



Leicestershire
Traded Services

Governor Support & Development (GSD)

Training and development programme

April 2025 - March 2026

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Welcome to the 2025-2026 Training and Development Programme for Clerks and Governors

Dear Governors

New for 2025 is a Department for Education (DfE) initiative which is causing a stir. The DfE's newly unveiled Regional Improvement for Standards and Excellence (RISE) Scheme seeks to provide consistency and support across each region when it comes to school improvement.

Recruitment and pilot schemes are in progress with planned support for schools starting in 2025 and which will be informed by the new Ofsted report cards. The proposal is that report cards will come into effect in September with the ambition being that they will provide parents with a more complete picture of how schools are performing.

The DfE's plan is to work with Ofsted, parents and the education sector to ensure the new report card is as clear and transparent as possible.

It will be interesting to see how a number of issues are tackled including:

- Currently there is clear separation between Ofsted's judgement powers and the DfE's intervention powers – how will this change?
- What role and powers the RISE teams will have and how this will work with the legal status of academy trusts?
- What the actual effect will be on school improvement following the Education Secretary's (Bridget Phillipson) comment "For too long, support for school improvement has been fragmented and complex. I want to change that."?

What is certain is that the changes to the Ofsted regime will be significant so do look out for the new training modules which will be available from GSD to make sure our boards are fully informed.

Do also look out for our fourth Governor Conference and Networking event this time being held on a Friday – 10 October 2025. Our 2025 conference will reflect on the intervening two and half years since the creation of the Serious Violence Duty under the Police, Crime, Sentencing and Courts Act 2022 and which came into force on 31 January 2023.

We plan to review the strategic developments, expectations on schools and the resources available to Leicestershire schools. We will be working with partners from the VRN, Public Health and the LA Inclusion Team to deliver key information to you.

As ever it is full speed ahead for 2025!

Caroline Woodhouse

Team Manager, Governor Support and Development.

Contents

| | | | |
|--|----|--|----|
| Applying to attend a session | 7 | Finance and Risk | 20 |
| Forums | 8 | Academy Finance | 20 |
| Chairs Forums | 8 | Medium Term Financial (Academies and Maintained) | 20 |
| Clerks' Forums | 8 | Budget Setting and Monitoring For Maintained Schools | 20 |
| Training & Development Forums | 9 | Risk Management (for maintained and academy schools) | 21 |
| Safeguarding Forums | 9 | | |
| SEND Forums | 9 | | |
| Clerks'/Governance Professionals Development Programme | 10 | HR Essentials and Health & Safety Awareness | 21 |
| Induction Training for Clerks and Governance Professionals | 10 | HR Essentials - Pay & Appeals | 21 |
| Intermediate Training for Clerks and Governance Professionals | 10 | HR Essentials - HR Policies and Hearing Panels | 22 |
| Clerks' Workshop | 11 | Health & Safety Awareness | 22 |
| Core Training Programme Index | 12 | GDPR | 22 |
| New Governors' Induction Training | 13 | GDPR Generic Training - Level 1 Refresher | 22 |
| Leadership | 14 | Training for School Staff & Governors | 23 |
| An Introduction to the Role of the Chair | 14 | GDPR Accountability Training - Level 2 for Designated Governors/Trustees, Headteacher & Senior Leadership Team | 23 |
| Chairs Mentoring Training Programme | 14 | | |
| Chairs' Leadership Development Programme: The High Performing Board | 15 | SEND & Equality | 23 |
| | | Equality and Diversity | 23 |
| | | Exclusion and Suspension Panels – the legal requirements | 24 |
| | | Improving Outcomes for Children in Care | 24 |
| | | Special Educational Needs & Disability & the Governing Board | 24 |
| | | Pupil Premium (Narrowing the Gap) | 25 |
| The Role of Governing Boards in Driving School Improvement | 16 | Key Areas for Governors | 25 |
| Session 1 – Being Strategic: Vision, Values and Ethos and its link to Curriculum Intent | 16 | British Values | 25 |
| Session 2 – Planning for Improvement: The Board's Role in Strategic and Annual Development Planning | 16 | Engaging Parents | 26 |
| Session 3 – Understanding Curriculum Implementation and Impact: The Role of the Board in understanding Curriculum Provision. | 17 | Performance Management and CPD – Whole School | 26 |
| Session 4 – The Board's Role in Monitoring the work of the School | 17 | Sitting on a panel – what do you need to know? | 27 |
| | | Training & Development Governor workshop | 27 |
| | | Well-being in Education | 28 |
| Ofsted Preparation for Governors | 18 | Safeguarding Children | 28 |
| Ofsted Inspection Session 1: What you need to know | 18 | Allegation Training for Governors | 28 |
| Ofsted Inspection Session 2: Preparing your board | 18 | Prevent - what should be monitored | 29 |
| | | Safeguarding Children for All (Lower-Level) | 29 |
| | | Safeguarding Children for Safeguarding Lead Governors (Higher level) | 30 |
| | | Safer Recruitment for Governors | 30 |
| Compliance | 19 | Bespoke Training for a Multi-Academy Trust | 30 |
| Sustainability and Climate Change in Education | 19 | Other In-School Training Offer | 31 |
| | | Careers Education | 31 |
| Using Data for Improvement | 19 | Converting to an Academy - Due Diligence Process | 31 |
| Using Data for Improvement - Primary School | 19 | Governing Board Self-Review | 31 |
| | | Planning for Succession in the Governing Board | 31 |

Governance Training Framework

This framework provides suggested activities and training for different stages of your term as a governor or trustee

| 0 - 1 year | | 6 months - 3 years+ | | 3 years onwards | |
|--|--|---|---|--|---|
| New Governors & Trustees | | Developing Governors & Trustees | | Experienced Governors & Trustees | |
| Get to know your school | The school should provide you with an induction and share documents to help you get to know the school. Plan to visit the school and meet the staff. You can ask for a mentor from the governing board to support you in the early days. | By this stage you will be an active and confident member of the governing body. You are probably taking on more responsibility and are interested in developing your knowledge in a number of specific areas. You will also be aware of current issues / developments and how these fit within the priorities of your school. | | Continuous development / refresh knowledge | Attend training sessions developed by GSD on specific new developments or sessions that are specific to your delegated roles and responsibilities, such as: Chairs' Forums T&D Forums SEND Forums Safeguarding Forums |
| Recommended training | Step 1 – Induction Training for New Governors Step 2 – Induction Training for New Governors | | | | |
| | The role of Governing Boards in Driving School Improvement – 4 series: 1. Being Strategic 2. Planning for Improvement 3. Understanding Curriculum Implementation and Impact 4. The Board's Role in Monitoring the work of the School | Governance | Ofsted Session 1 – What you need to know Ofsted Session 2 – Preparing your board | Become chair or vice chair | Chairs' Forums Role of the Chair Chairs' Leadership Development Chairs' Mentoring Programme |
| | Safeguarding Children for All (Lower-level) | Compliance | Sustainability and Climate Change in Education Exclusions and suspensions Health & Safety Awareness Finance Training HR Essentials Data Protection – GDPR Level 1 & 2 Narrowing the Gap – Pupil Premium SEND & the Governing Board | | |
| | | Other topics | Prevent – What to monitored? Sitting on a panel – what do you need to know? British Values Engaging Parents Performance Management and CDP Well-being in Education Using Data for Improvement Safeguarding Children (Higher level) | Governance | Improving Outcomes for Children in Care Risk Management Allegation Management (Chair & Vice-Chair) Safer Recruitment |
| Consider what skills and interests you bring to the governance team and how you could benefit the governing board. You may consider taking on a specific role or being involved in a specific committee. Take up training opportunities to develop your knowledge and skills in these areas e.g. finance, health & safety, HR. | | Continuous development | Chairs' Forums Safeguarding Forums SEND Forums Training & Development Forums Training & Development Workshop | Become a mentor for a new governor Commit to enhancing collective governance. | Be proactive in developing the in-school induction programme for new governors. Actively promote and participate in Governing Board Self-Review. |

Governors' Conference 2025

The Serious Violence Duty

We will be reflecting on the expectations on schools two years on from the creation of the legislation

We will be working with the Violence Reduction Network and colleagues from Inclusion and Health to examine this topic in closer detail.

Friday 10th October 2025, 9.30am - 1.00pm

NSPCC Training Centre (3 Gilmour Cl, Leicester LE4 1EZ)

BOOKING IS REQUIRED. FURTHER DETAILS WILL BE MADE AVAILABLE ON LTS.



Face to face
(Breakfast included)



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 [leicestershire-traded-services](https://www.linkedin.com/company/leicestershire-traded-services)

Applying to attend a session

How to book

Booking a course can be done in one of three ways. Decide which course you would like to apply for and then either:



Complete an online booking using the link at www.leicestershiretradedservices.org.uk/training



Email governors@leics.gov.uk including your name, school, course title and code



Telephone 0116 305 6503

Booking confirmation

On receipt of your booking we will email you a booking confirmation. This is followed up with a reminder approximately two weeks before the course.

Cancellation

Cancellation of a booking can be made by email giving at least seven clear days' notice. Telephone cancellations are accepted only if followed up by email and by the deadline of seven clear days' notice. Where notice in writing is not provided by giving seven clear days' notice, GSD reserve the right to charge a cancellation fee of £40 to the school.

GSD reserve the right to charge the school £40 for non-attendance.

GSD reserve the right to cancel training and in the rare event of a course being cancelled, we will contact you.

Access to courses

For Virtual training:

Virtual training is run via either MS Teams or ZOOM. The virtual training meeting link will be provided via email before the training date, and the electronic materials will be available after the sessions. For some events you may be asked to download training resources provided before the training session. The download link will be made available to you in advance.

In-school training:

If you require support of any kind to enable you to participate fully in our training courses, for example, wheelchair access or large print documentation, please let us know when you book your place and we will make suitable arrangements for you.

Governors' expenses for training

Governing boards should have a policy to cover governor expenses. You may be able to claim for childcare, other carer expenses and travel. Please refer to your governing board for details of your policy.

Forums

The range of briefings and meetings will keep you informed of current developments and issues in education affecting schools and academies. They are aimed at specific roles on the governing board.

Chairs Forums

Chairs' Forums help raise awareness of developments in education and governance. They are an essential source of support and provide a valuable networking opportunity.

Summer Term

| Day | Date | Time | Code |
|----------|-------------|---------------------|-------|
| Thursday | 01 May 2025 | 10.00 AM - 12.00 PM | PCM01 |
| Thursday | 01 May 2025 | 6.00 PM - 8.00 PM | PCM02 |

Autumn Term

| Day | Date | Time | Code |
|----------|-------------------|---------------------|-------|
| Thursday | 25 September 2025 | 10.00 AM - 12.00 PM | PCM03 |
| Thursday | 25 September 2025 | 6.00 PM - 8.00 PM | PCM04 |

Spring Term

| Day | Date | Time | Code |
|---------|-----------------|---------------------|-------|
| Tuesday | 27 January 2026 | 10.00 AM - 12.00 PM | PCM05 |
| Tuesday | 27 January 2026 | 6.00 PM - 8.00 PM | PCM06 |

Clerks' Forums

These termly forums provide an opportunity for clerks to keep up to date with new developments, share concerns and good practice.

Summer Term

Summer Term

| Day | Date | Time | Code |
|---------|---------------|---------------------|-------|
| Tuesday | 08 April 2025 | 10.00 AM - 11.30 AM | PCB01 |
| Tuesday | 08 April 2025 | 6.00 PM - 7.30 PM | PCB02 |

Autumn Term

| Day | Date | Time | Code |
|-----------|-------------------|---------------------|-------|
| Wednesday | 10 September 2025 | 10.00 AM - 11.30 AM | PCB03 |
| Wednesday | 10 September 2025 | 6.00 PM - 7.30 PM | PCB04 |

Spring Term

| Day | Date | Time | Code |
|----------|-----------------|---------------------|-------|
| Thursday | 15 January 2026 | 10.00 AM - 11.30 AM | PCB05 |
| Thursday | 15 January 2026 | 6.00 PM - 7.30 PM | PCB06 |

Training & Development Forums

Training and Development Governors are invited to attend these twice yearly forums where we will share developments in training. The forum also provides a useful opportunity to share good practice with governors from other schools.

Further Training and Development Governor's Role please refer to [Training and Development Workshop](#).

Summer Term

| Day | Date | Time | Code |
|-----------|-------------|---------------------|-------|
| Wednesday | 14 May 2025 | 10.00 AM – 11.30 AM | PTD01 |
| Wednesday | 14 May 2025 | 6.00 PM – 7.30 PM | PTD02 |

Spring Term

| Day | Date | Time | Code |
|-----------|------------------|---------------------|-------|
| Wednesday | 11 February 2026 | 10.00 AM – 11.30 AM | PTD03 |
| Wednesday | 11 February 2026 | 6.00 PM – 7.30 PM | PTD04 |

Safeguarding Forums

These twice yearly forums will update governors who is responsible to safeguarding on current issues and also provide an opportunity for discussion.

Autumn Term

| Day | Date | Time | Code |
|-----------|-----------------|---------------------|-------|
| Wednesday | 08 October 2025 | 10.00 AM – 11.00 AM | PCS01 |
| Wednesday | 08 October 2025 | 6.00 PM – 7.00 PM | PCS02 |

Spring Term

| Day | Date | Time | Code |
|----------|------------------|---------------------|-------|
| Thursday | 26 February 2026 | 10.00 AM – 11.00 AM | PCS03 |
| Thursday | 26 February 2026 | 6.00 PM – 7.00 PM | PCS04 |

SEND Forums

These twice yearly forums will update SEND governors on current issues and also provide an opportunity for discussion.

Summer Term

| Day | Date | Time | Code |
|-----------|--------------|---------------------|-------|
| Wednesday | 11 June 2025 | 10.00 AM – 11.00 AM | PSN01 |
| Wednesday | 11 June 2025 | 6.00 PM – 7.00 PM | PSN02 |

Autumn Term

| Day | Date | Time | Code |
|----------|------------------|---------------------|-------|
| Thursday | 06 November 2025 | 10.00 AM – 11.00 AM | PSN03 |
| Thursday | 06 November 2025 | 6.00 PM – 7.00 PM | PSN04 |

Clerks'/Governance Professionals Development Programme

Induction Training for Clerks and Governance Professionals

This course is recommended for those who are new to working as clerk to the governing board.

Course objectives:

- To give clerks and governance professionals a broad understanding of the role and responsibilities of the governing board in different contexts
- To look at the skills needed for clerks and governance professionals to carry out their role as minute taker, administrator and record keeper
- To look at the wider expectations of the role, in particular the role as advisor to the board on procedures and legislation and working as part of a team

Intended for: Clerks and governance professionals who are new to the role.

NB Participants must attend Session 1 & 2 to complete the training.

| Session | Day | Date | Time | Code |
|---------|---------|-----------------|-------------------|-------|
| 1 | Monday | 06 October 2025 | 5.30 PM - 8.30 PM | PCT01 |
| 2 | Tuesday | 07 October 2025 | 5.30 PM - 8.30 PM | |

Intermediate Training for Clerks and Governance Professionals

This training is recommended for clerks and governance professionals who have completed the Induction Training and who wish to strengthen and develop their role in supporting effective governance.

Course objectives:

- A focus on strengthening the clerking competences required to carry out your role as clerk to the board
- To develop your own role and practice and through this, to support your boards to become more effective

Intended for: Clerks and governance professionals in all contexts who have completed the Induction Training and have a minimum of 6 months in the role or more experienced clerks who wish to extend or refresh their knowledge.

NB Participants must attend Session 1 & 2 to complete the training.

| Session | Day | Date | Time | Code |
|---------|----------|--------------|-------------------|--------|
| 1 | Monday | 09 June 2025 | 5.30 PM - 8.30 PM | PCIT01 |
| 2 | Thursday | 12 June 2025 | 5.30 PM - 8.30 PM | |

Clerks' Workshop

The theme for the workshops will be set at the termly clerks' forums and will focus on current challenges and developments.

Intended for: All Clerks to Governors and Governance Professionals who work as Clerk to the board – all contexts.

Please contact GSD if you have any specific training requests.

| Day | Date | Time | Code |
|---------|-------------------|---------------------|-------|
| Tuesday | 20 May 2025 | 10.00 AM – 12.00 PM | PCW01 |
| Tuesday | 30 September 2025 | 10.00 AM – 12.00 PM | PCW02 |
| Monday | 02 February 2026 | 6.00 PM – 8.00 PM | PCW03 |

Core Training Programme Index

| | | | |
|---|----|--|----|
| Academy Finance | 20 | New Governors' Induction Training | 13 |
| Allegation Management Training for Governors | 28 | Ofsted Preparation for Governors | 18 |
| An Introduction to the Role of the Chair | 14 | Performance Management and CPD | 26 |
| Being Strategic: Vision, Values and Ethos and its link to Curriculum Intent | 16 | Planning for Improvement | 16 |
| British Values | 25 | Prevent – What Should be Monitored | 29 |
| Budget Setting and Monitoring for Maintained Schools | 20 | Pupil Premium (Narrowing the Gap) | 25 |
| Chairs Mentoring Training Programme | 14 | Risk Management | 21 |
| Chairs' Leadership Development Programme | 15 | Safeguarding Children for All (Lower-Level) | 29 |
| Engaging Parents | 26 | Safeguarding Children for Safeguarding Lead Governors (Higher level) | 30 |
| Equality and Diversity | 23 | Safer Recruitment for Governors | 30 |
| Exclusion and Suspension Panels | 24 | Sitting on a panel – what do you need to know? | 27 |
| GDPR Accountability Training - Level 2 | 23 | Special Educational Needs & Disability & the Governing Board | 24 |
| GDPR Generic Training - Level 1 | 22 | Sustainability and Climate Change in Education | 19 |
| Health & Safety Awareness | 22 | The Board's Role in Monitoring the work of the School | 16 |
| HR Policies and Hearing Panels | 22 | Training & Development Governor workshop | 27 |
| HR Pay & Appeals | 21 | Understanding Curriculum Implementation and Impact | 17 |
| Improving Outcomes for Children in Care | 24 | Using Data for Improvement | 19 |
| Medium Term Financial (Academies and Maintained) | 20 | Well-being in Education | 28 |

New Governors' Induction Training

The induction course is designed to give new or recently appointed governors a good understanding of what is expected of them as a governor in a maintained school or academy. Through presentations, small group activities, discussions and case studies, governors will gain an understanding of the legal framework for governance, how a governing body works and the three key roles that they have to fulfil. You will also have the opportunity to reflect on the skills that you bring to the role of governor in your school.

Induction Step 1 - The National and Regional Context for Governance and Legal Responsibilities

It covers the national and regional context for governance together with clarification of statutory requirements of governing boards.

Induction Step 2 - The Effective Governing Body and becoming an Effective Governor.

It will focus on the strategies and approaches that lead to effective governance.

Course objectives:

- To understand roles and responsibilities of governing boards in either a maintained school or academy
- To explore how governing boards work in practice, understanding boundaries and delegation
- Develop knowledge and understanding of current 'hot topics' affecting schools

Intended for: Governors in their first four-year term and governors wishing to refresh their knowledge of their role.

NB It is recommended participants attend both sessions.

For Maintained Schools

| | Day | Date | Time | Code |
|--------|-----------|-------------------|-------------------|---------|
| Step 1 | Wednesday | 09 April 2025 | 6.00 PM - 8.00 PM | PMI01-1 |
| Step 1 | Tuesday | 23 September 2025 | 6.00 PM - 8.00 PM | PMI01-2 |
| Step 1 | Wednesday | 14 January 2026 | 6.00 PM - 8.00 PM | PMI01-3 |
| Step 1 | Thursday | 12 February 2026 | 6.00 PM - 8.00 PM | PMI01-4 |
| Step 2 | Wednesday | 13 May 2025 | 6.00 PM - 8.00 PM | PMI02-1 |
| Step 2 | Tuesday | 14 October 2025 | 6.00 PM - 8.00 PM | PMI02-2 |
| Step 2 | Tuesday | 10 February 2026 | 6.00 PM - 8.00 PM | PMI02-3 |
| Step 2 | Thursday | 12 March 2026 | 6.00 PM - 8.00 PM | PMI02-4 |

For Academies

| | Day | Date | Time | Code |
|--------|-----------|------------------|-------------------|---------|
| Step 1 | Wednesday | 09 April 2025 | 6.00 PM - 8.00 PM | PAI01-1 |
| Step 1 | Tuesday | 07 October 2025 | 6.00 PM - 8.00 PM | PAI01-2 |
| Step 1 | Monday | 09 February 2026 | 6.00 PM - 8.00 PM | PAI01-3 |
| Step 2 | Wednesday | 07 May 2025 | 6.00 PM - 8.00 PM | PAI02-1 |
| Step 2 | Tuesday | 04 November 2025 | 6.00 PM - 8.00 PM | PAI02-2 |
| Step 2 | Monday | 09 March 2026 | 6.00 PM - 8.00 PM | PAI02-3 |

Leadership

An Introduction to the Role of the Chair

Good governance is vital to any successful organisation and chairing a Governing Board/Trust Board is both a privilege and a responsibility. Effective Boards work as a team to offer challenge and support as part of the strategic leadership of a school and the Chair's role in this is pivotal.

This session will provide new and aspiring Chairs of Boards with the opportunity to consider how to lead a Board effectively. We will cover how to:

- create an effective team, using the strengths and skills of board members
- build an effective working relationship with the Head/CEO
- manage the practical demands of the role, including working with the Clerk to plan the annual Board cycle, agenda setting etc
- lead effective meetings

Course objectives:

- To provide new/aspiring Chairs of Boards with the opportunity to gain a deeper understanding of the role
- To have time to reflect on the current practice of your Board
- To plan one of two steps that may improve the effectiveness or efficiency of your Board

Intended for: New or less experienced Chairs of Boards. This session could also be extremely useful for aspiring chairs.

| Day | Date | Time | Code |
|-----------|------------------|-------------------|-------|
| Wednesday | 19 November 2025 | 6.00 PM - 8.00 PM | PCH01 |

Chairs Mentoring Training Programme

This series of 4 mentoring sessions is an opportunity to network and interact with other new / aspiring chairs to develop further an understanding of the role, share good practice, and provide some practical tools / resources to improve the effectiveness of the board.

Some of the topics that we will cover are:

- Effective governance
- Right people around the table
- Recruitment and retaining governors
- Developing skills of a good chair
- How to build and lead an effective team
- Understanding the role of your clerk.

Session 4 is an opportunity for the group to decide any hot topics that they would like to discuss with the mentor. **Please note: It is advisable to attend all 4 sessions.**

Spring Cohort – Code PCMP01

| Session | Day | Date | Time | Code |
|-----------|-----------|------------------|-------------------|-----------|
| Session 1 | Wednesday | 14 January 2026 | 5.30 PM – 7.00 PM | PCMP01-01 |
| Session 2 | Wednesday | 21 January 2026 | 5.30 PM – 7.00 PM | PCMP01-02 |
| Session 3 | Wednesday | 28 January 2026 | 5.30 PM – 7.00 PM | PCMP01-03 |
| Session 4 | Wednesday | 04 February 2026 | 5.30 PM – 7.00 PM | PCMP01-04 |

Chairs' Leadership Development Programme: The High Performing Board

Department of Education

"The Chair, with the support of the Vice Chair, is responsible for ensuring the effective functioning of the Board. It is the Chair's role to give the Board clear leadership and direction, keeping it focused on its core functions"

The Governor Support & Development service is pleased to offer the practical workshop style training specifically for Chairs of Governors to reflect and share practice on how we achieve this. This programme will cover:

- An update about current national educational issues
- The characteristics of High Performing Boards
- The Board's role in driving school improvement
- Leading the Board's business effectively

Course Objectives

- To share research about the impact of effective Boards on improving schools
- To provide an opportunity to reflect on your current practice
- To compare practice with other Chairs of Boards
- To plan the next steps in your Board's development

Intended for: Chairs and Vice Chairs of Boards/Trusts

| Day | Date | Time | Code |
|----------|---------------|-------------------|-------|
| Saturday | 07 March 2026 | 9.30 AM – 4.00 PM | PCL01 |

**VENUE: County Scout HQ, Spinney Park, Ratby Lane,
Leicester Forest East, Leicester, LE3 3AW**

The Role of Governing Boards in Driving School Improvement

The series of four workshops will focus on the strategic role of governors in working with senior leaders to drive school improvement. Participants will be introduced to what the educational research evidence says effective governance is and its link to school improvement. Over the course of the programme the facilitators will use direct input, group discussion and analytical activities to explain the key concepts, together with time to reflect on current practice in your school and potential next steps.

NB Each of the following four sessions is a standalone event; however, to maximise the impact of this training, we recommend that participants attend all four sessions.

Intended for: All Governors in **Maintained School** and **Single- Academy Trust**.

For Multi-Academy Trusts, please see [page 30](#) or contact GSD for further details.

Session 1 - Being Strategic: Vision, Values and Ethos and its link to Curriculum Intent

How does a Governing Board establish the school's Vision and Values thereby ensuring clarity of school ethos? More importantly, how can key stakeholders be involved in this process and how is this then translated into a Curriculum Intent that ensures ALL pupils have the best chance of achieving the vision?

The session will explore what research suggests are effective approaches to developing vision and values and the approaches that have proved successful in some schools when a vision and values review is planned as a school improvement strategy. The session will then focus on analysing a sample of schools' approaches to establishing their curriculum intent.

| Day | Date | Time | Code |
|-----------|-------------------|-------------------|----------|
| Wednesday | 02 April 2025 | 6.00 PM - 8.00 PM | PSIA01-1 |
| Thursday | 18 September 2025 | 6.00 PM - 8.00 PM | PSIA01-2 |
| Tuesday | 20 January 2026 | 6.00 PM - 8.00 PM | PSIA01-3 |

Session 2 - Planning for Improvement: The Board's Role in Strategic and Annual Development Planning

Once a school's Vision and Values statement is agreed, how does the Board work strategically with senior leaders to plan its realisation?

This session will consider the Board's role in:

- developing a 3-5 year Strategic Plan which frames how the school aims to achieve its vision,
- signing off the school's annual self evaluation,
- agreeing and monitoring the school's annual improvement plan. This annual plan is written by senior leaders and details the actions that the school will take to achieve its improvement priorities.

This is a highly practical session where participants will be given the opportunity to examine a variety of approaches to both strategic and annual planning.

| Day | Date | Time | Code |
|-----------|------------------|-------------------|----------|
| Tuesday | 29 April 2025 | 6.00 PM – 8.00 PM | PSIA02-1 |
| Wednesday | 15 October 2025 | 6.00 PM – 8.00 PM | PSIA02-2 |
| Wednesday | 04 February 2026 | 6.00 PM – 8.00 PM | PSIA02-3 |

Session 3 – Understanding Curriculum Implementation and Impact: The Role of the Board in understanding Curriculum Provision.

This session explores definitions of curriculum and how Ofsted’s Education Inspection Framework (September 2022) puts ‘Quality of Education’ at the heart of school effectiveness. We will consider governors’ understanding of curriculum implementation (how curriculum intent is translated into classroom practice) and impact (considering the progress pupils make as a result of their classroom experience) and their role in overseeing the quality of curriculum provision.

| Day | Date | Time | Code |
|-----------|------------------|-------------------|----------|
| Tuesday | 20 May 2025 | 6.00 PM – 8.00 PM | PSIA03-1 |
| Thursday | 30 October 2025 | 6.00 PM – 8.00 PM | PSIA03-2 |
| Wednesday | 25 February 2026 | 6.00 PM – 8.00 PM | PSIA03-3 |

Session 4 – The Board’s Role in Monitoring the work of the School

The session will explore a range of governor monitoring activities and the information that can be gathered through these processes that can be used to make judgements about impact to inform the school’s self-evaluation. This session will focus on the three aspects of the Board’s monitoring role, namely:

- Compliance
- Developing school policies and monitoring policy into practice
- Monitoring the School’s Improvement Plans

(NB this course does not cover financial monitoring as this is covered in detail in separate courses)

| Day | Date | Time | Code |
|-----------|------------------|-------------------|----------|
| Thursday | 12 June 2025 | 6.00 PM – 8.00 PM | PSIA04-1 |
| Thursday | 27 November 2025 | 6.00 PM – 8.00 PM | PSIA04-2 |
| Wednesday | 18 March 2026 | 6.00 PM – 8.00 PM | PSIA04-3 |

Ofsted Preparation for Governors

These sessions will focus on Ofsted inspections and consider judgements inspectors will make.

Governors need to understand their role in an inspection and how they can support their school in demonstrating good standards and the effectiveness of leadership and management.

Session 1: OFSTED Inspection: What you need to know.

Session 2: OFSTED inspection: Preparing your Board.

NB: Each session is a standalone with its own distinct focus. However, each complements the other. GSD recommend governors should attend both to cover the full picture of the expectations an inspection will have of the school and the board.

Ofsted Inspection Session 1: What you need to know

The session will cover:

- A summary of the most recent changes to OFSTED inspections introduced.
- The centrality of the curriculum
- The inspection process and how inspectors will gather evidence

Intended for: All governors

| Day | Date | Time | Code |
|----------|-----------------|-------------------|-------|
| Thursday | 08 May 2025 | 6.00 PM – 8.00 PM | POF01 |
| Thursday | 02 October 2025 | 6.00 PM – 8.00 PM | POF02 |
| Tuesday | 13 January 2026 | 6.00 PM – 8.00 PM | POF03 |

Ofsted Inspection Session 2: Preparing your board

This session will cover:

- A summary of what OFSTED expects from 'governance' in an inspection...how governance is evaluated and how it is judged
- Practical guidance on preparing a Board for an inspection (and in so doing, improving the effectiveness of your Board!)
- The chance to review and plan your next steps according to your school context

Intended for: All governors

| Day | Date | Time | Code |
|----------|------------------|-------------------|-------|
| Tuesday | 03 June 2025 | 6.00 PM – 8.00 PM | POM01 |
| Thursday | 16 October 2025 | 6.00 PM – 8.00 PM | POM02 |
| Tuesday | 03 February 2026 | 6.00 PM – 8.00 PM | POM03 |

Compliance

Sustainability and Climate Change in Education

Sustainability and Climate Change in Education

The Department for Education have published their roadmap to bring the ecological and sustainable agenda into our education system. We will look at what this might mean for schools and how governors can be proactive in ensuring it is a focus for school life and incorporate it as part of their strategic planning.

Course objectives:

- Consideration of how schools can include in their vision a focus on a sustainable environment and incorporate a strategy into their five-year plan.
- We will review information sites for ideas and look at the different initiative's schools have already taken on this journey.
- We will examine the sustainable school's platform designed to record information on sustainable initiatives undertaken in school and the requirements as to what schools may be required to monitor in the future.

Intended for: All governors but particularly governors with responsibility for leading on Greener Governance either as individuals or on a committee.

| Day | Date | Time | Code |
|-----------|--------------|-------------------|-------|
| Wednesday | 04 June 2025 | 6.00 PM – 8.00 PM | PGG01 |

Using Data for Improvement

Using Data for Improvement - Primary School

Governors need to understand the range of school data available so they can challenge and hold school leaders to account. This session will help demystify national and school data and highlight how this can be used to focus school improvement.

This training course will:

- Review the different sources of information available for you to use, including the reports / data summaries that governors can expect to be provided with by the school senior leadership team
- Provide the confidence to look at data at a greater depth, allowing you to monitor the performance of key groups, and compare your school data to local and national benchmarks.
- Review the relevance of school data to the SIP and the SEF

This training is open to primary school governors; secondary schools can request this session as required.

| Day | Date | Time | Code |
|-----------|---------------|-------------------|--------|
| Monday | 07 April 2025 | 6.00 PM – 8.00 PM | PUDP01 |
| Wednesday | 04 March 2026 | 6.00 PM – 8.00 PM | PUDP02 |

Finance and Risk

Academy Finance

The Board of Trustees must maintain robust oversight of their academy trust and take full responsibility for its financial affairs and stewardship of assets. The Academy Trust Handbook (also known as Academies Financial Handbook) describes the key responsibilities and sets out what academy trusts, and their boards, must and/or should do to ensure effective and compliant governance, including management of finances and internal scrutiny. The course aims to provide delegates with an understanding of how to discharge that responsibility in practice.

This session will look at:

- procedures for preparing and monitoring financial plans
- delivering effective operational controls
- maintaining a system of internal scrutiny to remain compliant

Intended for: All governors

| Day | Date | Time | Code |
|-----------|---------------|-------------------|-------|
| Wednesday | 30 April 2025 | 6.00 PM - 7.30 PM | PAF01 |

Medium Term Financial (Academies and Maintained)

This session is appropriate for maintained and academy schools.

The financial climate is expected to continue to be challenging for schools into the future. This session will review how schools can develop effective strategic financial management using a range of tools and strategies to deliver value for money. You will cover:

- Integrated curriculum and financial planning (ICFP) to aid a curriculum that is affordable, sustainable and supports the organisational vision; including 3-to-5-year financial projections, and the assumptions made to cost them.
- Benchmarking
- Procurement best practice; contract tracking – costs, renewals and value for money (VFM)

Intended for: All governors – especially those on the finance committee.

| Day | Date | Time | Code |
|----------|---------------|-------------------|-------|
| Thursday | 03 April 2025 | 6.00 PM - 7.30 PM | PBF01 |

Budget setting and monitoring for maintained schools

The NGA recommends that “the governing board or finance committee should receive a budget monitoring report at least six times a year and review the income and expenditure against the budget at a meeting at least three times a year.”

Using these reports to monitor income and expenditure and to ensure best value means a board are holding leaders to account and in so doing, are fulfilling one of the key responsibilities of being a school governor.

Course objectives:

- To understand how decisions made by central and local government influence how much money your school receives
- To explore how governing boards should set (including a budget setting timetable), approve and monitor the budget

- What should be included in the reports and how to scrutinise them
- An example budget overview
- Ensuring the reports meet your schools' strategic needs

Intended for: All governors – especially those on the finance committee.

| Day | Date | Time | Code |
|----------|------------------|-------------------|-------|
| Monday | 10 November 2025 | 6.00 PM – 7.30 PM | PFM01 |
| Thursday | 05 February 2026 | 6.00 PM – 7.30 PM | PFM02 |

Risk Management (for maintained and academy schools)

The Academy Trust Handbook (also known as the Academies Financial Handbook) requires academy trusts to have sound risk management processes, but it is also best practice for maintained schools. The course is appropriate for all schools, irrespective of how well-developed risk management is within the organisation. The course will provide an important base knowledge where risk management is under-developed but will also provide fresh ideas where risk management is already well embedded to take it a level further.

This course includes a short workshop session where delegates can work together to develop risk registers through the sharing of ideas and experiences. Delegates are encouraged/welcome to bring along their own organisation's risk register to benchmark against others', however, this is not mandatory.

Course objectives:

- To understand what risk management is and its importance to an organisation;
- To explore the principles of what makes a good risk register, right through from identifying risks to considering proactive action to mitigate those risks;
- To understand further the governors' ongoing role in monitoring risk (and the management of)

Intended for: Finance governors, audit committee governors, governors with responsibility for health & safety

| Day | Date | Time | Code |
|-------|--------------|-------------------|-------|
| Mondy | 23 June 2025 | 6.00 PM – 8.00 PM | PRM01 |

HR Essentials and Health & Safety Awareness

HR Essentials – Pay & Appeals

As well as providing an update on the 2017 School Teachers' Pay and Conditions Document, this workshop will promote an understanding of performance related pay for teachers and the role of governors on either the pay committee or pay appeals committee.

| Day | Date | Time | Code |
|---------|-------------------|-------------------|-------|
| Tuesday | 16 September 2025 | 6.00 PM – 7.30 PM | PHR01 |

HR Essentials – HR Policies and Hearing Panels

What is the role of a governor supporting senior leaders through the application of HR policies and procedures? This session will address the understanding and practical application of HR processes including attendance management, grievance, capability and conduct.

| Day | Date | Time | Code |
|----------|-----------------|---------------------|-------|
| Thursday | 29 January 2026 | 10.00 AM - 11.30 AM | PHR02 |

Health & Safety Awareness

This course is presented by a member of the Health, Safety and Welfare Team, who will focus on the role of governors in managing health and safety in school and look at the effects health and safety has on the day to day running of a school.

Course objectives:

- To develop an understanding of the governing board's health and safety responsibility
- To examine the role of the health and safety enforcing authorities on schools
- To explore health and safety issues and current 'hot topics' relevant to schools

Intended for: Governors with health and safety responsibilities

| Day | Date | Time | Code |
|---------|------------------|-------------------|-------|
| Monday | 19 May 2025 | 6.00 PM - 8.00 PM | PHS01 |
| Tuesday | 25 November 2025 | 6.00 PM - 8.00 PM | PHS02 |

GDPR

GDPR Generic Training - Level 1 Refresher Training for School Staff & Governors

NEW

A one hour session for *all governors and staff*. The Information Commissioner's Office (ICO) is the compliance regulator for using and storing data in the United Kingdom. The ICO has an expectation that each individual has a clear understanding of their responsibilities for the personal data they are controlling and/or processing which is essential in ensuring your school complies with data protection law whether you are a class teacher, lunchtime supervisor, office manager or governor. This session will give an overview of those expectations on how to keep information safe and could provide crucial training evidence of your school's commitment to safeguarding information in the event of a data breach or incident. The session will cover:

- The Seven key principles
- Individual Rights
- Types of Data and Classification
- Data breaches and steps to mitigate a potential breach
- The importance of IT Security and Password Protection

Intended for: All governors and staff.

| Day | Date | Time | Code |
|-----------|-------------|-------------------|-------------|
| Wednesday | 21 May 2025 | 4.30 PM - 5.30 PM | PGDPR-L1-01 |

GDPR Accountability Training - Level 2 for Designated Governors/ Trustees, Headteacher & Senior Leadership Team

NEW

A one hour session for *all governors and members of SLT*. Schools use IT and online systems which store personal information. Governors and senior leaders are responsible for ensuring that information is stored safely and confidentially with Boards maintaining strategic oversight of regulatory compliance. This session will review:

- The requirements of the Data Protection Officer and publication of school information
- Policies
- Data Protection Impact Assessments (DPIA's)
- Monitoring activities and reporting
- Signpost key points of information and strategic activities from the National Cyber Security Centre (NCSC)

Intended for: All governors and members of SLT.

| Day | Date | Time | Code |
|-----------|--------------|-------------------|-------------|
| Wednesday | 25 June 2025 | 6.00 PM - 7.00 PM | PGDPR-L2-01 |

SEND & Equality

Equality and Diversity

The Department for Education have published non-statutory advice on how the Equality Act 2020 affects them and how they can fulfil their duties under the Act. These duties extend to staff in the employment of the school and to pupils with a schools effectiveness being judged within the Ofsted framework. This session aims to:

- Explain the definitions of equality, diversity and inclusion
- Develop understanding of the Equality Act 2010
- Understand school responsibilities under the Public Sector Equality Duty
- Explain the issues, steps and processes affecting governance and strategic oversight
- Signpost additional resources.

Intended for: All governors

| Day | Date | Time | Code |
|----------|------------------|-------------------|--------|
| Thursday | 15 May 2025 | 6.00 PM - 8.00 PM | PEDI01 |
| Thursday | 13 November 2025 | 6.00 PM - 8.00 PM | PEDI02 |

Exclusion and Suspension Panels – the legal requirements

This course is a governors' guide to exclusions from maintained schools, academies and pupil referral units in England. It is aimed at governors participating as a panel member in an exclusion or suspension hearing.

There is an expectation that this training is attended before sitting on an exclusion panel. The technicalities involved in the process and the Equalities Legislation that applies to this area are complex.

Course objectives:

- Develop an understanding of the exclusion/suspension process – legal principles and government guidance
- Explore the different responsibilities of the headteacher/principal, governing board, and LA/academy trust in the exclusion/suspension process
- To examine the role of governors in reviewing the evidence presented and the effect of the Equality Act on decision making

Intended for: All governors, but essential for governors to attend before sitting as a panel member.

| Day | Date | Time | Code |
|----------|-----------------|-------------------|-------|
| Thursday | 19 June 2025 | 6.00 PM – 8.00 PM | PEX01 |
| Tuesday | 28 October 2025 | 6.00 PM – 8.00 PM | PEX02 |

Improving Outcomes for Children in Care

Children who are in care are one of the lowest performing groups in terms of educational outcomes. This session will enable you to consider if your governing board is doing everything it can to support children in care with their education.

Course objectives:

- To examine the role of the Designated Teacher and the governing board
- To highlight the statutory guidance and guidelines for effective working with children in care
- To consider the key points and questions to support Ofsted inspection

Intended for: Governor/trustee with responsibility for vulnerable groups. You may wish to consider attending this training with your Designated Teacher for children in care.

| Day | Date | Time | Code |
|---------|--------------|-------------------|-------|
| Tuesday | 10 June 2025 | 6.00 PM – 8.00 PM | PCC01 |

Special Educational Needs & Disability & the Governing Board

Governing boards have important statutory duties towards pupils with special educational needs/disabilities. This course will provide governors with an understanding of SEND and the roles and responsibilities of the governing board in ensuring the education provided at the school meets the needs of disabled pupils and those with special educational needs.

Course objectives:

- To raise awareness of the legal duties of the governing board in relation to pupils with SEND
- To explore how the achievement of pupils with SEND is judged by Ofsted
- To raise confidence in providing effective support and challenge in monitoring SEND provision

Intended for: All governors but will be of particular interest to governors with responsibility for SEND

| Day | Date | Time | Code |
|-----------|------------------|---------------------|-------|
| Thursday | 20 November 2025 | 6.00 PM – 8.00 PM | PUS01 |
| Wednesday | 25 March 2026 | 10.00 AM – 12.00 PM | PUS02 |

Pupil Premium (Narrowing the Gap)

This session explores the boards role in identifying and monitoring the schools progress in closing attainment/ progress gaps for groups of pupils who are at risk of falling behind or not fulfilling their full potential.

Using research carried out by the Education Endowment Foundation (EEF) it provides a focus upon disadvantaged pupils and use of pupil premium funding and also how the needs of higher attaining pupils can be addressed. We will analyse how the board can monitor effective teaching and learning to enhance outcomes for groups of pupils that will ultimately impact upon all pupils. This will be presented within the cycle of effective school improvement from identification of school development priorities to self-evaluation that demonstrates measurable outcomes for specific groups of children.

Course Objectives:

- to understand how to identify attainment gaps in your school
- to clarify how as governors and trustees you monitor the schools progress in closing attainment gaps
- to understand what evidence suggests will work as targeted intervention for children at risk of falling behind

Intended for: All governor or pupil premium governors

| Day | Date | Time | Code |
|----------|---------------|-------------------|-------|
| Thursday | 26 June 2025 | 6.00 PM – 8.00 PM | PNG01 |
| Thursday | 19 March 2026 | 6.00 PM – 8.00 PM | PNG02 |

Key Areas for Governors

British Values

Through ensuring pupils' spiritual, moral, social and cultural (SMSC) development, schools can also demonstrate they are actively promoting fundamental British values. The session explores how British values fit within this context and will support governors in monitoring and evidencing SMSC and British Values in their school.

Intended for: All governors

| Day | Date | Time | Code |
|---------|---------------|-------------------|-------|
| Tuesday | 03 March 2026 | 6.00 PM – 8.00 PM | PBV01 |

Engaging Parents

Evidence shows that when parents/carers are involved in their child's learning and in the life of the school, children do better; but engaging parents can be a challenging and time-consuming task.

Course Objectives: To help you understand:

- Where parental engagement stands within the statutory responsibilities of governance
- What it is and is not
- Why it is important
- The parent pledge within the School's White Paper
- In addition, to support you with a toolkit using an evidence-based approach.

Intended for: All governors

| Day | Date | Time | Code |
|----------|-----------------|-------------------|-------|
| Thursday | 05 June 2025 | 6.00 PM – 8.00 PM | PEP01 |
| Thursday | 22 January 2026 | 6.00 PM – 8.00 PM | PEP02 |

Performance Management and CPD – Whole School

The dynamic and well-planned professional development of school staff is key to driving school improvement. In recent years the emphasis on graded classroom observation as a way of improving classroom performance has changed considerably and this course is designed to update governors about what the best schools are doing to improve the quality of teaching. We will also cover in detail the role of governors in the performance management of the Head/CEO.

We will cover:

- Inducting new staff and the development of teachers in their early years
- Professional development of staff in the best schools
- The role of governors in the performance management of the Head/CEO in maintained schools and Academy Trusts

This course is essential for governors appointed to performance manage the Headteacher/CEO but is also relevant for any governor interested in the Board's role in the professional development of staff and the consequent improvement in the quality of teaching

Course objectives:

- To understand the importance of having a clear Professional Development Policy for all staff in schools
- To clarify how the effective performance management of the headteacher relates to whole school progress and development
- To clarify Appraisal Regulations and Ofsted's expectations of governors

Intended for: All governors

| Day | Date | Time | Code |
|-----------|------------------|-------------------|-------|
| Thursday | 09 October 2025 | 6.00 PM – 8.00 PM | PPM01 |
| Wednesday | 26 November 2025 | 6.00 PM – 8.00 PM | PPM02 |

Sitting on a panel – what do you need to know?

There are different types of panels that your board will be required to convene from time to time – staff grievance, complaints and suspension/exclusion panel. This session is designed to provide an overview for those governors selected to sit on a panel and support them in processes required to ensure a fair and transparent process takes place. It will cover the following key areas:

- Forming the panel – preparation including what should you see in the bundle and evidential considerations
- Following policy – the importance of procedure and regulations
- Forming a decision and drafting the outcome letter
- Post panel actions
- Conduct of proceedings and the Nolan Principles

Intended for: governors and clerks

* For Pay Appeal Hearings – see our sessions under **HR Essentials** (or contact HR Schools team direct) and for an in-depth look at Exclusion Hearings see our session on **Exclusion and Suspension Panels Training**.

| Day | Date | Time | Code |
|-----------|-------------------|-------------------|-------|
| Wednesday | 24 September 2025 | 6.00 PM – 8.00 PM | PPN01 |

Training & Development Governor Workshop

The Training & Development Governor Workshop can make a significant contribution to ensuring governors have the support and training to perform their role effectively. The exact nature of this role is not prescribed and varies across governing boards. If you are new to the role, you may like to attend this workshop where we will explore the role, identify the range of support available and give you the opportunity to reflect on good practice.

We will touch on the Board's role in the professional development of staff and the consequent improvement in the quality of teaching, but this topic is covered in full in our session: Performance Management and CPD – Whole School.

Intended for: Governors with a responsibility for governor development

| Day | Date | Time | Code |
|-----------|------------------|-------------------|-------|
| Wednesday | 12 November 2025 | 6.00 PM – 7.30 PM | PTW01 |

Well-being in Education

The King's speech announced the children's Wellbeing and Schools Bill. The Children's Wellbeing Bill will put children and their wellbeing at the centre of the education and children's social care systems, and make changes to ensure children are safe, healthy, happy and treated fairly.

This is reflected in the Ofsted framework which requires Ofsted inspectors to routinely assess and report on pupils' mental health and wellbeing under the key judgement area of personal development. This includes aspects such as pupils' confidence, resilience and knowledge so that they can keep themselves mentally healthy. Inspectors will also assess any reasonable adjustments to support pupils with SEND including their social, emotional and mental health.

This session will increase the Boards confidence in developing an emotionally healthy community in their school for staff as well as pupils.

There are many benefits to having a robust wellbeing plan. Pupil wellbeing can improve outcomes for children. Wellbeing for senior leaders, staff and governors can improve performance, job satisfaction and can lead to reduced turnover.

Objectives:

- Discuss mental health facts statistics
- Understand the impact of stress
- To know what the government guidelines are
- How to develop an emotionally healthy school community
- Developing healthy ways of coping
- Understand the need for a culture of wellbeing for staff and pupils

Intended for: All governors and governors with Wellbeing responsibility.

| Day | Date | Time | Code |
|-----------|---------------|-------------------|-------|
| Wednesday | 11 March 2026 | 6.00 PM - 7.30 PM | PWB01 |

Safeguarding Children

Allegation Training for Governors

This course will give participants an understanding of their roles and responsibilities with regard to safeguarding practices to reduce the risk of allegations being made, the handling of allegations about staff conduct, the role of the Local Authority Allegations Manager, referrals to DBS and the Teacher Regulation Agency.

Governors will have to follow this process should their head teacher be the subject of an allegation.

This course is intended for governor with related responsibilities; Chair of governors are encouraged to attend.

| Day | Date | Time | Code |
|---------|------------------|-------------------|-------|
| Tuesday | 18 November 2025 | 5.30 PM - 8.30 PM | PAM01 |

Prevent - what should be monitored

NEW

The Prevent Duty: Keeping Children Safe in Education Annex B – “All schools and colleges are subject to a duty under section 26 of the Counter- Terrorism and Security Act 2015, in the exercise of their functions, to have “due regard to the need to prevent people from becoming terrorists or supporting terrorism”.” Compliance should be seen as part of schools’ wider safeguarding obligations. This one hour session is available via Teams to governors and to school leaders to understand the Duty as it applies to schools and will review how to apply strategic oversight and monitoring to ensure compliance with safeguarding responsibilities. Learning objectives will include:

- An understanding of what Prevent is and why it is important
- The importance of staff CPD – what should good CPD look like in relation to the role of school staff
- A light touch on identifying the emotions and behaviours that might make someone susceptible to radicalisation and understanding of the notice, check, share procedure
- What do leaders need to monitor to be effective at a strategic level

| Day | Date | Time | Code |
|-----------|------------------|-------------------|--------|
| Wednesday | 07 May 2025 | 4.00 PM – 5.00 PM | PGPV01 |
| Tuesday | 18 November 2025 | 4.00 PM – 5.00 PM | PGPV02 |

Safeguarding Children for All (Lower-Level)

This course will give all governors an overview of their responsibilities and those of their school in relation to safeguarding children. The training is regularly updated to include changes in governance legislation and new initiatives.

Course objectives:

- To develop an awareness of safeguarding issues for schools
- To enable governors to understand their statutory responsibilities in relation to safeguarding
- To enable governors to monitor and evaluate their school’s safeguarding arrangements

Intended for: Essential for ALL Governors

| Day | Date | Time | Code |
|-----------|-------------------|-------------------|-------|
| Tuesday | 01 April 2025 | 6.00 PM – 8.00 PM | PSG01 |
| Tuesday | 17 June 2025 | 6.00 PM – 8.00 PM | PSG02 |
| Monday | 29 September 2025 | 6.00 PM – 8.00 PM | PSG03 |
| Wednesday | 21 January 2026 | 6.00 PM – 8.00 PM | PSG04 |

Safeguarding Children for Safeguarding Lead Governors (Higher level)

This is higher-level training for the Safeguarding Lead Governor who works with the school DSL.

Course objectives:

- Understand the current context of child protection and safeguarding
- Understand the governing body's statutory responsibilities for safeguarding in schools
- Provide governors with the tools to monitor their schools practice in relation to safeguarding

Intended for: Safeguarding Lead Governors or/and who works with the school DSL.

| Day | Date | Time | Code |
|-----------|-----------------|-------------------|--------|
| Wednesday | 29 October 2025 | 6.00 PM – 8.00 PM | PSGH01 |
| Monday | 23 March 2026 | 6.00 PM – 8.00 PM | PSGH02 |

Safer Recruitment for Governors

Since January 2010 it has been mandatory for at least one person on every interview panel appointing school staff to have accessed Safer Recruitment Training. Safer recruitment is an important aspect of protecting and keeping children/young people safe. It applies to all employees/volunteers who have contact with, and access to children/young people.

It is essential that at least one governor on a Headteacher recruitment panel has taken this training; so GSD are delighted to be able to offer this training to governors within your school's subscription to our service.

Intended for: all governors

*This training should be "refreshed" after five years.

NB Participants must attend sessions 1 & 2 to complete the training.

| Session | Day | Date | Time | Code |
|-----------|---------|---------------|-------------------|-------|
| Session 1 | Tuesday | 10 March 2026 | 6.00 PM – 8.30 PM | PSF01 |
| Session 2 | Tuesday | 17 March 2026 | 6.00 PM – 8.30 PM | |

Bespoke Training for a Multi-Academy Trust

Bespoke training for a Multi-Academy-Trust - GSD are able to discuss your requirements as a MAT and to design training sessions to fit your requirements. Contact GSD for a discussion and a quote.

Email: Governors@leics.gov.uk Telephone: **0116 3056503**

Other In-School Training Offer

Training for individual governing boards involving all governors, has a significant impact on the effectiveness of the governing board as a whole. If you subscribe to GSD as part of a collaborative group, you could pool your entitlement to training to create a training programme for your group.

All of the sessions in the core training programme are available to you in addition to the sessions outlined below. Any of these sessions can be adapted to suit your governing board's specific needs (this may attract comparative an additional fee).

Please contact GSD to discuss your requirements.

Email **Governors@leics.gov.uk** Telephone **0116 305 65603**

Careers Education

With the government ramping up its expectations on schools in the area of Careers Education and Guidance what do you need to know as governors and what do you need to ensure your school is doing?

This workshop covers the DfE's statutory requirements and expectations and helps governors understand their duties and the Gatsby Benchmarks. It also looks at the key Career-related dilemmas young people and schools face, particularly in years 9, 11 and 13.

Learning objectives will include:

- Governing Boards knowing their statutory responsibilities and the expectations from DfE and Ofsted.
- Governing Boards understanding the key challenges of Career Education and Guidance for their school/ academy/ MAT.
- Governing Boards having a next step action plan to meet these responsibilities and challenges.

Intended for: Governors of schools/academies with Key Stage 3, 4 and/or 5.

Converting to an Academy - Due Diligence Process

Due Diligence - for maintained schools who are considering joining a Multi-Academy-Trust. This one-hour session will consider the requirements of "due diligence" and seek to prepare you for the process of examining the relevant paperwork.

Governing Board Self-Review

A facilitated session with an experienced governor trainer which will give governing boards an opportunity to assess their strengths and weaknesses, resulting in an action plan for their own development. This course offers you a valuable opportunity to take a step back from busy meetings and evaluate the effectiveness of your governing body. To be effective this session needs the participation of the majority of your governing board.

Planning for Succession in the Governing Board

Succession planning is an essential part of the successful management of many organisations and governing boards are no exception. Finding, developing and keeping great governors is an important issue for all governing boards Succession planning does not just happen - it requires a systematic approach, from getting your recruitment right to developing future leaders. This session is a great opportunity to explore what your governing board needs to do to address this issue.

Team Details

If you have any queries relating to courses, bookings or arranging whole governing body training sessions, please contact: Tel: **0116 305 6503** Email: **Governors@leics.gov.uk**

| | |
|--------------------|-----------------------------------|
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