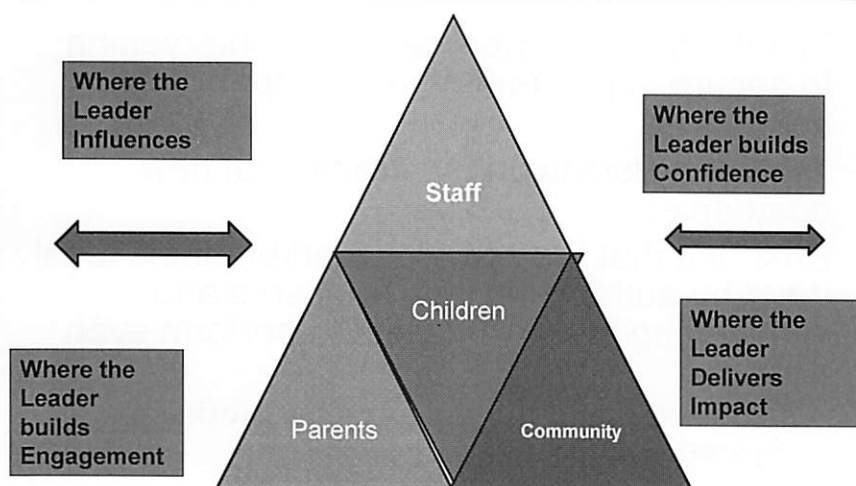


The role of governance in developing world class education

Sir David Carter
National Schools Commissioner

Leadership Impact





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The role of the National Schools Commissioner



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Core Aims of the RSC Role

- Monitoring the performance and intervening to secure improvement in underperforming academies
- Taking decisions on the creation of new academies
- Ensuring that the sponsor market meets local need by authorising new sponsors and challenging those that exist to perform even better
 - Promoting and supporting new models of System leadership

The Two NSC Core Priorities that we need to Deliver between 2016 and 2022

Growing the capacity of the System with Care

Expanding our Existing MATS

Approving and Developing new MATS

Improving the system strategically

Raising the performance of Academies

Embedding the MAT as the best structure for improvement



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The Challenges to meet if we want to be World Class

- **World Class means having a good school for every child in every region in England**
 - Ensures that a structural change is predicated on raising standards
 - Takes the starting point of all children and builds incremental progress improvement every year
 - Has a focus on destinations within key stages as well as beyond them
 - Learning starts & accelerates when compulsory education ends



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How do we get Schools that work for everyone?

- **What kind of schools led education system should we be aiming to create?**
- **5 Priorities;**
 - Every school is a giver and receiver of support
 - Academies and Maintained schools should be part of one dynamic system
 - Collaboration will be hard wired into the system through MATS and Intra MAT partnerships
 - Governance will be world class and we can name it and describe it
 - Teachers, leaders and support staff have 10 year career plans that are realistic and deliverable



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How does effective governance raises educational standards?

- **Confident Strategic Leadership**
- **Leads the transition from vision to plan to delivery**
- **Holds itself and the leadership to account**
- **Uses data to anticipate challenges related to performance, financial sustainability and risk**
- **Is committed to self evaluation and recognises the benefit of peer challenge**

What underpins effective governance?

- | | |
|---|--|
| <ul style="list-style-type: none"> • Strategic Oversight <ul style="list-style-type: none"> – Establishes the culture, values and beliefs of the organisation – Educational Outcomes drive the strategic direction – See education through the lens of parents, children and the workforce – Commission the plan from the educational leaders – Can lead medium to long term financial sustainability – Understand the risk management challenge | <ul style="list-style-type: none"> • Culture of Accountability <ul style="list-style-type: none"> • <i>The best Governing boards understand it is them that is the accountable body and key decision maker</i> <ul style="list-style-type: none"> – Leads Accountability – Challenge and Support – Robust but intelligent dialogue – Ensure the leaders build the culture of accountability into their work – Monitor how effective governance as a leadership strategy is |
|---|--|

How we explain the role to new Governors


- **Governance Capability** The 7 principles of public life (Nolan) is a good place to start
- **Developing a Framework for Governance**
 - Strategic Leadership
 - Accountability
 - People
 - Structures
 - Compliance
 - Evaluation


1-Strategic Leadership

1. Setting Direction
2. Culture, Values and Ethos
3. Decision making
4. Collaborative working with stakeholders and partners
5. Risk management

2-Accountability

1. Educational Improvement
2. Rigorous analysis of Data
3. Financial Frameworks and Accountability
4. Financial Management and Monitoring
5. Staffing and Performance management
6. External Accountability

 Department for Education	<h2>3-People and 4-Structures</h2>
<ul style="list-style-type: none"> • People <ul style="list-style-type: none"> – Building Effective Teams – A peer review culture – Induction & Development – Teams working together 	<ul style="list-style-type: none"> • Structures • Understanding roles and responsibilities <ul style="list-style-type: none"> – The Board – The sub-groups – Local Academy Boards – Schemes of Delegation – The role of the Chair, Vice Chair and Clerk

 Department for Education	<h2>5-Compliance and 6-Evaluation</h2>
<ul style="list-style-type: none"> • Compliance • Statutory and Contractual Requirements <ul style="list-style-type: none"> – Legal, regulatory and financial – Articles – OFSTED inspection 	<ul style="list-style-type: none"> • Evaluation <ul style="list-style-type: none"> – Managing self and personal skills – Board review – Understanding strengths and weaknesses – Training plans – 360 feedback – Managing and Developing the board's effectiveness

"The right people with the right skills are appointed to boards"

Three important things to remember here

1. It is the skillset developed from a range of professional experiences that makes the difference not the job title
2. All board members should blend general understanding (breadth) as well as specialist understanding (depth)
3. Parents are professionals as well
 - See the experience in a unique way as a parent, a consumer and a professional

8 Questions Boards need to pose in the next six months

- **Q1**-Are we delivering on the promise we made to raise standards in our school(s)?
- **Q2**-Do parents know and understand what we do and how they can communicate with us in an easy and transparent manner?
- **Q3**-Are we testing all of the options available to us to determine the right course of action?
- **Q4**-Do we care enough that a school in our neighbourhood is in difficulty?



8 Questions Boards need to pose in the next six months

- **Q5**-What does the current performance of our school(s) tell us about the areas that needs to be better?
- **Q6**-How will we know that the educational leaders are working on the right things?
- **Q7**-What are the future challenges that we can anticipate that will test us over the next five years?
- **Q8**-How secure is our current governance model? Do we comply in both spirit and the law?