Governor Training Programme
Autumn term 2018
Spring term 2019
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Introduction

Welcome to our training programme

Dear Governor Colleague,

S&GS are pleased to offer this programme of high-quality training that develops skills and knowledge needed for effective governance, whether you are in a maintained school, stand-alone academy or part of a multi-academy trust (MAT). The programme has courses on topics ranging from the core functions of a governing board (GB), to courses on statutory and specific duties that require certain knowledge and skills. Look out for new courses on interpreting Analyse School Performance (ASP) data, Complaints Management for Governors and Clerks, and Managing Risk.

The programme refers to courses that are taking place during the autumn term 2018 and the spring term 2019. Future S&GS governor training programmes will be published in April alongside the S&GS annual subscription offer (see page 4) to provide greater continuity, the opportunity to access training through subscription and support GBs in compiling their training plan and budget allocation.

Places on all the courses listed in this programme are offered on a first come first served basis. However additional courses will be organised if there is sufficient demand.

Don’t forget that S&GS also provides bespoke training to GBs and groups of schools/academies on request (see page 6).

Our terms and conditions are stated on page 22.

Thank you for the time and effort that you give on behalf of the children and young people at your schools and academies. We look forward to seeing you at our courses and events.

Best wishes

Stephen Edmonds
Governor Services Manager
School & Governor Support

All training requests and enquiries:
Telephone 0121 464 2215
Email governors@birmingham.gov.uk

To find out more about S&GS subscription and the range of services it offers, visit www.birmingham.gov.uk/SGS
About S&GS

S&GS is available, through Birmingham City Council (BCC), to maintained schools and academies for an annual subscription. It provides a range of services that support school leaders, school staff, governors, trustees and clerks to deal effectively with day-to-day leadership and management issues and create strong governance.

Subscribers have access to the following core elements of S&GS:

- advice on routine matters relating to the day-to-day management and governance;
- updated guidance on managing key roles and responsibilities, and
- consultancy in more complex and challenging situations that requires a tailored solution leading to a satisfactory outcome.

To find out more about S&GS subscription and the range of services it offers, visit: www.birmingham.gov.uk/SGS.

As a service we appreciate the pressure on school and academy budgets and remain committed to keeping our costs as low as possible and providing GBs with excellent value for money. We have therefore taken the decision to make the introductory courses and termly briefings organised for Chairs and Clerks FREE OF CHARGE to the GBs that subscribe to S&GS.
Use training to develop your governor competences

The Department for Education’s (DfE) “Competency Framework for governance” is designed to help GBs assess what knowledge, skills and behaviours are needed to govern the school, or group of schools, most effectively. It is meant to help with things like performance reviews, succession planning and identifying training needs. There are 16 competencies grouped under the headings of the ‘six features of effective governance’.

1. Strategic leadership
   a. Setting direction
   b. Culture, values and ethos
   c. Decision-making
   d. Collaborative working with stakeholders and partners
   e. Risk management

2. Accountability
   a. Educational improvement
   b. Rigorous analysis of data
   c. Financial frameworks and accountability
   d. Financial management and monitoring
   e. Staffing and performance management
   f. External accountability

3. People
   a. Building an effective team

4. Structures
   a. Roles and responsibilities

5. Compliance
   a. Statutory and Contractual requirements

6. Evaluation
   a. Managing self-review and personal skills
   b. Managing and developing the board’s effectiveness

The DfE has also published a “Clerking Competency Framework” setting out the competencies required to deliver professional clerking to school GBs and multi academy trusts.

The course descriptions on pages 7-19 include the competences that you are most likely to develop through attending the course.

Example
The induction course is linked to aspects of strategic leadership (1a, b & c), aspects of educational improvement (2a & c), building an effective team, roles and responsibilities, statutory requirements, self-review and development.

This does not mean that you will not develop other competences through the course but it’s a useful guide.

To view the Governor Competency Framework & Clerking Competency Framework, visit: https://www.gov.uk/government/publications/governance-handbook
Training for the whole GB

In addition to the programme of courses, S&GS also provides bespoke training to individual GBs and groups of schools/academy GBs on request. Bespoke training is designed to meet the identified needs of your school/academy governors at this time.

Advantages of arranging training for the whole GB
The many advantages of arranging training for the whole GB include:

- it is delivered locally and at a time to suit you;
- the content and key messages given at the training are tailored to the specific circumstances (e.g. using your school's own data);
- it helps to encourage a team ethos on the GB;
- it provides a consistent approach to governor CPD, and
- it promotes wider networking and learning opportunities if the training is delivered to groups of schools.

Training topics
Bespoke training is offered on a range of topics including (but not restricted to):

- the roles and responsibilities of the GB (group induction);
- providing effective challenge and support;
- self-review workshops;
- building an effective team, and
- good practice in managing complaints and panel hearings.

Require something else? Just let us know and we will work with you to provide it.

Charges
Charges are based on S&GS rates for bespoke services and will vary dependent upon the type of training requested, the number of schools and delegates involved.

To arrange bespoke training and explore your options email us at: governors@birmingham.gov.uk
Governor induction courses

All new governors are expected to attend this course.

Aimed at: New governors and governors in need of refresher training.

Linked to competences: 1(a, b & c), 2(a & c), 3(a), 4(a), 5(a) and 6(a).

Induction training is essential to ensure that all governors are clear about what their powers and responsibilities are. This course will cover:

- the context – how schools work and the role of Ofsted;
- the purpose of a GB, its core functions and how it operates;
- what being an effective governor means in practice;
- what you need to know about the school/academy that you govern, how you find out, and
- how to access further support and training.

Course time: 9:00am-4:00pm.
Venue: Midland Arts Centre (unless otherwise stated).
Cost: £140 S&GS subscribers (£160 non-S&GS subscribers).

- Saturday 22 September 2018
- Thursday 18 October 2018
  Venue: The Pavilion, Moor Lane, B6 7AA
- Saturday 24 November 2018
- Saturday 8 December 2018
- Saturday 26 January 2019
- Saturday 9 March 2019
- Thursday 4 April 2019
Training for Core Functions

Strategic Governance

**Aimed at:** All governors.

**Linked to competences:** 1(a, b, c, & d), 2(a), 4(a) & 6(a & b).

Ensuring clarity of vision, ethos and strategic direction is one of the three core functions of the GB, yet this area is often overlooked when it comes to governor training. The course will help governors and trustees to take a broader and longer-term perspective for their school, set a clear strategy and monitor within an annual cycle. Specifically the course will cover:

- ethical governance;
- the principles of being strategic;
- tools and techniques for strategic planning;
- developing a vision – where do we start and who should be involved;
- identifying strategic priorities;
- measuring success and progress, and
- adapting to change.

**Course time:** 6:15pm-8:15pm.
**Venue:** Midland Arts Centre.
**Cost:** £120 S&GS subscribers (£150 non-S&GS subscribers).

- **Thursday 27 September 2018**
Strategic governance - Building Partnerships

**Aimed at:** All governors.

**Linked to competences:** 1(a, c, & d), 4(a) and 6(a & b).

Governors face enormous pressures right now from the impact of funding reforms, increasing costs and the major question of what is the best way forward for their school. This course explores the ways in which schools are collaborating and building partnerships to future proof for the long haul. Specifically it covers:

- what drives collaboration;
- the forms of collaboration such as hard and soft federation learning trusts and multi academy trusts;
- key differences between collaborative structures;
- levels of autonomy and accountability;
- implications for individual schools, and
- frequently asked questions.

**Course time:** 6:15pm-8:15pm.
**Venue:** Midland Arts Centre.
**Cost:** £120 S&GS subscribers (£150 non-S&GS subscribers).

- **Tuesday 9 April 2019**
Strategic governance – Managing Risk

Aimed at: All governors, trustees and clerks
Linked to competences: 1(e).

Risk management is a requirement for academy trusts, but all school organisations should understand risk and have systems for managing risk. At the end of this course participants will be in a position to start the process of ensuring that the GB’s role in managing risk becomes a routine and secure aspect of their governance role. Specifically the course will cover:

• the concept of risk and its management;
• the types of risk relevant to schools and trusts;
• identifying and quantifying risk;
• barriers and challenges to managing risk, and
• the GB’s role

Course time: 6:15pm-8:15pm.
Venue: Midland Arts Centre.
Cost: £120 S&GS subscribers (£150 non-S&GS subscribers).

Providing Effective Challenge

Aimed at: All governors, trustees and clerks
Linked to competences: 2(a, b & f) and 5(a).

The course highlights the real practice required of governors, so they are able to hold the School’s leadership to account in an effective and appropriate way. Specifically it covers:

• the importance of providing challenge and support;
• key performance indicators for the GB to monitor;
• making best use of the data that is available to you;
• asking the right questions;
• using governor visits to schools, and
• having an impact on school performance.

Course time: 6:15pm-8:15pm.
Venue: Services for Education (S4E)
Cost: £120 S&GS subscribers (£150 non-S&GS subscribers).

• Tuesday 27 November 2018
Introduction to School Finance
(Maintained Schools & Academies)

Aimed at: All governors.
Linked to competences: 2(c & d) and 5(a).

This course covers the basics of financial management in maintained schools and academies. Specifically it covers:

• where school funding comes from;
• the principles of budgetary planning – maintained schools and academies;
• governors’ roles and responsibilities in the budget planning process, and
• managing over spending and deficit budgets.

Course time: 6:15pm-8:15pm.
Venue: Midland Arts Centre.
Cost: £120 S&GS subscribers (£150 non-S&GS subscribers).

• Wednesday 14 November 2018

Preparing your GB for Ofsted

Aimed at: All governors.
Linked to competences: 2(a & f), 5(a) and 6(a).

An effective GB should already know its school well enough to answer Ofsted’s questions, however this course, will help identify what will be expected of your GB. Specifically it covers:

• the school inspection framework and criteria under which schools are inspected;
• how Ofsted’s inspectors make their judgment about a school;
• the documents inspectors will ask to see, and
• how you might show the impact of the GB.

Course time: 6:15pm-8:15pm.
Venue: Midland Arts Centre.
Cost: £120 S&GS subscribers (£150 non-S&GS subscribers).

• Tuesday 9 October 2018
• Tuesday 5 March 2019
Training for Statutory Roles

Safer Recruitment Training

**Aimed at:** Governors who are likely to be involved in the recruitment, selection and appointment of school staff.

**Linked to competences:** 2(a), 4(a), 5(a) and 6(a).

The school staffing regulations require GBs to ensure at least one person on any appointment panel has undertaken safer recruitment training. The one-day training workshop is offered by Services for Education (S4E) and is led by accredited trainers.

**NOTE: This course cannot be booked through S&GS**

For more details and to book online with Services For Education visit:

http://servicesforeducation.co.uk/index.php/component/com_advancedopenportal/Itemid,491/view,listevents/

**Course time:** 9:00am-4:30pm.

**Venue:** S4E.

**Cost:** £250.

- Wednesday 3rd October 2018
- Tuesday 4th December 2018
- Wednesday 13th February 2019
- Thursday 21st March 2019

Safeguarding Children: Role of the GB

**Aimed at:** All governors, especially named governors with responsibility for safeguarding.

**Linked to competences:** 2(a), 4(a), 5(a) and 6(a).

**All lead governors for safeguarding should undergo training** to provide them with the knowledge and skills required to carry out the role.

**The training should be updated every two years** as it is for the designated safeguarding lead in school. This course clarifies the key aspects of the statutory guidance “Keeping children safe in education”.

**Course time:** 6:15pm-8:15pm.

**Venue:** Midland Arts Centre.

**Cost:** £120 S&GS subscribers (£150 non-S&GS subscribers).

- Thursday 8 November 2018
- Wednesday 6 February 2019
Role of the SEND Governor

**Aimed at:** Lead governors for Special Educational Needs & Disability (SEND).

**Linked to competences:** 1(d), 2(a) and 5(a).

This course clarifies for SEND governors their particular special-interest role and duties, their relationship with the SEND Coordinator (SENDCO) and how they challenge and support the Senior Leadership Team. Specifically it covers:

- the BCC Strategy for SEND and inclusion;
- the current and local context for SEND;
- the SEND Code of Practice;
- information on the identification and provision for pupils with SEND;
- supporting the vision and direction of the school;
- raising the profile of SEND on your GB and developing clear priorities, and
- commitment to inclusion.

**Course time:** 6:15pm-8:15pm.
**Venue:** Midland Arts Centre.
**Cost:** £120 S&GS subscribers (£150 non-S&GS subscribers).

- Thursday 15 November 2018
- Monday 25 March 2019
Promoting British Values

**Aimed at:** All governors, especially curriculum committee members.

**Linked to competences:** 1(b and d), 2(f) and 5(a).

Governors have a legal duty to ensure that their schools “actively promote the fundamental British values of democracy, the rule of law, individual liberty and mutual respect and tolerance of those with different faiths and beliefs”.

This course will provide governors with an understanding of what British Values and Spiritual, Moral, Social and Cultural (SMSC) looks like and to help governors to identify these aspects when visiting the school, specifically it covers:

- statutory requirements;
- what Ofsted expects;
- how SMSC development and promoting fundamental British Values can lead to improvements in pupil achievement, teaching and learning;
- the fundamental British values pro-forma for SMSC, and
- key questions to ask of your leadership team in school.

**Course time:** 6:15pm-8:15pm.

**Venue:** Midland Arts Centre.

**Cost:** £120 S&GS subscribers (£150 non-S&GS subscribers).

- **Summer term 2019**
Headteacher Appraisal

Aimed at: Governors appointed to conduct the Headteacher’s appraisal.

Linked to competences: 2(a, b & e) and 5(a).

The performance management and development of the Headteacher, including effective appraisal, is an important part of the GB’s drive for school improvement. This course covers:

- the legal position and the GB’s role in staff performance;
- appointing an external adviser;
- the principles of appraisal and teacher standards and the setting of meaningful objectives for the Headteacher;
- reviewing progress;
- reporting to the board, and
- performance management and making recommendations on performance related pay.

Note: Pre-course reading will be provided to delegates attending this course.

Course time: 6:00pm-8:30pm.
Venue: Midland Arts Centre.
Cost: £120 S&GS subscribers (£150 non-S&GS subscribers).

- Tuesday 2 October 2018
NEW for 2018/19
Complaints Management for Governors and Clerks

Aimed at: Governors appointed to review the handling of complaints under the school’s adopted complaints procedure and Clerks who support the process.

Linked to competences: 5(a).

All Schools are legally required to have a procedure in place that allows complaints to be dealt with fairly, openly, and promptly. This course will highlight the good practice that helps prevent complaints from escalating, as well as the most challenging aspects of complaints management. Specifically it will cover:

• managing concerns before they become complaints;
• statutory requirements and relevant guidance;
• the process of dealing with complaints;
• the role of the GB complaints panel;
• complaints panel proceedings;
• closing complaints, and
• managing serial and consistent complaints.

Note: Pre-course reading will be provided to delegates attending this course.

Course time: 6:00pm-8:00pm.
Venue: S4E.
Cost: £120 S&GS subscribers (£150 non-S&GS subscribers).

• Tuesday 12 February 2019

Note: BCCs School Exclusions Service provide training and advice to GBs on their legal duty to consider an exclusion, the delegation of functions, process to be followed and preparing for the consideration of an exclusion decision. To arrange training and support telephone 0121 303 2685 or email exclusions@birmingham.gov.uk.
Managing Financial Resources

**Aimed at:** Chairs, finance/resource committee members.

**Linked to competences:** 2(c, d & f), 4(a) and 5(a).

This course provides a more in-depth look at school finances. It clarifies the role and responsibilities of the finance committee in respect of strategic financial management. Specifically it covers:

- financial management in schools;
- budgetary and financial planning responsibilities for schools and GBs, specifically the role of the Finance Committee;
- ensuring financial efficiency;
- Pupil Premium tracking and accounting, and
- the regulatory framework for financial accountability.

**Course time:** 6:15pm-8:15pm.
**Venue:** Midland Arts Centre.
**Cost:** £120 S&GS subscribers (£150 non-S&GS subscribers).

- **Monday 11 March 2019**

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Curriculum Overview (Primary Phase)

**Aimed at:** Governors at primary schools that sit on committees with responsibility for curriculum, outcomes, teaching and learning.

**Linked to competences:** 2(a, b & f) and 5(a).

GBs must ensure that the school has a broad and balanced curriculum and governors should ask searching questions if changes to the curriculum offer are suggested. This course provides an overview of the curriculum and subject content in the primary phase specifically it covers:

- the key components of the national curriculum;
- the principles that underpin the curriculum;
- links to teaching and learning strategies, assessment, policies, and
- key questions to ask of your leadership team in school.

**Course time:** 6:15pm-8:15pm.
**Venue:** Midland Arts Centre.
**Cost:** £120 S&GS subscribers (£150 non-S&GS subscribers).

- **Thursday 29 November 2018**
NEW for 2018/19

Analyse School Performance (for governors in primary phase)

**Aimed at:** Governors at primary schools, particularly those who are tasked with interpreting and evaluating pupil performance data.

**Linked to competences:** 2(b).

This course will provide governors and trustees in the primary phase with a clear understanding of the role of data in holding school leaders to account for the performance of their school. Specifically it covers:

- how to make best use of the new data sets including the Inspection Dashboard Summary Report (IDSR), school performance summary data and DfE performance tables;
- how to make best use of your school's internal data;
- using data to inform self-evaluation, school improvement planning, and
- the questions that data should lead you to ask.

**Course time:** 6:15pm-8:15pm.
**Venue:** Midland Arts Centre.
**Cost:** £120 S&GS subscribers (£150 non-S&GS subscribers).

- **Wednesday 5 December 2018**

Evaluating Pupil Premium Spend

**Aimed at:** All governors, particularly those committee governors who evaluate Pupil Premium spend.

**Linked to competences:** 2(b & d) and 5(a).

The aim of the Pupil Premium is to improve social mobility and to reduce the attainment gap between the highest and lowest achieving pupils nationally. However, using the additional resources provided by the premium to achieve these goals is not straightforward. This course provides advice and guidance on ensuring that proposals put forward for Pupil Premium spending will lead to the biggest possible increases in pupils' learning. Specifically it covers:

- how Pupil Premium is allocated;
- using data and research to inform decision making;
- evaluating impact, and
- demonstrating impact to stakeholders.

**Course time:** 6:15pm-8:15pm.
**Venue:** Midland Arts Centre.
**Cost:** £120 S&GS subscribers (£150 non-S&GS subscribers).

- **Tuesday 23 October 2018**
**CPD for Chairs**

**Introduction to Chairing**

**Aimed at:** Chairs, Vice-Chairs, committee chairs and aspiring chairs of GBs at maintained schools and academies.

**Linked to competences:** 1(a & c), 2(f), 3(a), 4(a), 5(a) and 6(a).

Chairing a GB is a privilege and a responsibility. It can also be complex and often demanding. This course provides an overview of the work and main responsibilities of the Chair and how to ensure the effective functioning of the GB. Specifically it covers:

- leading governors and building an effective team;
- leading the business, meeting management and working with the clerk;
- the relationship with the Headteacher;
- how to make school improvement the focus of the GB’s work, and
- your continuing professional development and support.

**Course time:** 6:15pm-8:15pm.
**Venue:** Midland Arts Centre.
**Cost:** £120 S&GS subscribers (£150 non-S&GS subscribers).

- **Monday 19 November 2018**

**Termly Briefings**

**Aimed at:** Chairs, Vice-Chairs, governors and trustees representing the school/academy.

These popular briefings include contributions from the Corporate Director and senior officers in Birmingham City Council. They cover the latest news in governance and timely reminders for the GB as well as providing a valuable (and rare) opportunity for lead governors to come together and share the work that they are doing in their schools that makes a real difference to children and young people.

**Course time:** 6:15pm-8:15pm.
**Venue:** Midland Arts Centre.
**Cost:** free to S&GS subscribers (£50 non-S&GS subscribers).

- **Tuesday 6 November 2018**
- **Monday 18 March 2019**
CPD for Clerks

Our programme of CPD for clerks covers all the knowledge, skills and behaviours required to provide professional clerking to the GB as set out in the Clerking Competency Framework (see page 5).

Introduction to Clerking

All new clerks are expected to attend this course.

Aimed at: New clerks and clerks in need of refresher training.

High quality professional clerking is crucial to the effective functioning of the GB. The Clerk should be the GBs “governance professional”. This course covers the key elements of the Clerk’s role, whether at a maintained school or at an academy. Specifically it covers:

• managing meetings, the minute taking role and good practice;
• providing advice to the GB including legislation and procedure;
• providing effective administrative support and record keeping;
• managing information appropriately;
• effective communication, and
• continuing professional development and support.

Course time: 6:15pm-8:15pm.
Venue: Midland Arts Centre.
Cost: Free to S&GS subscribers (£150 non-S&GS subscribers).

• Thursday 6 November 2018
• Tuesday 12 March 2019

Termly Briefings

Aimed at: All clerks

The briefings are an excellent way for clerks to share their good practice, to keep abreast of the latest developments in governance and issues that affect their role, such as regulatory changes, updated guidance etc.

As well as news items and discussion, briefings also include a bespoke CPD activity that is based on the National Competency Framework for Clerks, and is selected using feedback received from previous briefings.

Course time: Various (see below).
Venue: Birmingham Midland Institute (BMI)
Cost: Free to S&GS subscribers (£50 non-S&GS subscribers).

• Wednesday 17 October 2018 9:30am – 12:00pm
• Thursday 21 March 2019 6:00pm – 8:30pm
How to Apply for Courses

The following information applies to all courses referred to in this programme, with the exception of Safer Recruitment training.

Applying for a place:
Complete the form on page 23. Please ensure that you let us know on the form of any special requirements, e.g. venue access, hearing loop etc.

Obtain the signature of the Headteacher/appropriate finance officer to authorise payment from the School’s budget.

The School should email the completed form to:
Email: governors@birmingham.gov.uk

Confirmation and joining instructions:
Confirmation of your place and joining instructions for the course are sent to you via email to the address entered on the application form.

If you have not received an email from us five days before the course takes place, then please contact us to ensure that we have received your application.

We will inform you if the course is cancelled for any reason and offer you a place on the next available course.
Our terms and conditions

1. Cancellations must be confirmed by email to governors@birmingham.gov.uk. S&GS is liable for cost of venue hire as well as facilitators and will therefore charge the full cost for booked places even if delegates do not attend on the day, unless S&GS receive at least 10 working days written notice by email of cancellation to the email address stated in this paragraph.

2. S&GS reserves the right to amend or cancel should it, for whatever reason, be unable to deliver an advertised governor training course. In these circumstances S&GS will endeavour to provide adequate notice. A full refund will be given to the delegate's school in the event of cancellation. S&GS will also endeavour to provide adequate notice and to reschedule the course as soon as feasible.

3. From time to time S&GS may facilitate services on a paid for consultancy basis using third-party providers. Such provision will be delivered in line with S&GS service guarantees and S&GS retains responsibility for the quality of the service provided.

4. Concerns about the quality of service provided should, in the first instance, be directed to the Governor Services Manager, who will investigate and respond to the concerns within agreed timescales.

Data Privacy Notice
School and Governor Support (S&GS) use your personal data in accordance with the General Data Protection Regulation (GDPR) and the data protection responsibilities of Birmingham City Council [www.birmingham.gov.uk/privacy](http://www.birmingham.gov.uk/privacy) to aid direct communication with those who are accountable for schools and to communicate and provide services that are appropriate to your needs. We may also send you information from time to time that we consider necessary to support the discharge of duties. S&GS ensures that those responsible for processing the data it holds understand the requirements of GDPR, their obligations, responsibilities and liabilities.

Training requests and enquiries

Telephone: 0121 464 2215
Email: governors@birmingham.gov.uk
Fax: 0121 303 7234
Web: [www.birmingham.gov.uk/SGS](http://www.birmingham.gov.uk/SGS)
Governor Training Course Booking Form

Event title: 

Event date: 

S&GS subscriber (please tick Y/N):  

Applicant’s name: 

Applicant’s address: 

Governor category: 

Date of term of office: 

School: 

We normally confirm booking and send joining instructions by email. Please enter the applicant’s preferred email address below.

Attendee’s email (please PRINT): 

We can only accept one email address

Specific requirements (e.g. access):

In case of queries, please give personal contact details:

Applicant’s telephone: 

Applicant’s mobile: 

Authorised signature: 

Headteacher/relevant Finance Officer 

Budget code:

NB: We will use the default subjective code L680 if no alternative is given above

Please apply by email: governors@birmingham.gov.uk 

Cancellation by the Applicant:

See terms and conditions (page 22).
# Events Summary

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<td>Introduction to School Finance</td>
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<td>Preparing your GB for Ofsted</td>
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<tr>
<td>Safeguarding: Role of the Governing board</td>
<td>Thu 8 Nov, MAC</td>
<td>Wed 6 Feb, MAC</td>
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<tr>
<td>Role of the SEND Governor</td>
<td>Thu 15 Nov, MAC</td>
<td>Mon 25 Mar, MAC</td>
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<tr>
<td>Headteacher Appraisal</td>
<td>Tue 2 Oct, MAC</td>
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<tr>
<td><strong>Committee Roles</strong></td>
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<tr>
<td>Managing Financial Resources</td>
<td>Mon 11 Mar, MAC</td>
<td></td>
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<tr>
<td>Curriculum Overview (Primary)</td>
<td>Thu 29 Nov, MAC</td>
<td></td>
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<tr>
<td>Analyse School Performance (Data)</td>
<td>Wed 5 Dec, MAC</td>
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<tr>
<td>Evaluating Pupil Premium spend</td>
<td>Tue 23 Oct, MAC</td>
<td></td>
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<tr>
<td><strong>CPD for Chairs</strong></td>
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<tr>
<td>Introduction to Chairing</td>
<td>Mon 19 Nov, MAC</td>
<td></td>
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<tr>
<td>Chair’s Network Meetings</td>
<td>Tue 6 Nov, MAC</td>
<td>Mon 18 Mar, MAC</td>
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<tr>
<td><strong>CPD for clerks</strong></td>
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<tr>
<td>Induction</td>
<td>Thu 6 Nov, MAC</td>
<td>Tue 12 Mar, MAC</td>
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<tr>
<td>Clerks’ Briefing (times vary see page 20)</td>
<td>Wed 17 Oct, BMI</td>
<td>Thu 21 Mar, BMI</td>
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</tbody>
</table>

MAC = Midland Arts Centre, Canon Hill Park, Birmingham, B12 9QH  
BMI = Birmingham and Midland Institute, Margaret St, Birmingham, B3 3BS  
S4E = Services for Education Training Centre, Unit 3 Holt Court, Holt Street, Birmingham, B7 4AX  
PAV = The Pavilion, Moorhouse Lane, Birmingham, B6 7AA