how to make your GB effective	Tuesday 22 January 2019	10.30am to 1pm	Leeds City Museum

Suitable for:

High schools	✓	Primary schools	✓	Academies	✓	Free schools	✓
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Teaching and Learning

11. Early Years Foundation Stage (EYFS)



An introduction to the Early Years Foundation Stage for governors.

Cost £120 or one training credit until 31.3.2019

Delivered by the Early Years Foundation Stage improvement team

The session is for governors who want to know more about Early Years or those who are link governor for Early Years. However, headteachers or members of senior leadership team wishing to broaden their knowledge of EYFS are welcome to attend the course with their governor(s).

Successful delivery of the Statutory Early Years Foundation Stage (EYFS) framework is key to ensuring children are 'ready for school'. The session will look at how, working in partnership, governors can influence the quality and standards of this important key stage.

This session will introduce delegates to the main principles and practice of the statutory EYFS framework. The session will include video clips and discussion to support governors with understanding what good practice looks like in Nursery and Reception classes. We will also introduce the key themes of observation, assessment and the characteristics of effective learning.

Intended outcomes:

- To have some understanding of the Early Years Foundation Stage (EYFS) and best practice.
- To know the statutory assessment arrangements and relevant assessment data.
- To understand the role of your EYFS teacher(s) and support him/her effectively.
- To understand how to use EYFS assessment data to support governors' strategic role in relation to school/academy improvement.

Comments from previous sessions:

"A well laid out and instructive course"

"All useful – good discussion. Thank you – I really enjoyed it!"

Early Years Foundation Stage	Thursday 5 July 2018	6.30pm to 8.30pm	Hinsley Hall
Early Years Foundation Stage	Wednesday 17 October 2018	6.30pm to 8.30pm	Hinsley Hall
Early Years Foundation Stage	Thursday 4 July 2019	6.30pm to 8.30pm	Hinsley Hall

Suitable for:

High schools		Primary school	✓	Academies	✓	Free schools	✓
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12. Pupil Premium & Diminishing the Difference

Cost: £120 or one training credit until 31.3.2019

Delivered by: Performance data professionals and Learning improvement advisors.

How do we diminish the differences in schools in such a changing educational world?

This session will look at the need for ALL children to make expected progress throughout their career at school, to reach the demanding national standards at the end of key stages. Time will be spent looking at the link between forensic data analysis, strong teaching and the necessary responses to keep ALL children on track to succeed. Evidencing this approach can be much easier than we think – less is more!

This session will be led by an experienced headteacher and performance data professionals. It will provide an overview of the various performance data sources available to governors and will allow governors to discuss and rehearse the key questions that they need to be asking school leaders around the performance of their children and young people, **particularly those in receipt of the pupil premium**. Examples of resources for governors to use to evaluate practice in their schools and best practice tips will be shared.

Intended outcomes:

- To understand funding arrangements for pupil premium
- To know what governors' statutory duties are in relation to pupil premium, including information on the school website
- To be able to use performance data available to review the impact of initiatives
- To be able to participate confidently in monitoring visits to review plans and initiatives

PRE-BOOKING IS ESSENTIAL AS INDIVIDUAL SCHOOL LEVEL DATA WILL PROVIDED

Comments from previous sessions:

“Excellent training, informative and useful, clear and concise. I’ll be putting strategies into place this week! – Thank you!”

“The presenters were very good. Good to have a head presenting to give a practical side.”

“I would highly recommend this training to other governors”.

Pupil Premium	Wednesday 24 October 2018	6.30pm to 8.30pm	Hinsley Hall
Pupil Premium	Tuesday 12 February 2019	6.30pm to 8.30pm	Hinsley Hall
Pupil Premium	Wednesday 15 May 2019	6.30pm to 8.30pm	Hinsley Hall

Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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13. Understanding School Data - Primary focus

Cost: £120 or one training credit until 31.3.2019



Delivered by: Learning improvement team

This course will be of interest to all governors, but particularly those governors who are members of the Teaching and Learning Committee.

Governors need to make sure that they understand externally produced data so that they feel empowered to ask pertinent and searching questions. This training is primary school focussed and its purpose is to aid governors in reading and understanding data for their school.

This session will help governors to challenge and support their school's leadership team in their efforts to bring about school improvement. It will inform governors how they can obtain and understand objective data from Ofsted, the DfE, and other external data providers. The session requires pre-booking as it will look at data for individual schools.

Intended outcomes:

- To understand the importance of using a range of measures to evaluate the performance of their school
- To be able to develop questions to put to headteachers and other school staff in terms of the school's external data
- To understand the information produced in data sources such as Fisher Family Trust (FFT) and Analyse School Performance (ASP)

PRE-BOOKING IS ESSENTIAL AS INDIVIDUAL SCHOOL LEVEL DATA WILL BE PROVIDED.

Understanding School Data - Primary Focus	Tuesday 27 November 2018	6.30pm to 8.30pm	Hinsley Hall
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Suitable for:

High schools		Primary school	✓	Academies	✓	Free schools	✓
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Pupil support

14. Monitoring Behaviour Management and Exclusions

Cost: £120 or one training credit until 31.3.2019  

Delivered by: Governor Support Service Managers, LCC Exclusions Monitoring Lead and Senior Educational Psychologists.

Under DfE statutory guidance it is the governing board's responsibility to produce a written statement of behaviour principles which should provide clear advice and guidance to the Head on which he/she can base the school behaviour policy. These principles must be included on your school website. It is the board's responsibility to produce the principles and these should reflect the ethos of your school.

Do you understand the behaviour systems and processes in place at your school and if these are having positive impacts on learning for all children? Do you know what support is available for schools when behaviours cannot be managed in school?

In September 2017 the DfE produced updated statutory guidance in relation to exclusions from schools, academies and pupil referral units. Are you confident that you know what your school should be doing, where you can get exclusion data from and what questions you should be asking? Schools should be reporting all exclusions to the LA, but unfortunately it appears that this is not always happening.

Intended Outcomes:

- develop an understanding of systems and approaches to behaviour management in schools and academies
- understand the governors role in monitoring and evaluating how the school manages behaviour
- gain knowledge of what governors should be asking or looking for during visits to school and in meetings
- gain an understanding of what to include within your written behaviour principles statement
- understand the role of the Area Inclusion Partnership (AIP)
- understand what governors need to know regarding exclusions, where information can be gained and what questions to ask
- understand how governors can monitor the school's effectiveness at dealing with disruptive behaviour
- understand what are the next steps for schools if behaviours cannot be managed in school
- know what support is available to schools and families

Monitoring Behaviour Management and Exclusions	Tuesday 5 February 2019	6.30pm to 8.30pm	Hinsley Hall
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Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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15. Supporting the Education of Children Looked After

THIS IS A FREE COURSE FOR ALL GOVERNORS (not linked to the SLA)  

Delivered by: The Virtual School, Leeds Children's Services

The governing board, in partnership with the Local Authority, has a legal and moral duty to safeguard and promote the welfare of children looked after (CLA). The governing board is responsible for monitoring policy and practice in school.

This course will be of interest to members of the pupil support committee and governors with specific responsibility for Children Looked After.

Even if a school does not currently have any children looked after the governing board has a duty to ensure that the school is prepared.

This session will support improved outcomes for children looked after by exploring the roles, responsibilities and contribution of schools and their governing boards.

There is no charge for this session.

Intended Outcomes:

- To understand the role of the Children Looked After governor
- To identify which students are 'Looked After' and the systems in place to support educational progress
- To understand the traumas and issues that may impact on their progress through school and college
- To appreciate the role and responsibilities of the Designated Teacher for Children Looked After
- To understand how governors may support school and where to go for further advice and information.

Comments from previous sessions:

"Exceeded expectations"
"Clarification was excellent"

Supporting the education of Children Looked After	Tuesday 15 May 2018	6.30pm to 8.30pm	Leeds Civic Hall EAST ROOM
Supporting the education of Children Looked After	Monday 25 February 2019	6.30pm to 8.30pm	Leeds Civic Hall WEST ROOM
Supporting the education of Children Looked After	Tuesday 7 May 2019	6.30pm to 8.30pm	Leeds Civic Hall WEST ROOM

Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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16. Improving Pupil Attendance

Cost £120 or one training credit until 31.3.2019

Delivered by: Attendance strategy team

Attendance has a major impact on pupil attainment. Governing boards play a key role in implementing and monitoring school attendance policies that impact positively on attendance and cultivate a school ethos where excellent attendance is the norm and the expectation.

The aim of the course is to equip governors with an understanding of the attendance and persistent absence agenda to support the contribution governing boards can make to help their schools raise attendance.

There will also be the opportunity to hear about local developments, why attendance is one of the city's three 'obsessions' and how we have transformed the delivery of services.

Intended outcomes:

- To know the legislation in respect of attendance
- To know about the use of data to drive improvement
- To know details about the delivery of targeted services through clusters
- To know the respective responsibilities of schools/governing boards/parents in respect of attendance
- To be able to communicate to other governors good practice from a local and national level
- To understand the range of services and tools available in Leeds to support improved attendance including traded attendance time from the Local Authority

Comments from previous sessions:

“Delivery was succinct and relevant. Thank you very much”

“Very clear and helpful”

Improving pupil attendance	Tuesday 16 October 2018	6.30pm to 8.30pm	Hinsley Hall
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Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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17. Special Educational Needs and Disabilities (SEND)

Cost £120 or one training credit for BOTH sessions until 31.3.2019



Delivered by: SEN statutory assessment and provision team

This a two part development training course for governors on the provision for children with special educational needs and disabilities (SEND). Governors will be expected to visit their school after the first session to gain an understanding of the needs of children at school and how these are being met and bring feedback to the next session.

The course will be led by senior inclusion and SEND improvement advisers. It will be particularly relevant to the SEND governor or any governor interested in ensuring good provision for children with special educational needs. The course was reformed last year and the new two part course was very well received by governors who felt better equipped for their role.

Governing boards must have regard to the SEND Code of Practice which was drawn up to ensure that children's special education needs and disabilities are picked up at the earliest point and provision put in place which promotes high standards of achievement.

Intended Outcomes:

The first of two sessions will look at:

- the national and local context for SEND
- what governors' statutory duties are as detailed in the SEND Code of Practice
- the roles and responsibilities of the SEND governor
- schools duties under the equalities act
- the SEN annual report to the governing body

The second of two sessions will look at:

- local initiatives in inclusion and SEND, and the impact they may have on governors role
- how schools are funded for children with SEND
- education health and care plans
- tips on how to monitor the effectiveness of provision
- feedback from governor visits to school and suggested next steps

The sessions will encourage participants to share skills and make good use of the expertise and knowledge of others. There will also be ample opportunity for participants to share challenges and successes with other governors and to discuss topical issues.

Comments from 2017/18 sessions:

"Very clear, concise information"

"Very useful explaining the legal responsibilities and answering all questions raised"

COHORT ONE			
PART ONE	Monday 22 October 2018	6.30pm to 8.30pm	Hinsley Hall
PART TWO	Monday 4 March 2019	6.30pm to 8.30pm	Hinsley Hall

COHORT TWO			
PART ONE	Monday 11 March 2019	6.30pm to 8.30pm	Hinsley Hall
PART TWO	Monday 24 June 2019	6.30pm to 8.30pm	Hinsley Hall

Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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18. Stakeholder Engagement



Cost £120 or one training credit until 31.3.2019



Delivered by the Voice and influence team

The vision for Leeds is to have schools at the heart of successful communities with brilliant learning and brilliant learning places reflecting the needs of children and young people.

Such transformation requires governors to have robust pupil and parent participation at all levels of strategic planning and for this to become embedded in all the school does.

Intended outcomes:

- To understand of how Leeds schools are involving pupils and parents in decision making processes
- To share good practice and know how schools can put pupil and parent participation in practice
- To understand the links between school councils, cluster councils and local and city wide youth forums
- To gain an understanding of parent councils/ forums and how schools can work to engage better with parents
- To be able to take practical suggestions to the governing board in involving pupils and parents in strategic planning such as reviewing and developing school policies

Stakeholder Engagement	Tuesday 23 October 2018	6.30pm – 8.30pm	Hinsley Hall
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Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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19. Safeguarding children/ safer recruitment

Integrated Safeguarding Unit

**Please book directly through the safeguarding team:
email: educ.childprotection@leeds.gov.uk
telephone: 0113 378 5046**

- **Safeguarding**

This is a vital area where every school must ensure best practice; safeguarding is a key area of any Ofsted inspection and schools must ensure that they are fully compliant with the legislation. The Integrated Safeguarding Unit offer a general one hour briefing for governing boards which should be booked directly through the team.

The team also offers a 2 ½ hour course for child protection/ safeguarding lead governors. The courses examine the responsibilities of schools and governing bodies in relation to safeguarding and child protection and consider strategies in approaching specific issues related to child protection. Governors attending the course will receive a safeguarding toolkit.

- **Safe Working Practice**

These courses will cover the expectations of behaviour and/or codes of practice for school based staff and will be particularly useful for governors who may have to be part of a disciplinary panel.

- **Safer Recruitment**

In addition to the above, accredited safer recruitment courses are delivered face to face by the child protection team. It is a statutory requirement that at least one member of a recruitment panel has up to date training in safer recruitment; we recommend that at least two governors from each school have completed the course.

Although attending local training is advisable safer recruitment training can also be completed online through the NSPCC e-learning. The safer recruitment online training is available through the NSPCC website <http://www.nspcc.org.uk/what-you-can-do/get-expert-training/> for which there is a charge of £30 per person for approximately a 4 hour online training course.

Safer recruitment training can also be delivered to clusters of schools by arrangement with the safeguarding team.

- **Safeguarding audit**

The Integrated Safeguarding Unit can arrange to carry out an independent safeguarding audit for your school or academy. Please contact the Integrated Safeguarding Unit for costs.

Resources

20. School Finance for governors

Cost £120 or one training credit until 31.3.2019

Delivered by Financial support services to schools

Overseeing the financial performance of the organisation and making sure its money is well spent is one of the three core functions of every governing board.

This course will be of interest to those governors who are members of the school's resources/ finance committee. It will summarise the duties of the governing board in relation to the management of the school budget.

An experienced finance officer will explain the relationship between governors and professional staff, in the context of formulating spending plans. The headteacher's role in the management of the budget will be outlined; this will be compared to the governors' strategic role.

Governors of academies and free schools are welcome to attend this general course however if something more specific is required this can be arranged separately though contacting the Schools Finance Team on 0113 3788689.

Intended outcomes:

- To know how schools are funded
- To be aware of the benchmarking data available to schools
- To know the governing board's responsibilities relating to finance
- To know the governing board's responsibilities in respect of the annual School Financial Value Standard (SFVS)

Comments from previous sessions:

"All the course content was useful"

"Correct level of information"

"All clearly explained"

School Finance	Wednesday 7 November 2018	6.30pm to 8.30pm	Hinsley Hall
School Finance	Tuesday 15 January 2019	6.30pm to 8.30pm	Hinsley Hall
School Finance	Wednesday 24 April 2019	6.30pm to 8.30pm	Hinsley Hall

Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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21. Understanding personnel matters

- **Schools Human Resources (HR) Consultancy Service**

For advice, guidance or training on Human Resources related matters please contact HR directly on email:

HR.schools@leeds.gov.uk or telephone 0113 3788525 and a member of the team will respond to your query.

E.g. Effective Pay committees and Teacher Pay Appeals

Governors on the Pay Committee and Pay Appeal Committee are crucial in making final recommendations for teachers' pay. The course will provide an overview of changes to the School Teacher Pay and Conditions Document (STPCD) and a background to performance related pay, whilst supporting governors to understand and meet their statutory obligation under the STPCD and duties under the School's Model Pay Policy.

The course will focus on the Pay Committee's role in modifying the headteacher's pay recommendations and the Appeal Committee's role in handling appeals under the School's Pay Policy appeal procedure.

Governing board self-evaluation - Internal review of governance



Cost £480 or four training credits until 31.3.2019

Delivered by governor support service senior officers with first-hand knowledge of what outstanding governance looks like and many years of experience

This session is for the whole governing board and is bespoke to your school.

This facilitated internal review of governance aims to encourage governors and governing boards to challenge themselves – as the best governing boards already do. The facilitated review results in an action plan for the governing board which can form part of the school improvement plan and has been positively acknowledged by chairs, head teachers and Ofsted.

“I feel that the information and support provided through the Governor Support Service was key in enabling our Governing Body to develop its work and, in turn, to us gaining such a favourable Ofsted judgement.” – Chair

“I found the self-review session very useful particularly the way in which (officers) facilitated the session. It really did help us to reflect on what we are doing and identify the areas in which we could improve.” – Headteacher

“..many thanks for leading the session last night, we all found it really useful and though provoking, feedback from everyone as we were leaving was positive.” – Chair,

Ofsted:

“Governors are passionate about improving their effectiveness as a governing body, and have completed an in-depth skills assessment, and built an effective governors’ development plan based on their findings.”

“Governors bring a valuable range of skills. As a result of recommendations from a governance review, they now know the school and pupils well...”

“Following a review of governance, the local governing body is now more effective. They have reorganised their committee structure so that they have clear responsibilities for overseeing the work of the school.”

“Governors have recently carried out a thorough audit of their skills and are acting on the needs identified through this process”

Strong governance is essential for good schools. Governing boards hold important strategic responsibilities for the development and improvement of the school. A key role of governing boards is to support and challenge executive leaders in order to ensure pupils receive the best possible education.

Internal review of governance

Format of the review

- **Skills audit report**

Once a date for the meeting with the governing board has been agreed senior officers from the governor support service will forward a skills audit to all governors and request a date for return. The audits will then be collated and a short report produced.

- **Review of documentation**

Prior to the meeting with the governing board, senior officers will consider some or all of the information below:

- Instrument of Government and governing board membership list;
- governing board and committee agendas, reports and minutes for last 3 - 4 terms;
- committee terms of reference / scheme of delegation and membership;
- headteacher's reports;
- the school improvement plan and self-evaluation report;
- external published data;
- Ofsted reports;
- School Improvement Adviser reports;
- the school website.

- **The review**

The review is bespoke to the governing board following on from the review of documents. It takes between 1¹/₂ and 2 hours and encourages governors to talk openly about aspects of governance including the strategic direction, holding the headteacher to account and financial probity. The senior officers will facilitate the discussion and give examples of good practice at other schools.

- **Follow up**

The senior officers will complete a notice of visit and contact (NOVAC) outlining the governing board's strengths and areas for development and provide an action plan for the governing board. Officers will return for a further meeting at an agreed date to review progress on the action plan and to give further advice and support where needed.

Please contact the governor support service to discuss booking a facilitated session:
Telephone: 0113 3785213, E mail: education.governors@leeds.gov.uk

Suitable for:

High schools	✓	Primary school	✓	Academies		Free schools	
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External review of governance

Cost £900 until 31.3.2019

– External reviews of governance take place following an Ofsted Inspection recommendation.

Please contact Kathryn Wilkinson for more information.

Kathryn.wilkinson@leeds.gov.uk Tel 0113 3786774

Bespoke and cluster/ learning alliance training courses

The cost for a two hour session is £750 for up to 15 delegates then £50 per person or six training credits up to 31.3.2019.

We are able to offer a range of training and development courses to individual school governing boards and groups of schools within formal Learning Alliances, tailored to your individual needs. The training events which are scheduled for two hours during the daytime or evening can be provided at a school or a local venue.

Courses available as customised sessions include the following:

- Refresher training
- Effective committees
- Preparing for an Ofsted inspection
- Academy information for maintained schools

Bespoke Cluster Induction training

Induction training modules one and two combined – One 3 hour session (clusters only) - £900 for up to 15 people. A minimum of eight governors is required for this course to run.

Please contact the governor support service to discuss booking bespoke training for your school, cluster or learning alliance:

E mail: education.governors@leeds.gov.uk

Telephone: 0113 3785213

Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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Training for independent clerks

Price on application.

Delivered by governor support service clerking manager and senior officers

When a school decides to employ their own clerk, it is important that they set demanding standards for the service they expect and assure themselves that they are employing a clerk with suitable skills and training. Consequently, they should ensure that training and support is available to the clerk.

Governor support service provides comprehensive training and professional development for independent clerks.

Training

Four training sessions per annum incorporating:

- Changes to legislation
- Statutory and recommended policies
- Minutes – content and format
- How to advise and support governing boards
- Governor/governing board development
- Membership
- Structure of meetings
- Themed workshops
- Access to model policies and guidance documents

On-going support

The clerk to governors will be supported by officers in the governor support service who will:

- Specialise in governing board matters
- Quality assure work
- Provide a contact point for liaison with Leeds City Council officers
- Provide general guidance together with support on specific issues relevant to the school

Please contact the governor support service for further information:

Telephone: 0113 3786768 or E mail karen.shotton@leeds.gov.uk

Suitable for:

High schools	✓	Primary school	✓	Academies	✓	Free schools	✓
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Details of venues

<p>Hinsley Hall 62 Headingley Lane Headingley Leeds, LS6 2BX</p>
<p>Leeds Civic Hall East Room/ West Room (Porters will direct you when you get to the reception) Portland Crescent entrance, Leeds, LS1 1UR</p>
<p>Leeds City Museum Denny Room or Thoresby Room Millennium Square Leeds, LS2 8BH</p>
<p>Pudsey Civic Hall Woodhall Room or The Ballroom Dawsons Corner Pudsey, LS28 5TA</p>
<p>John Charles Centre Grandstand Suite, (South Leeds Stadium) Middleton Grove Leeds, LS11 5DJ</p>

How to book a training course

All bookings should be made on-line through <http://www.leedsforlearning.co.uk/>

You can also apply by emailing: education.governors@leeds.gov.uk.

Please remember to inform your chair and headteacher before booking onto any course

Confirmation of booking

When we receive your application confirmation will be sent to you. An email giving the date, time, and venue together with a map will be sent to you about ten days in advance of the session. Please ensure we hold up to date email contact details for you.

Non-attendance

If you have been allocated a place on a course but cannot attend, please let us know so that your place can be offered to another governor. We reserve the right to charge governors who fail to attend courses without informing us prior to the event. If you have any queries at any time, please do not hesitate to contact the governor support service on: 0113 3785213.

Please note that dates and venues may be subject to change. Please check details on www.leedsforlearning.co.uk

Please sign up to our online portal at www.leedsforlearning.co.uk to have access to our guidance documents and up to date information regarding conferences, courses and events.

The portal is refreshed regularly, with the addition of new training opportunities (not necessarily in this brochure). Please keep checking www.leedsforlearning.co.uk for information and updates.

We want Leeds to be a Child Friendly City and are committed to ensuring that children and young people;

- are safe from harm
- do well at school and are ready for work
- choose healthy lifestyles
- have fun growing up, and
- are active citizens who feel they have voice and influence

Governor Support Service - Working as a Team for Leeds



**Supporting schools
to make a difference.**