

This sheet provides internet links for the material referred to in the print version of the presentation.

1. Slide 2: NGA website <http://www.nga.org.uk/> . Gold membership is available to your school at a price of £260.

2. Slide 5: The message from government

The three core functions are set out a paragraph 3, page 5 of “The School Governance (Roles, Procedures and Allowances) (England) Regulations 2013

Departmental advice for school leaders and governing bodies of maintained schools and management committees of PRUs in England

DfE January 2014 [Ref: DFE-00003-2014, 11pages]

[www.gov.uk/government/publications/school-governance-regulations-2013](http://www.gov.uk/government/publications/school-governance-regulations-2013)

3. Slide 6: What Ofsted expect

“The common inspection framework: education, skills and early years” is available at

<https://www.gov.uk/government/publications/common-inspection-framework-education-skills-and-early-years-from-september-2015>

Ofsted August 2015 [Ref: 150065, 16 pages]

“The school inspection handbook” is available at

<https://www.gov.uk/government/publications/school-inspection-handbook-from-september-2015>

Ofsted August 2015 [Ref:150066, 74 pages]

School performance information is available at <https://www.compare-school-performance.service.gov.uk/>

4. Slide 7: Governance in the spotlight

Advice note provided on academies and maintained schools in Birmingham to the Secretary of State for Education, Rt Hon Michael Gove MP 9 Jun 2014

<https://www.gov.uk/government/news/advice-note-on-academies-and-maintained-schools-in-birmingham> and the follow up advice note “...on the first monitoring visits to academies and maintained schools subject to special measures in Birmingham.

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/379544/Advice\\_note\\_20on\\_20the\\_20first\\_20monitoring\\_20visits\\_20to\\_20academies\\_20and\\_20maintained\\_20schools\\_20subject\\_20to\\_20special\\_20measures\\_20in\\_20Birmingham.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/379544/Advice_note_20on_20the_20first_20monitoring_20visits_20to_20academies_20and_20maintained_20schools_20subject_20to_20special_20measures_20in_20Birmingham.pdf)

The 7 principles of conduct in public life, first published by the [Committee on Standards in Public Life](#) in 1995 are at <https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>. They are sometimes called the “Nolan Principles” after the

Committee’s chair, Lord Nolan.

Advice note on school inspections in the London Borough of Tower Hamlets to the Secretary of State for Education, Rt Hon. Nicky Morgan MP 21 November 2014

<https://www.gov.uk/government/publications/ofsted-advice-note-on-tower-hamlets-school-inspections>

The Ofsted school inspection framework is now called “The common inspection framework: education, skills and early years: Framework for inspections carried out, respectively, under section 5 of the Education Act 2005 (as amended), section 109 of the Education and Skills Act 2008, the Education and Inspections Act 2006, and the Childcare Act 2006.”. Ofsted, August 2015, [Ref 150065, 16 pages] <https://www.gov.uk/government/publications/common-inspection-framework-education-skills-and-early-years-from-september-2015>

“[Governing Bodies should] set high expectations ...” at page 10, Section 2.1 paragraph 5 of The governance handbook - For trustees of academies and multi-academy trusts and governors of maintained schools

DfE November 2015 [Ref: DFE-00288-2015, 114 pages]

[www.gov.uk/government/publications/governance-handbook](http://www.gov.uk/government/publications/governance-handbook)

A growing body of research ... for examples see

“The chair, with support ...” at paragraph 16 on page 8 of

The School Governance (Roles, Procedures and Allowances) (England) Regulations 2013

- Departmental advice for school leaders and governing bodies of maintained schools and management committees of PRUs in England

DfE January 2014 [Ref: DFE-00003-2014, 11pages]

[www.gov.uk/government/publications/school-governance-regulations-2013](http://www.gov.uk/government/publications/school-governance-regulations-2013)

A review of the literature on the role of the board chair: What are the messages for chairs of school governing bodies?

A report from the Chair of Governors Research Project funded by CfBT Education Trust by Chris James (University of Bath), Steve Brammer (University of Warwick), Michael Connolly (University of Glamorgan), David Eddy Spicer (University of Bath), Jane James (University of Bath) and Jeff Jones (University of Bath), 2012. ISBN: 978-1-909437-02-9

<http://cdn.cfbt.com/~media/cfbtcorporate/files/research/2012/r-a-review-understanding-and-developing-the-role-of-chair-2012.pdf>

and quoting from Bloch, S. (2005) What makes a great board chair? Corporate board, 26, 6-12 and Dulewicz, V., Gay, K. and Taylor, B. (2007) What makes an outstanding chairman? Findings from the UK non-executive director of the year awards, 2006. Corporate governance: an international review, 15, 6, 1056-1069.

The chair of the school governing body in England: roles, relationships and responsibilities By Chris James (University of Bath), Steve Brammer (University of Warwick), Michael Connolly (University of Glamorgan), David Eddy Spicer (Institute of Education), Jane James (University of Bath) and Jeff Jones (University of Bath)

<http://cdn.cfbt.com/~media/cfbtcorporate/files/research/2013/r-the-chair-of-the-school-governing-body-2013.pdf>

Published by CfBT 2013 ISBN: 978-1-909437-13-5

##### 5. Slide 9: Joining a group of schools

The diagram is at page 7 of the guidance paper “Forming or Joining a Group of Schools: staying in control of your school’s destiny” ASCL, Browne Jacobson and NGA September 2015 20 pages.

[http://www.nga.org.uk/getattachment/Guidance/School-structures-and-constitution/Forming-or-joining-a-group-of-schools/guidance\\_paper\\_forming\\_or\\_joining\\_a\\_group\\_of\\_schools-1.pdf](http://www.nga.org.uk/getattachment/Guidance/School-structures-and-constitution/Forming-or-joining-a-group-of-schools/guidance_paper_forming_or_joining_a_group_of_schools-1.pdf)

See also an FAQ sheet: “A single academy joining an existing MAT” Browne Jacobson  
<https://www.brownejacobson.com/education/training-and-resources/guides/2013/10/faqs-single-academy-joining-existing-mat>

6. Slide 20: Staying Strategic

“What to expect ...” is a joint statement from NAHT/ASCL/NGA/LGA

<http://www.nga.org.uk/getattachment/6e5d9511-1a78-4f56-8b15-13f6e9764cdc/Agreement-on-roles-NGA-ASCL-NAHT-2012-final>

7. Slide 23: The headteacher’s report – or is it?

This quote is at paragraph 24, page 15 of The governance handbook - For trustees of academies and multi-academy trusts and governors of maintained schools

DfE November 2015 [Ref: DFE-00288-2015, 114 pages] which is at

[www.gov.uk/government/publications/governance-handbook](http://www.gov.uk/government/publications/governance-handbook)

8. Slide 25: The eight elements of effective governance

<http://www.nga.org.uk/Guidance/Workings-Of-The-Governing-Body/Governance-Tools/Eight-Elements-of-Effective-Governance.aspx> (needs NGA members login)

a. The right people round the table

See the “Be a Governor” section of the NGA Website <http://www.nga.org.uk/Be-a-Governor.aspx>

The role of governor is largely a thinking and questioning role, not a doing role. See [http://www.nga.org.uk/getattachment/Be-a-Governor/What\\_does\\_a\\_governor\\_do.pdf](http://www.nga.org.uk/getattachment/Be-a-Governor/What_does_a_governor_do.pdf) for a full role description

Before you recruit ... <http://www.nga.org.uk/Guidance/Workings-Of-The-Governing-Body/Governance-Tools/Skills-Audit.aspx>

See also School Governors One Stop Shop (SGOSS) <http://www.sgoos.org.uk/> and

Inspiring the Future <http://www.inspiringthefuture.org/>

b. Understanding the role and responsibilities

Model School Visits Protocol <http://www.nga.org.uk/Guidance/Legislation,policies-and-procedures/Model-Policies/School-Visits-Form.aspx> (needs NGA members Login)

Register of Business Interests <http://www.nga.org.uk/Guidance/Legislation,policies-and-procedures/Model-Policies/The-Register-of-Governors-Business-Interests.aspx> (needs NGA members Login)

c. Good chairing

“It is only when ...” Making It Happen: Reflections on Leadership (Harper Collins, 1994) Sir John Harvey-Jones ISBN: 9780002176637

See <http://www.nga.org.uk/Guidance/Workings-Of-The-Governing-Body/Chairs-of-Governors.aspx>

The Chairs Handbook <http://www.nga.org.uk/Publications/The-chair-s-handbook.aspx> (price £5)

d. Professional clerking

“[Governors should have] the support and advice ...” page 7 The governance handbook - For trustees of academies and multi-academy trusts and governors of maintained schools

DfE November 2015 [Ref: DFE-00288-2015, 114 pages] which is at

[www.gov.uk/government/publications/governance-handbook](http://www.gov.uk/government/publications/governance-handbook)

See <http://www.nga.org.uk/Guidance/Workings-Of-The-Governing-Body/Clerking.aspx>

Job description and person specification for a Clerk

<http://www.nga.org.uk/Guidance/Workings-Of-The-Governing-Body/Clerking/Clerk-s-job-description.aspx>

Find us a Clerk [http://www.nga.org.uk/Guidance/Workings-Of-The-Governing-Body/Clerking/Find-us-a-clerk-\(1\).aspx](http://www.nga.org.uk/Guidance/Workings-Of-The-Governing-Body/Clerking/Find-us-a-clerk-(1).aspx)

e. Good relationships based on trust

Model Code of Conduct <http://www.nga.org.uk/Guidance/Legislation,policies-and-procedures/Model-Policies/Code-of-Practice.aspx>

“Policy Clock” <http://www.nga.org.uk/Guidance/Legislation,policies-and-procedures/Model-Policies/Policy-Clock.aspx> (needs NGA members Login)

f. Knowing the school

See <http://www.nga.org.uk/Guidance/Holding-your-school-to-account.aspx> with sections on:

Ofsted <http://www.nga.org.uk/Guidance/Holding-your-school-to-account/Ofsted.aspx>

Premiums <http://www.nga.org.uk/Guidance/Holding-your-school-to-account/Premiums.aspx>

Monitoring Performance <http://www.nga.org.uk/Guidance/Holding-your-school-to-account/Monitoring-Performance.aspx>

g. Committed to asking challenging questions etc

Sample questions are set out in a dozen different headings

<http://www.nga.org.uk/Guidance/Holding-your-school-to-account/Challenge.aspx>

9. Want to know more?

The National Governors’ Association (NGA) and the Wellcome Trust have jointly developed the Framework for Governance, an essential document for all governing boards to help them effectively carry out their vital role. It is a flexible guide, so can be used by any school regardless of phase, type or governance structure. <http://www.nga.org.uk/Guidance/Workings-Of-The-Governing-Body/Governance-Tools/Framework-for-Governance.aspx>

10. Slide 29: Finally ...

The feedback survey is available at [www.surveymonkey.com/s/NGA-consultancy-feedback](http://www.surveymonkey.com/s/NGA-consultancy-feedback)