

# Multi Academy Trust Governance

Development and training solutions – Autumn 2021

*We provide professional, practical training and development solutions for multi academy trusts that enable everyone to govern with confidence.*

We provide bespoke training solutions across multi-academy trusts. We work with you to identify your governance development needs. We can provide a range of bespoke training solutions either face-to-face (when possible - observing social distancing rules) or as a webinar, including:

- Induction training for new local governing body governors
- Governance conferences to inspire and educate all levels of governance
- Governance training programmes for the whole trust
- Trust board and members training

## **Key Features of our training solutions**

- Up to date guidance on how to do the job, addressing topical issues
- Free resource packs - templates, tools, examples, and checklists to help you be productive
- Signposting to national resources, research and DfE guidance
- All training developed with reference to the Governance Competency Framework
- Best practice advice from experienced chairs
- Action plan or personal log for governors to complete and take away
- Bespoke training solutions for your board or multi-academy trust
- Training programmes and packages
- Public courses, in-house courses or webinars at affordable prices – all currently delivered as Webinars



***Our training programme covers all key aspects of the Governance Competency Framework***

**We have experience working with multi-academy trusts to support the development of high quality, consistent governance practices at all levels. This can include:**

- Local Governing Board reviews
- Development of your trust governance handbook
- Support in evolving and refining your Scheme of Delegation
- Developing governor role profiles
- Developing monitoring guidance, checklists, and processes
- Trust board reviews

## Case Study

A growing MAT of six primary schools asked us to work with them to improve their governance practices. Whilst they had very keen local governors, they lacked confidence and needed focused training to help them effectively discharge their duties.

### What we did

We created a complete governance development solution for the MAT which included:

- A kick-off one day governance conference focusing on the core responsibilities of governance, reflecting the current scheme of delegation.
- Focused in-house training events on key topics, including Effective Monitoring, Governance of Safeguarding, and Governance of SEND
- Development of a governor monitoring process, including a step-by-step approach, monitoring report template and guidance
- Development and delivery of a personalised governance induction course for new governors across the MAT
- Mentoring sessions with each local chair to help them create an individual governance development plan for their local governing board
- Feedback to the trust board with guidance on potential next steps to further develop governance across the trust

### Impact

- ✓ The governance conference was the most well attended governance event they had ever offered
- ✓ Local governors, trustees, members, trust staff and headteachers were motivated by the joined-up development solution that helped them really understand what was expected of them and appreciate the value of bespoke training
- ✓ Monitoring quantity, quality and effectiveness improved
- ✓ Governance practices at local board level were praised in recent Ofsted inspections across the MAT
- ✓ New governors are now able to contribute quickly and confidently to the work of the local board

### Next steps

The trust board and CEO are so pleased with the impact and value for money of our work with them so far we are now working on refining their scheme of delegation to make it more user friendly, creating governance role profiles for key link governor roles, and re-writing their governance handbook to provide comprehensive guidance on all governance duties across the MAT.

*“The professional advice, training and guidance provided has proved invaluable in developing Governance across the MAT”* **MAT CEO**

## What people say about us

We pride ourselves on delivering high quality governance development services that really have an impact. Here are some comments from delighted clients.

**'The best training I've ever attended. THANK YOU!'**

**'At last training that tells me how to do the job! I feel inspired again as a governor.'**

**Fantastic resources! The toolkit and templates will save me so much time!**

**'The course was so helpful. I now understand how I can make a difference as a governor.'**

**'All governors should come on this training. If only it had been available sooner. I'm going to encourage everyone on our board to attend the next event.'**

## About us

We are experienced Governance System Leaders (formerly NLGs) who are experienced chairs of governing boards. We are experienced at supporting governance in different settings and are experienced trainers, coaches and mentors.



### **Rosemary Lovatt**

Rosemary led National Leaders of Governance (NLGs) across the East of England and NE London for many years. She is an experienced Governance System Leader, governance tutor, chair and trustee who has supported boards across England and trained thousands of governors and trustees.



### **Linda Robinson**

Linda is an experienced Governance System Leader (formerly NLG), governance tutor, mentor and coach delivering bespoke governance training to governors across the eastern region. Linda's experience as a trustee and chair enables her to support and develop effective governance practices in her role as a Governance Advisor to LGBs and trustees within a MAT.



### **Julie Taylor**

With nearly 30 years experience in education and governance, Julie is an experienced Governance System Leader (formerly NLG) and is experienced chair and trainer who has an extensive track record of supporting governance in all types of settings across Essex and beyond. She is currently a chair of a maintained primary school and a secondary C of E Academy within a MAT.

## Trust specific training

We are pleased to share details of our new trust specific training designed to support new trustees and members and develop the skills of existing boards. Further details of the contents and learning objectives for each webinar can be found on our website here <https://cpd.billericayteachingalliance.com/Client>.

Code	Competency area: People
PE4	<p><b>The role of Members within trusts</b></p> <p>Recent reports into MAT governance have highlighted how the role of Members in an academy trust or Multi Academy Trust is often poorly understood with many trusts still struggling to recruit at least three, but ideally five Members and ensure separation from Trustees. This webinar explains the requirements for Members and their role. It is ideal for new members or as a refresher for CEOs and Chairs of Trusts.</p> <p><b>Available on request</b></p>
PE5	<p><b>An introduction to be a trustee for experienced governors</b></p> <p>Moving from governing in a standalone school or academy to being a trustee requires a clear understanding of the Academies Financial Handbook, charity law, your Articles of Association and Scheme of Delegation. This webinar helps experienced governors transition to the role of trustee and is a great refresher for existing trustees on their role and responsibilities. <b>Date: 4-10-21 6.30pm to 8.30pm</b></p>
PE6	<p><b>Trustee induction – for those new to governance</b></p> <p>If you are an academy or MAT trustee who has not governed in a school before, this is the course for you. We guide you through the basics of governance and how it works within a trust or multi academy trust, including the core principle and purpose of governance, key responsibilities and how to ensure you are working smart and staying strategic. <b>Available on request</b></p>
Code	Competency area: Structures
ST2	<p><b>Getting delegation of governance right within a MAT – enhancing your Scheme of Delegation (HOT TOPIC)</b></p> <p>Most multi academy trusts find that after a few years of operation their Scheme of Delegation requires some refinement, either because it is no longer fit for purpose, or because it is not understood or being followed. This webinar explores considerations when developing a Scheme of Delegation and how trust boards should approach supporting strong governance at all layers in a MAT. <b>Date: 11-10-21 6.30pm to 8.30pm</b></p>
ST3	<p><b>How to be an effective local board within a MAT (Bespoke)</b></p> <p>It is not uncommon when a school joins a MAT for the governors to struggle to adjust and feel a sense of loss of control. This bespoke course, based on your Scheme of Delegation, will help local governors focus on their new role, understand the scheme of delegation, and focus on their responsibilities and provide clarity how to govern within a MAT. <b>Available on request</b></p>
ST4	<p><b>Getting communication and information management right in a MAT (HOT TOPIC)</b></p> <p>The relationship between the trust board and local layers of governance is key to ensuring that overall governance is effective. Ensuring nothing falls between the cracks and avoiding duplication is key to working effectively. A clearly defined approach to the information flow up and down the governance structure is a part of achieving this. This webinar looks at approaches to communication, education and information sharing across a MAT governance structure. <b>Date: 6-12-21 6.30pm to 8.30pm</b></p>
ST5	<p><b>The role and responsibilities of a trust Audit and Risk Committee (HOT TOPIC)</b></p> <p>In these challenging times understanding and managing risk, ensuring sufficient reserves to cover risks, and discharging internal scrutiny responsibilities is more important than ever as more trusts find themselves in financial difficulty. The requirements from the ESFA on internal scrutiny have increased in recent years. This webinar provides the latest guidance on the audit and risk responsibilities of a trust board. <b>Date: 15-11-21 6.30pm to 8.30pm</b></p>
Code	Competency area: Compliance
CO7	<p><b>Compliance with the Academies Financial Handbook</b></p> <p>This webinar reviews the latest version of the Academies Financial Handbook and highlights for trustees what has changed, common areas of non-compliance and provides a refresher on the financial duties of trustees. <b>Date: 22-11-21 6.30pm to 8.30pm</b></p>
Code	Competency area: Evaluation
EV1	<p><b>How to review the effectiveness of governance in your trust</b></p> <p>This webinar provides trustees and members with guidance on what to look for when reviewing the state of governance on your trust and provides guidance on how to address any shortfalls. <b>Available on request</b></p>

## Our programme of governance training courses

Most of our public courses are also suitable for trustees and those governing in multi academy trusts. We have highlighted those we recommend trust board consider either for themselves or their local boards. We can customise any of our courses to meet your needs or create something totally bespoke for you. Courses can be delivered at a venue of your choice or as a webinar. The titles in bold are being offered in the Autumn term 2021. Other courses are available on request and will be offered as public courses later in the academic year.

Code	Title	Suitable for:		
		School	Trust	LGB
Competency Area: Strategic Leadership				
SL1	<b>How to ensure clarity of vision, ethos, and strategic direction for your school, academy, or trust</b>	✓	✓	✓
SL2	How to engage your key stakeholders to improve your school, academy, or trust	✓	✓	✓
SL3	<b>Thinking strategically about effective and efficient use of finances/resources to improve your school, academy, or trust (HOT TOPIC)</b>	✓	✓	✓
SL4	The board's role in ensuring you are the employer of choice	✓	✓	
SL5	<b>Strategic risk management - a guide for governors and trustees</b>	✓	✓	✓
SL6	<b>Questions to ask before approving your Improvement Plan</b>	✓	✓	✓
Competency Area: Accountability				
AC1	<b>'NEW' Monitoring Pupil Premium and support for the disadvantaged (HOT TOPIC)</b>	✓	✓	✓
AC2	<b>Governance of SEND</b>	✓	✓	✓
AC3	Understanding your school data (bespoke)	✓	✓	✓
AC4	How to monitor progress and hold to account	✓	✓	✓
AC5	<b>Monitoring the quality of education and the curriculum (HOT TOPIC)</b>	✓	✓	✓
AC6	How to monitor finances and meet your financial responsibilities	✓	✓	✓
AC7	<b>Ensuring robust performance management in your school</b>	✓	✓	✓
AC8	How to monitor staff wellbeing and workload (HOT TOPIC)	✓	✓	✓
AC9	<b>'NEW' Monitoring pupil behaviours for learning, mental health, and wellbeing (HOT TOPIC)</b>	✓	✓	✓
AC10	<b>'NEW' Developing effective professional relationships as chair</b>	✓	✓	✓
AC11	<b>Holding to account for the use of the catch-up premium (HOT TOPIC)</b>	✓	✓	✓
AC12	Questions to ask before approving your budget	✓	✓	✓
AC13	<b>'NEW' How to have impactful board meetings that make a difference</b>	✓	✓	✓
Competency Area: People				
PE1	<b>The essentials of school governance (two sessions) – an induction/refresher</b>	✓		✓
PE2	<b>The recruitment, retention, and development of your governance team</b>	✓	✓	✓
PE3	<b>How to lead your governance team as the Chair (three sessions)</b>	✓	✓	✓
PE4	<b>'NEW' The role of Members within a Trust</b>		✓	
PE5	<b>'NEW' An introduction to being a trustee for experienced governors</b>		✓	
PE6	<b>'NEW' Trustee induction – for those new to governance</b>		✓	

Competency Area: Structures				
ST1	Organising your governance team to work smart and have an impact	✓		✓
ST2	<b>'NEW' Getting delegation of governance right within a MAT – enhancing your Scheme of Delegation (HOT TOPIC)</b>		✓	
ST3	How to be an effective local board within a MAT (Bespoke)			✓
ST4	<b>'NEW' Getting communication and information management right in a MAT (HOT TOPIC)</b>		✓	
ST5	<b>'NEW' The role and responsibilities of a trust Audit and Risk Committee (HOT TOPIC)</b>		✓	
Competency Area: Compliance				
CO1	<b>'NEW' Understand the latest Ofsted framework and preparing for your next inspection (HOT TOPIC)</b>	✓	✓	✓
CO2	<b>'NEW' Developing a whole school approach to parental complaints</b>	✓	✓	✓
CO3	<b>'NEW' Safeguarding for governors and trustees</b>	✓	✓	✓
CO4	<b>'NEW' Health and Safety for governors and trustees</b>	✓	✓	✓
CO5	The board's role in exclusions and panel hearings	✓		✓
CO6	<b>'NEW' How to ensure your school or trust is statutorily compliant</b>	✓	✓	✓
CO7	<b>'NEW' Compliance with the Academies Financial Handbook</b>		✓	✓
Competency Area: Evaluation				
EV1	<b>'NEW' How to review the effectiveness of governance in your trust</b>		✓	

Please visit <https://cpd.billericayteachingalliance.com/Client> for a detailed description of each course and planned dates for public webinars. Please enter the name of the webinar in the search box.

**Please contact us to discuss your trusts governance training or development needs. We provide a fully costed proposal for your approval. Packages of training and support are provided at an attractive discount.**

Contact Melanie Jones – [mjones@billericayschool.com](mailto:mjones@billericayschool.com) – Tel: 01277 314420 to discuss your requirements.

***We look forward to working with you to help everyone in your trust govern with confidence***