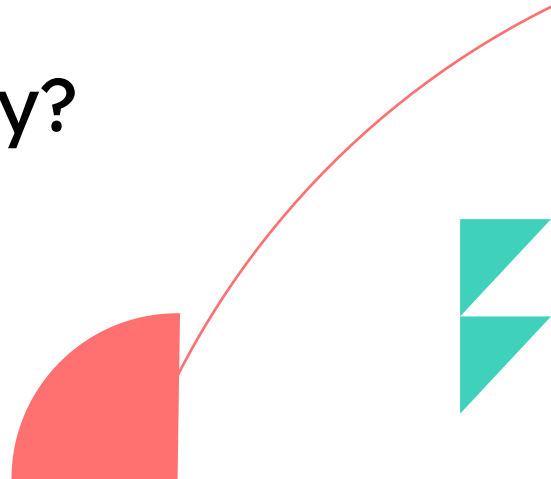


# How Governance Can Make a Real Impact

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Officer and Trust Governance Specialist

# This morning's presentation

- Introduction to NGA
- What is the role of governance across all school types?
- Why is that role important? In other words, why are we here today?
- How can we ensure we carry out that role effectively?



## About us

NGA is the national membership association for governors, trustees and governance professionals in England's state schools and trusts.

We empower those in school and trust governance with valuable resources, expert support and e-learning. Together, we're raising standards to shape stronger governance to ensure every pupil can thrive today – and tomorrow.

# Membership



## Governing board

Standard £119  
Gold £298



## Multi academy trust

Price on a  
sliding scale

**“My membership enables me to feel I belong to a national body which is providing for my needs and helping to shape and move governance forward nationally.”**

Member

**“NGA represents a valuable resource for experienced and non experienced governors alike.”**

Member

**“NGA Gold Advice instils a great deal of confidence in those drawing on the advice with wide-ranging knowledge and expertise.”**

Member

# Why join?

We have a variety of membership packages to suit your needs and support you in your governing role. Benefits include:



**Gold Advice**  
Expert, confidential and independent governance advice.



**Knowledge Centre**  
Best practice guidance, templates, checklists, insights and much more.



**Publications**  
Helpful guides for both experienced and new governors and trustees.



**Governing Matters**  
Membership magazine providing essential reading on strategic leadership.



**Weekly e-newsletter**  
The best way to keep up to date with important governance and education news.




**Member events**  
Join in, network and learn from your peers: there are over 30 events a year to choose from.

And much more...







Flexible e-learning designed to support new and experienced governance roles. Fill knowledge gaps quickly and tackle every challenge with confidence.

- Over 65 high-quality on-demand e-learning modules to choose from
- Designed for busy governors, trustees, and governance professionals
- Modules are written by experts and cover all the essentials for an effective governing team



**“Outstanding quality and very useful in enhancing my knowledge ”**  
Learner

# The go-to authority for school and trust governance

 <p><b>Gold Advice</b></p> <p>Access to independent and timely advice for GOLD members – governing boards, governance professionals, headteachers and executive leaders.</p>	<p><b>Sector-leading induction guides</b></p> <p>Supporting new and experienced governors, trustees and chairs: Welcome to Governance, The Chair's Handbook, Welcome to a Multi Academy Trust.</p>	<p><b>Welcome to Governance LIVE</b></p> <p>These virtual sessions help new governors and trustees to make an impact in their first six months in the role.</p>	<p><b>Membership magazine</b></p> <p>Our membership magazine is essential reading on strategic leadership in schools and academies.</p>	<p><b>Knowledge Centre</b></p> <p>Exclusive online access for members to NGA's Knowledge Centre for practical resources including guidance, templates, checklists, and insights.</p>	<p><b>Keeping you informed</b></p> <p>Keeping you up to date with important education news, the latest policies, guidance and legislation, during term time.</p>	<p><b>Making your voice heard</b></p> <p>We represent you at the national level and raise the profile of governance through our engagement with policy makers.</p>
<p><b>High-profile events</b></p> <p>Free for members, our events are opportunities to hear from the experts, network and share best practice.</p>	<p><b>Governance Leadership forums</b></p> <p>Our leadership forums for members and are networking events for those governing and leading trusts and academies.</p>	<p><b>Webinars</b></p> <p>Our popular series of webinars covers essential governance topics and latest legislation.</p>	<p><b>Podcasts</b></p> <p>Discussions and debates with NGA experts and guest speakers to explore issues facing those involved in governance.</p>	 <p><b>E-Learning</b></p> <p>Discounts on flexible on-demand e-learning available through our NGA Learning Link service. Choose from over 60 modules.</p>	 <p><b>Training</b></p> <p>NGA training and consultancy includes virtual and face-to-face training for individuals and bespoke training for groups, external reviews of governance, and online appraisals.</p>	 <p><b>Leading Governance</b></p> <p>Development programmes for chairs, trustees and governance professionals to lead and support your governing board to have real impact.</p>

# What is the role of governance across all school types?



# The traditional core functions of governance


- Ensuring clarity of vision, ethos and strategic direction;
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff; and
- Overseeing the financial performance of the organisation and making sure its money is well spent.



# The new definition of quality trust governance (1)

The academy trust board provides:

**Strategic leadership of the academy trust:** the board defines the trust vision for high quality and inclusive education in line with its charitable objects. It establishes and fosters the trust's culture and sets and champions the trust strategy including determining what, if any, governance functions are delegated to the local tier.



# The new definition of quality trust governance (2)

The academy trust board provides:

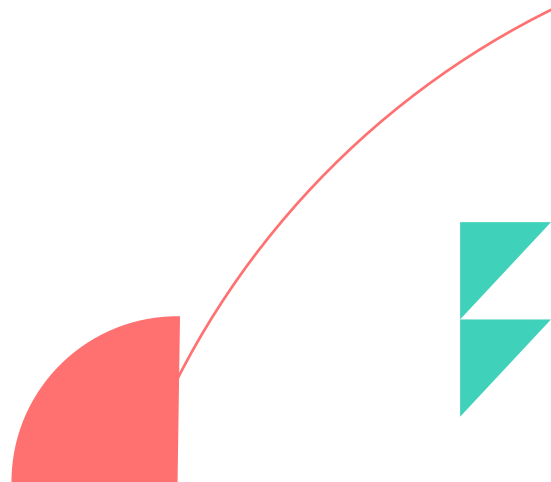
**Accountability and assurance:** the board has robust effective oversight of the operations and performance of the academy trust, including the provision of education, pupil welfare, overseeing and ensuring appropriate use of funding and effective financial performance and keeping their estate safe and well maintained.




# The new definition of quality trust governance (3)

The academy trust board provides:

**Engagement:** the board has strategic oversight of relationships with stakeholders. The board involves parents, schools and communities so that decision-making is supported by meaningful engagement.

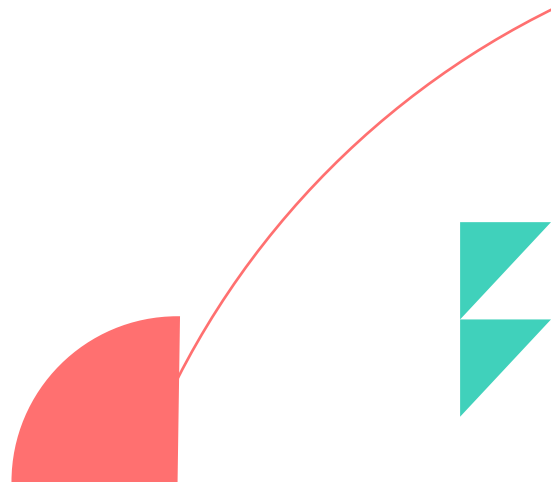


# The Four Key Themes – why we are here today

- **Strategic leadership** – defining your organisation's ethos and long-term objectives and priorities.
  - **Holding to account** – overseeing the organisation's operations and performance, including direct appointment and management of the senior leader.
  - **Financial assurance** – ensuring the organisation is financially sustainable, and money is well spent.
  - **Stakeholder engagement** – rooting your organisation in its community to improve decision-making – by listening to stakeholders and being a stakeholder body.
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# Questions for reflection

- Is everything your board does contributing to one or more of these key themes?
- Are your board neglecting one or more of these themes?
- What more could your board do to fulfil these functions?  
(Additional support is available)



**The one key takeaway -**

**Keep asking the question:  
Why are we doing this?  
What impact are we  
making?**

## The reasons to avoid:

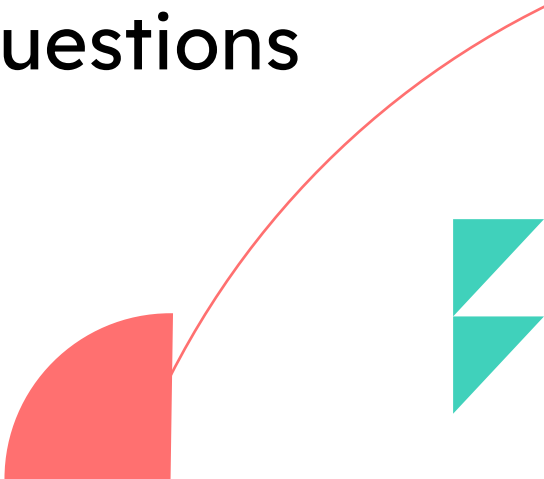
*“Because we have to”*

*“Because Ofsted like it”*

*“Because we always did  
it that way”*



# Opportunities for individual governors and trustees


- **Chairing** – running meetings, supporting the senior leader and setting the board's culture.
  - **Link roles** – safeguarding, SEND, careers and more – leading the board's scrutiny in a particular area.
  - **Committee roles** – sitting on a committee or panel with a specific focus.
  - **Courageous conversations** – asking the difficult questions of colleagues and senior staff.
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# Supporting governors and trustees to make a difference

- **Induction support** – an initial offer so governors and trustees understand their role and their organisation.
- **Ongoing training** – development never stops, especially as the law and best practice evolves. Can be focused on particular priority areas, e.g. link or committee roles.
- **Effective clerking** – it often requires a skilled governance professional to ensure the agenda is meaningful; training is available; and governors and trustees have the confidence to carry out their role.



# The value of monitoring – are we making a difference?

- **School visits** – are the consequences of your board's decisions visible in school?
  - **Stakeholder engagement** – how have the views of stakeholders evolved over time? Can you see evidence of changing views as a result of board decisions?
  - **Board reporting** – is the board requesting specific information in line with its objectives?
  - **External verification** – Ofsted, ERGs, peer reviews and more.
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For Schools & Trusts

# Thank you for listening

## Group Activity (time dependent) –

**Talk to those around you:  
When did your board make a  
real difference? What worked  
well?**