



Training & Development Handbook for Governors and Clerks 2020 - 2021

March 2020

Dear Colleague

I am delighted to bring you the new Training and Development Handbook for Governors and Clerks for the financial year April 2020 to March 2021.

Governance sits at the heart of school leadership and there is a continuing emphasis by Ofsted on governors being able to demonstrate how they are meeting their three core functions: setting strategic direction, holding the school to account and ensuring value for money.

We strongly encourage all new governors to attend the New Governor Induction training to provide them with the understanding to execute the responsibilities they have assumed. With this in mind, I am pleased to introduce a new **'Silver Package for Academies'** within our traded offer. This package has been designed to allow academies to keep abreast with what is happening within the Borough, keep up to date with legislation and statutory guidance within a local context, and to share good practice and network with other local schools. The package allows Chairs of Governors to attend termly briefings, Clerks to receive continuous training and support by attending termly forums, and provides places to two new governors on our comprehensive Governor Induction Training.

I am also delighted to advise that this year's training calendar includes four new courses: **'Board Self-Evaluation and Compliance'**, **'Aspiring Chairs'**, **'Effective Governance'** and **'Understanding Data to Support and Challenge'**. These have been produced as a result of discussions with Development Governors who help us identify any needs in our training programme. I would like to extend a special thank you to these governors who raise the profile of governor continuing professional development, and would encourage all Development Governors to attend the twice yearly forums to help shape future training and share good practice with colleagues.

Lastly, I would like to take this opportunity to say a heartfelt thank you to every governor in Wokingham for the huge commitment you give to this demanding yet voluntary role. It is a privilege to work with you to ensure the best educational experience for the children in the Borough.

Best Wishes

Vicky Lewendon
Governor Services Manager

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THE ROLE OF THE GOVERNOR

All governing bodies, no matter what type of school or how many schools they govern, have three core functions:

Clarity of Vision	Work effectively with leaders to communicate the vision, ethos and strategic direction of the school and develop a culture of ambition
	Set a clear strategic plan for continuous school improvement
	Ensure all pupils have access to a broad and balanced curriculum

Holding to Account	Hold senior leaders to account for the school's performance
	Ensure the best outcomes for every pupil, including those from vulnerable groups
	Provide support and challenge to senior leaders

Financial Probity	Oversee the financial performance of the organisation
	Ensure that the school's finances are properly managed and can evaluate that the school is using specific funding effectively
	Make sure its money is well spent with good value for money

Governing Bodies must be ambitious for all children and young people and infused with a passion for education and a commitment to continuous school improvement that enables the best possible outcomes. Governance must be grounded in reality as defined by both high-quality objective data and a full understanding of the views and needs of pupils/students, staff, parents, carers and local communities. It should be driven by inquisitive, independent minds and through conversations focused on the key strategic issues which are conducted with humility, good judgement, resilience and determination.

USEFUL RESOURCES

The Governance Handbook

Guidance by the Department for Education which sets out the government's vision and priorities for effective governance by:

- outlining the core role and functions of the governing board;
- summarising and providing a first point of reference on all legal duties of boards', signposting to more detailed information, guidance and resources; and
- providing information on the support available to boards to be effective.

Competency Framework for Governance

Sets out the knowledge, skills and behaviours required for effective governance by the 'Whole of the Board', by 'Someone on the Board' and by the Chair.

It is non-statutory guidance and should be read alongside the Governance Handbook, particularly the section explaining the key features of effective governance.

The Academies Financial Handbook

Sets out the financial management, control and reporting requirements that apply to all academy trusts. It describes a financial framework for trusts that focuses on principles rather than detailed guidance and reflects their accountability to Parliament and to the public. Compliance with the handbook is a condition of each trust's funding agreement.

These documents are available at:

<https://www.gov.uk/government/publications/governance-handbook>

WOKINGHAM SCHOOLS HUB

The Wokingham Schools Hub (<http://wsh.wokingham.gov.uk>) contains information and documents to support you in your role as a governor. Log in using your school's username and password. If you are unsure of these details please ask your Development Governor or contact us. Sections and information includes:

Chairs' Corner: information and handouts from previous briefings, details of the role of the Chair and the New Chairs' Handbook/Checklist.

Clerks' Corner: electronic copies of the A-Z Clerks' file to access model letters, references and resource material related to all aspects of clerking.

Development Governors: information and handouts from Development Governor Forums, governor role descriptions and resource materials relating to governor training and development.

Health & Safety Governors: information and handouts from Health and Safety governor forums and resource materials relating to Health and Safety.

Access & Inclusion (SEND) Governors: information and handouts from Access and Inclusion governor forums and resource materials relating to SEND.

Governor Newsletters and Governor Digests

DfE Guidance Documents

New Governor Welcome Pack and Resources

Model Policies

ORGANISATIONS OFFERING SUPPORT TO GOVERNORS

WBC Governor Services

Wokingham Borough Council, Shute End, Wokingham
RG40 1BN

Tel: 0118 974 6131

Fax: 0118 974 6135

Email: school.governors@wokingham.gov.uk

www.wokingham.gov.uk

ACE (Advisory Centre for Education)

Tel: 020 8888 3377

www.ace-ed.org.uk

Church of England

Tel: 020 7898 1000

www.churchofengland.org/education.aspx

DfE (Department for Education)

Tel: 0370 000 2288

www.gov.uk

Inspiring Governance

www.inspiringgovernance.org

National College for Teaching and Leadership

www.nationalcollege.org.uk

National Governors Association

Tel: 0121 237 3780

www.nga.org.uk

OFSTED (Office for Standards in Education)

www.ofsted.gov.uk

School Governors One Stop Shop

www.governorsforschools.org.uk/

Times Educational Supplement (TES)

Tel: 020 3194 3000

www.tes.co.uk

<p>www.gov.uk is a useful general portal with A-Z searches for central and local government.</p>

STATUTORY POLICIES AND PUBLICATIONS

Policy	LA Maintained	Academy	Review	Approval level
Admission arrangements	Yes	Yes	Annually	GB, LA, Academy Trust
Charging and remissions	Yes	Yes	Recommended annually	GB, individual governor or HT
Data protection	Yes	Yes	Recommended annually	GB, individual governor or HT
Protection of biometric information of children in schools and colleges	Yes	Yes	Recommended annually	GB
Register of pupils' admission to school and attendance	Yes	Yes	Live document	GB, individual governor or HT
School information published on a website	Yes	Yes	Live document	GB, individual governor or HT
School complaints	Yes	Yes	Recommended annually	GB, individual governor or HT
Capability of staff	Yes	Yes	Recommended annually	GB, individual governor or HT
Newly qualified teachers (NQTs)	Yes	Yes	Recommended annually	Governing body
Staff discipline, conduct and grievance (procedures for addressing)	Yes	Yes	Recommended annually	LA / Maintained: GB. Academies: GB, individual governor or HT
Single central record of recruitment and vetting checks	Yes	Yes	Live document	GB, individual governor or HT
Statement of procedures for dealing with allegations of abuse against staff	Yes	Yes	Recommended annually	GB, individual governor or HT
Teachers' pay	Yes	No	Annually	GB or LA
Accessibility plan	Yes	Yes	Every 3 years	GB, individual governor or HT
Child protection policy and procedures	Yes	Yes	Annually	GB or proprietor
Children with health needs who cannot attend school	Yes	Yes	Recommended annually	GB

Policy	LA Maintained	Academy	Review	Approval level
Designated teacher for looked-after and previously looked-after children	Yes	Yes	Recommended annually	GB
Early years foundation stage (EYFS)	Yes	Yes	Varies	GB can delegate
Special educational needs and disability	Yes	Yes	Annually	GB or proprietor
Supporting pupils with medical conditions	Yes	Yes	Recommended annually	GB
Sex and relationships education	Yes	No	Recommended annually	GB, individual governor or HT
Behaviour in schools	Yes	Yes	Recommended annually	HT can delegate
Behaviour principles written statement	Yes	No	Recommended annually	GB
School exclusion	Yes	Yes	Recommended annually	GB, individual governor or HT
Health and safety	Yes	Yes	Annually	Employer
First aid in schools	Yes	Yes	Recommended annually	Employer
Premises management documents	Yes	Yes	Recommended annually	GB, individual governor or HT
Equality information and objectives (public sector equality duty) statement for publication	Yes	Yes	Every 4 years	GB, individual governor or HT
Governors' allowances (schemes for paying)	Yes	No	Recommended annually	GB, individual governor or HT
Instrument of government	Yes	No	Recommended annually	GB
Register of business interests of headteachers and governors	Yes	Yes	Live document	GB can delegate approval subject to the local authority scheme
Careers guidance: details of your careers programme and a provider access statement	Yes	Yes	Recommended annually	GB

GB - Governing Body LA - Local Authority HT - Headteacher

RECRUITING NEW GOVERNORS

Sometimes it can be difficult recruiting new Governors. Please find the following suggestions to encourage prospective governors:

- Talk to those regular visitors to the school, e.g. parent helpers, community police officers, community safety officers etc.
- Research local businesses and find out if they would be interested from a corporate social responsibility standpoint.
- When the school has events, i.e. presentation evenings, parents evenings, open evenings, sports days and other social events, ensure that leaflets and posters are displayed encouraging people to become governors. Literature on 'Becoming a School Governor' is available from Governor Services.
- Ask current school staff and governors if they know of anyone who would be interested in becoming a school governor.
- Ask your Headteacher to approach other schools and find out if any staff would be interested in becoming a governor as part of their professional development.
- Ensure that your school website has a section on 'What You Have to do to Become a School Governor'.
- Contact your local parish magazine to ascertain if you could advertise for new governors.
- Ask a local charity if they have anyone who would be interested in becoming a school governor.
- Ask your local library or doctor's surgery if they would be willing to put up a poster on becoming a school governor.

External organisations that can support with governor recruitment are School Governors One Stop Shop at www.governorsforschools.org.uk or Inspiring Governance at <http://www.inspiringgovernance.org/>.

In addition, <https://www.academyambassadors.org/> recruit senior business leaders to serve on Multi Academy Trust Boards.

SAFER RECRUITMENT ONLINE TRAINING

At least one person on an interview panel should have undertaken Safer Recruitment training. This training is arranged through the NSPCC. This course is for Headteachers, governors, teachers and other school staff and no previous child protection training is required.

The link for this training is: <http://www.nspcc.org.uk/what-you-can-do/get-expert-training/safer-recruitment-education-course/>

Unfortunately this course is not compatible with iPads and mobile browsers.

There is a small charge of £30 per person to undertake this training.

UNIVERSAL SAFEGUARDING TRAINING

Children's Universal Safeguarding Level 1 e-learning & Level 2 classroom training is available and run by Children's Services Learning and Development. To book onto these sessions you should register yourself at:

<http://wokingham.learningpool.com/>

You will then receive an email to enable you to complete your registration which will only take a couple of minutes. If you have any problems, please click the FAQ button or email:

business.services@wokingham.gov.uk

An e-learning refresher training course on Safeguarding children is also available through the NGA Learning Link.

NATIONAL TRAINING FOR CHAIRS, CLERKS AND THE WHOLE GOVERNING BODY

There are a number of organisations who have been contracted by the Department for Education to offer governance leadership and clerking development programmes. For enquiries about these programmes please contact the providers directly.

This training is at an additional cost but subsidies are available from the DfE on a first come, first served basis.

Each provider will outline their own programme and costs for each area of the training. Some providers offer all of the training programmes whilst some just offer the Clerk development programme.

Further details about who the providers are and how to access their information can be found at:

<https://www.gov.uk/government/publications/licensees-professional-development-for-school-governors>

Please ensure that you locate providers covering 'South East England'.

GOVERNOR TRAINING PACKAGE

Schools receive a copy of the Services for Schools Brochure which is also available on the Wokingham Schools Hub website. The training package includes:

- Unlimited access to an extensive annual training programme for governors and clerks, plus access to the governor E-Learning training package.
- Confidential guidance and support to governing bodies and clerks.
- Comprehensive induction training package and materials for all new governors and clerks.
- Entitlement to one in-house session on request at a reduced cost of £300. These will be tailored to the specific needs of each governing body, wherever possible.
- Termly briefings for Chairs of Governors and clerks.
- Forums focusing on Access and Inclusion, Development, Health and Safety, Safeguarding and Looked After Children.
- Entitlement to a one to one meeting for the Chair of Governors to provide specific support and advice.

Non-subscribing schools may book onto any training courses and briefings and request in-house sessions on a 'pay-as-you-go' basis. E-learning is only available for subscribing schools.

The cost for 2020/21 training package is:

£1250 Maintained Schools

£1600 Academies and Free Schools Gold Package *

£1100 NEW: Academies and Free Schools Silver Package

Includes attendance at all Chairs' Briefings, all Clerks' Forums, and two places on the New Governor Induction Course per year.

*Discounts are available for MATS

WHOLE GOVERNING BODY TRAINING SESSIONS

Whole governing body training is available to all governing bodies as part of the training package at a preferential rate of **£300**.

Governors have valued the opportunity to participate in in-house group training tailored to their particular school. Cluster group training is also encouraged where appropriate.

Whole governing body training sessions have included:

- **How to be an Effective Governing Body**
- **Self-Evaluation of the Board**
- **Visioning Workshop to Identify Your School Vision**
- **Understanding Your School's Data**
- **The Roles & Responsibilities of the Governing Body**

If you have a bespoke topic that is not listed above please contact us.

Non-subscribing schools may use this service at a cost of £520 per session.

If you require further information on any of these topics, please contact Vicky Lewendon on 974 6131.

HOW TO APPLY FOR TRAINING

Please book with Governor Services as follows:

Post: Shute End, Wokingham RG40 1WN
Telephone: 0118 974 6955
Fax: 0118 974 6135
E-mail: school.governors@wokingham.gov.uk

Courses must have a minimum number of ten delegates, unless stated otherwise. If delegate numbers are fewer than this, we may have to cancel and notify governors accordingly. If a course is oversubscribed, we will endeavour to repeat it.

There is no charge for governors from subscribing schools to attend courses or briefings.

Notes for Non-Subscribing Schools:

Governors from non-subscribing schools are welcome to attend any courses. The cost per delegate is as follows:

One evening course:	£145
Two evening course:	£250
New Governor Induction (day or evening):	£335
Briefings or Forums	£80

Charges will be made to your school at the end of each term.

For more information on our traded services, please contact Vicky Lewendon on 0118 974 6131.

Non-attendance:

All delegates are required to send apologies if unable to attend a course. If apologies are not received, a **£50** fee may be charged to subscribing schools. **Non subscribing schools may still be liable for the cost of the course if we receive less than 24 hours' notice of cancellation or if delegates fail to attend.**

VENUES FOR TRAINING

Unless stated otherwise, training is held at:

Wokingham Borough Council Offices

Shute End
Wokingham
RG40 1BN

Free parking is available on site from **6pm**.

Daytime parking with incurred charges is available at:

Carnival Multi-Story Car Park

Wellington Road
Wokingham
RG40 2AF

Where stated, some daytime courses are held at:

Alder Grove Primary School

Alder Grove
Shinfield
RG2 9RA

Free parking is available on site.

Any ICT related courses are held in the ICT Training Suite at:

Keep Hatch Primary School

Ashridge Road
Wokingham
RG40 1PG

Free parking is available on site.

E-LEARNING COURSES

All schools that buy into our traded service have access to online training modules through the NGA Learning Link. To register, visit: **<https://nga.vc-enable.co.uk/Register>** and fill in your details. Under 'Group', search for your school by name or postcode and select. The following modules are currently available:

NEW: Planning for Succession in the Governing Board
--

Guidance and practical steps for preparing and reviewing a succession plan for chairing roles on their board and encouraging their ongoing learning and development. Learners will review the characteristics of good chairing, reflect on barriers to succession planning, develop a suitable structure for succession, and become equipped with takeaway tools, strategies and knowledge to plan for the future of their own board
--

NEW: School Improvement – Arts and Cultural Education
--

Centred around the essential curriculum, this module aims to empower school governors and trustees on how arts and cultural education can be used for school improvement
--

NEW: Effective MAT Governance

Focusses on six fundamental areas of effective governance: Organisational identity, governance structures, Trust board effectiveness, engagement with stakeholders, effective accountability of the executive leadership, and impact on pupil outcomes

Academies

Provides a comparison between the old and new style academies An exploration of the financial issues relating to academies Outlines the conversion process and the establishment of an Academy Trust
--

Constitution of the Governing Body

Know how different types of governing board are made up and the options of the governing board Understand the principles behind the current regulations on how a board should be constituted and how to recruit the right people

Different Models of Governance

Raise awareness of the different models of governing board currently in use in schools
Improve understanding of different models of governance
Consider the benefits and/or implications of working in partnership with other governing boards

Early Years Education

To help governors fulfil their statutory duties in relation to the provision of Early Years education in their school.
Provide a clear picture of current Early Years provision and its development and directed access to a wide range of sources

Educational Visits – the Governance Role

Details the types and purpose of educational visits
Explain the need for clear procedures relating to risk assessments
Outline the governing boards responsibility for ensuring the safety and welfare of pupils

Equality and Diversity

Relevant equality legislation and the categories of discrimination and associated unacceptable behaviour
The governing board's responsibilities, the importance of Equality Impact Assessments their contribution to the school's equality and diversity policies and procedures

E-Safety for Governors and Trustees

The board's role and responsibilities and how to discharge these in relation to areas such as e-safety, acceptable use; cyberbullying and trolling; unsuitable or inappropriate content; violent gaming and its impact on young people's brain development and behaviour; sexting; child sexual exploitation; identity theft and reporting concerns

Exclusions

Understand the process and procedures of exclusions and what is expected of governors
How the place of exclusions as a sanction sit in the school's behaviour and SEN policies
The implications for the child or young person, their family and the school

Getting it Right as a Staff Governor

The law relating to staff governors/trustees
Staff governors/trustees and the constitution of the governing board
Eligibility of individuals
Election of staff governors/trustees
The role of the staff governor/trustees
Some aspects of governance to consider

Getting to Know the Law

Understand an important part of the clerk's role and be familiar with key documents for maintained schools and academies
Be able to intervene confidently and appropriately

Governance of a Church School

Explains the history and key characteristics of Church schools
Overview of the strategic responsibilities involved in Church school governance and the difference between Ofsted inspections and the Section 48 inspection process

Governing Board's Role in School Improvement

Understand your strategic role in facilitating school improvement whilst avoiding micro-managing implementation of your schools improvement strategy
Understand the importance of gathering and analysing good quality data about your schools performance

Governing Body Duties on Compliance

Know the statutory requirements and where to go for information
Be equipped to help organise your governing board's work so that it responds to all statutory requirements efficiently and effectively

Governors' Visits to Schools

Explain the importance of visits by members of the governing board
Understand the benefits of whole-school agreed protocols for visits
How to plan or review a whole-school policy on visits to the school

Handling Delicate Situations

Know what kind of problems may arise in a governing board and how you can help to tackle them
Understand the role of different people on the governing body

Headteacher Appraisal and Capability

Explain the governing board's statutory duties in relation to the appraisal and capability of their school's headteacher.

Outlines the aims and purpose of the appraisal and capability process

How to take appropriate action where there are doubts about a headteacher's capability

Headteacher Recruitment

What those governing need to consider in relation to the future of their own school organisation

The stages of a well-planned and executed recruitment process

Headteacher induction and succession planning

Health and Safety

Essential health and safety responsibilities of governors and trustees.

Outlines legal duties in relation to health and safety where to obtain

further information about key Health and Safety areas.

Key Functions of the Governing Board

Understand the governing board's key functions and framework

Consider how effectively the governing body performs these functions

Review how your governing board is involved at a strategic level.

Looked After Children

Provides a definition of a "looked after" child

Explains the governing board's key roles and responsibilities regarding looked after children

Helps governors to assess how effectively the governing board carries out its responsibilities

Managing Academy Finance

Provides an understanding of academy finances and the different levels of responsibility and accountability involved

Procedures relating to financial management and approaches for monitoring and evaluating the use of academy trust's finances.

Monitoring and Evaluation

Identify the governing body's role in school improvement

Focus on the monitoring and evaluation stages of the process

Discuss the school strategy, the purpose and content of the headteacher's / executive leader's report and governor visits to school

Monitoring Performance Data and Targets

Understand how your governing board can use your school's performance data to monitor performance
The target-setting requirements for your school and how you can monitor your school's progress against targets

Ofsted Inspection of Schools

Have an overview of the school inspection process and what Ofsted requires of the school and governing board
Outline the evidence on which inspectors base their judgements and the criteria by which the effectiveness of the governing body is judged

Pupil Premium

To help governors and trustees fulfil their strategic role in the effective and efficient management of the school's use of the Pupil Premium Grant, in order to raise the attainment of LAC, FSM and the children of serving members of HM Forces.
How to understand good quality data raising attainment for these target groups and the tools and resources to support this task

Role of the SEND Governor / Trustee

Carry out your duties as the governor or trustee responsible for SEND
Provide information to support schools in achieving high expectations and good outcomes for all pupils including those with SEND

Safeguarding

Recognise the role your governing board plays in the safeguarding of children and young people.
Explain the importance of implementing and maintaining appropriate safeguarding practice in schools, and offers questions that those governing can ask to ensure they are not simply aware of the school's practices, but can be involved in making sure they work.

School Teacher Appraisal and Capability

Outline the regulations and how they affect the school
Understand how the regulations should be embedded into the school's policy and practice
Overview of what is expected of the governors

Understanding Schools Finance

Explores how local authorities are funded for schools
Explains the schools funding formula and additional schools funding
Good financial management practice and medium term financial

CLERKS: Introduction to Clerking Maintained Schools

The legal framework and function of clerking a governing body

CLERKS: Introduction to Clerking Academies

How governance and clerking varies in an academy setting

CLERKS: Clerking an Interim Executive Board

Why IEBs are established, what they have to do and how clerking them differs from clerking a governing board

CLERKS:: Clerking a Trust or Academy Committee

Understand the terminology used in the governance of academies and the powers and responsibilities of committees

CLERKS: Preparing for a Meeting

Understand how agendas are compiled, and what sort of items should be discussed at a meeting of the FGB or a committee

CLERKS: Recording a Meeting

Understand the principles behind good minutes and how to strike the right balance between recording too much and recording too little

CLERKS: Supporting the Governing Board in Raising Standards

Why much of the GB's work focuses on pupil progress and the part clerks can play the governing board perform its role

CLERKS:: Governors and Ofsted

Why schools are inspected and what inspectors look at
Help the GB to prepare and the actions needed post inspection

CLERKS:: The Clerk's Role in the Appointment of the HT or DHT

The legal framework for HT and DHT appointments and be able to advise and provide practical support to the governing body

CLERKS: Helping Struggling Governing Bodies

Understand how and why a school's performance may be judged as inadequate and the clerk's role in helping to move it forward

CLERKS: The Clerk as Co-ordinator of Continuing Professional Development

The development needs of governors at different stages of their time as governors and what types of training is available

INDUCTION MODULES FOR NEW GOVERNORS OR AS REFRESHER TRAINING FOR EXISTING GOVERNORS

1. Governance: Your role, your responsibilities, your organisation
<p>Understand what governance is and the role it plays in educational establishments;</p> <p>Understand the effect of governance on a school and the students;</p> <p>Identify the type of school you will govern in and how it differs from others;</p> <p>Identify the type of governing board you will join and how it differentiates from the others;</p> <p>Develop your skills and knowledge of working as a governing body.</p>
2. Your organisation: understanding school structures and what children should learn
<p>Understand your role in helping the school organisation to achieve its core purpose;</p> <p>Identify the education that your school organisation should provide;</p> <p>Support the school organisation in providing opportunities for all children;</p> <p>Understand how and why learning is assessed;</p> <p>Identify the role of Ofsted and its impact upon the school organisation.</p>
3. Strategy: Living your values, reaching your vision, managing the risk
<p>Identify how the school fits within national and local contexts;</p> <p>Explain the vision and ethos of the school organisation and how it is implemented;</p> <p>Understand how to set and evaluate strategy, maintain a strategic vision and stay strategic;</p> <p>Identify the school year cycle and the timings of activities key for the organisation and for governance;</p> <p>Understand how to identify and manage risk and the governance role.</p>
4. Progress and attainment: using data to improve educational outcomes
<p>Understand how to interpret progress and attainment;</p> <p>Know where and how to obtain the source of information required to measure progress and attainment;</p> <p>Identify factors which affect achievement;</p> <p>Demonstrate an understanding of how to use data for school improvement;</p> <p>Use information from appropriate sources as supportive evidence for monitoring and challenge.</p>

5. Resources: Making the most of what you've got

Understand the strategic and compliance roles of the governing board and the context in which governance operates;
Demonstrate an understanding of effective financial management and the role of the governing board;
Understand how your school organisation is funded and resourced;
Understand how to set, evaluate and monitor your organisation's budget;
Understand how to evaluate your organisation's use of its resources and approaches available to achieve value for money and financial efficiency.

6. Working Together: Building the team and improving the organisation

Understand how to work collaboratively with the headteacher or other senior executive leaders and the senior leadership team;
Appreciate the performance management role of governance;
Understand the responsibilities of the school as an employer;
Demonstrate the ability to engage with parents, carers and other stakeholders in an appropriate manner;
Identify ways in which your organisation, its staff and students can work in partnership with other schools and organisations to improve outcomes for pupils.

7. Compliance: Assuring your organisation, keeping it safe, secure and solvent

An understanding of what 'compliance' means for those in governance;
A summary of the board's key duties and responsibilities in assuring that if it meets its compliance duties, and signposting to more detailed information, guidance and resources to help the board understand in more detail;
An understanding of the possible consequences of non-compliance;
A general approach to managing compliance as a governing board;
An understanding of areas for compliance not already dealt with elsewhere in this suite of modules; what is expected of those in governance and approaches to meeting these expectations.

8. Effectiveness: Governance making an impact, changing lives

Identify and apply the essential elements of effective governance;
Participate in meetings and contribute to their effectiveness;
Evaluate your own individual impact;
Evaluate your collective impact;
Steps to improve your effectiveness and that of your governing body.

GOVERNOR TRAINING MATRIX

This matrix outlines the courses recommended for individual governors and trustees. Everyone is welcome to attend the majority of courses and this is reflected in the end column. Courses have also been linked to the four Ofsted inspection areas.

	Chairs /Vice-Chair/Chair of Committee	Health and Safety	Safeguarding	Finance Committee	Personnel Committee	Curriculum Committee	Headteachers' Appraisal	Hearings/Appeals	Any Governor	Ofsted – Quality of Teaching	Ofsted – Behaviour & Attitudes	Ofsted – Personal Development	Ofsted – Leadership & Management
Chairs Briefing	X												X
Safeguarding Forum			X										X
Health & Safety Forum		X											X
Access & Inclusion Forum						X							X
LAC Forum													X
Development Forum									X				X
Universal Safeguarding			X						X				X
Safer Recruitment			X		X				X				X
Board Self Evaluation	X								X				X
Ofsted Framework						X			X	X	X	X	X
Grips with Curriculum						X			X	X			X
Data for Support & Challenge										X			X
Aspiring Chairs	X								X				X
Effective Governance	X								X				X
Parental Complaints								X	X				X
Finance – Academies				X					X				X
Finance – Maintained				X					X				X
School Admissions									X				X
Introduction to Personnel	X				X		X						X
Headteacher Appraisal							X						X
ICT for Governors						X					X		X

CHAIRS' BRIEFINGS

These are termly briefings at which all governing bodies are invited to be represented by their Chair or by another governor or trustee.

The briefings are led by the Head of Learning, Achievement and Partnership with WBC officers, as appropriate. There will be time allowed for questions and discussion of a topic of your choice, and an opportunity to network within cluster groups or federation and education specialists.

SUMMER TERM (CHR202)	Wednesday 20 th May 2020 7:00 to 9:00pm	Council Offices, Shute End
AUTUMN TERM (CHR203)	Wednesday 21 st October 2020 7:00 to 9:00pm	Council Offices, Shute End
SPRING TERM (CHR211)	Tuesday 9 th February 2021 7:00 to 9:00pm	Council Offices, Shute End

All Chairs of Governors will receive a letter or email providing an agenda prior to each meeting.

Please book a place as it will help us to plan numbers. There is a charge of £80 per delegate for non-subscribing schools.

ACCESS AND INCLUSION FORUM

The Access and Inclusion Forum is an opportunity for governors and trustees with an interest or responsibility for Special Educational Needs and Disability to meet twice a year.

Each meeting has a focus and there is an opportunity to meet other Access and Inclusion governors and trustees to share ideas and good practice.

Someone on the board...should know the requirements relating to the education of children with Special Educational Needs and Disabilities (SEND).

Competency Framework for Governance

SUMMER TERM (SEN201)	Thursday 18 th June 2020 7:00 to 9:00pm	Council Offices, Shute End
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If you are registered on our database as the school's Access and Inclusion Governor you will receive a reminder two weeks before the meeting. If we do not have details of your schools' Access and Inclusion Governor, information will be sent to the Chair or Clerk.

Please book a place as it will help us to plan numbers. There is a charge of £80 per delegate for non-subscribing schools.

DEVELOPMENT FORUM

These are informal meetings to which the Development Governor from each school is invited, although others are welcome to attend. The purpose of the meetings is an exchange of information between Governor Services and governors on CPD, training and development and to share good practice.

Inspectors will consider...the effectiveness of governors in discharging their core statutory functions and how committed they are to their own development as governors in order to improve their performance.

Inspection Handbook

SUMMER TERM (DEV201)	Tuesday 19 th May 2020 7:00 to 8:30pm	Council Offices, Shute End
AUTUMN TERM (DEV202)	Tuesday 17 th November 2020 7:00 to 8:30pm	Council Offices, Shute End

If you are registered on our database as the school's Development Governor, you will receive a reminder two weeks before the meeting. If we do not have details of your schools' Development Governor, information will be sent to the Chair or Clerk.

Please book a place as it will help us to plan numbers. There is a charge of £80 per delegate for non-subscribing schools.

HEALTH & SAFETY FORUM

The Health & Safety Forum is an opportunity for governors or trustees with an interest or responsibility for Health & Safety to meet twice a year.

Each meeting has a focus and governors will also be given the opportunity to meet others and to share ideas and good practice.

Someone on the board should...know the duties and responsibilities in relation to health and safety in education.

Competency Framework for Governance

AUTUMN TERM (H&S202)	Wednesday 25 th November 2019 7:00 to 9:00pm	Council Offices, Shute End
SPRING TERM (H&S212)	Thursday 25 th March 2020 7:00 to 9:00pm	Council Offices, Shute End

If you are registered on our database as the school's Health & Safety Governor you will receive a reminder two weeks before the meeting. If we do not have details of your schools' Health & Safety Governor, information will be sent to the Chair or Clerk.

Please book a place as it will help us to plan numbers. There is a charge of £80 per delegate for non-subscribing schools.

SAFEGUARDING FORUM AND LOOKED AFTER CHILDREN FORUM

These forums are an opportunity for governors and trustees with an interest or responsibility for Safeguarding or Looked After Children to meet annually.

Someone on the board should...know the requirements relating to the safeguarding of children in education including the Prevent duty.

Competency Framework for Governance

SAFEGUARDING: AUTUMN TERM (SAF201)	To be scheduled when appropriate	Council Offices, Shute End
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Inspectors will consider the extent to which leaders, managers and governors: ...actively promote equality and diversity, tackle bullying and discrimination and narrow any gaps in achievement between different groups of children and learners.

Inspection Handbook

LOOKED AFTER CHILDREN SPRING TERM (LAC202)	To be scheduled when appropriate	Council Offices, Shute End
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If you are registered on our database as the Safeguarding or Looked After Children Governor, you will be contacted with when dates are scheduled.

Please book a place as it will help us to plan numbers. There is a charge of £80 per delegate for non-subscribing schools.

CLERKS' FORUM

All clerks are recommended to attend to ensure they keep up to date with local issues, legislative and statutory requirements, to share good practice and to develop the skills and knowledge to best support their boards. The sessions include relevant discussion topics plus training to aid professional development. Activities focus on developing the four pillars of the DfE Clerking Competency Framework:

Understanding Governance	Advice and Guidance
Administration	People & Relationships

SUMMER TERM		
Wednesday 29 th April 2020 (CLK202)	10:00 to 11:30am	Alder Grove, Shinfield
	7:00 to 8:30pm	Council Offices, Shute End
AUTUMN TERM		
Thursday 24 th September 2020 (CLK203)	10:00 to 11:30am	Alder Grove, Shinfield
	7:00 to 8:30pm	Council Offices, Shute End
SPRING TERM		
Thursday 21 st January 2020 (CLK211)	10:00 to 11:30am	Alder Grove, Shinfield
	7:00 to 8:30pm	Council Offices, Shute End

Agendas are emailed prior to each briefing. Please book a place as it will help us to plan numbers. There is a charge of £80 per delegate for non-subscribing schools.

NEW GOVERNOR / TRUSTEE INDUCTION

Once we are notified of the appointment of a new governor or trustee, we automatically book them onto the next available induction course

TARGET AUDIENCE: All new governors and trustees	
AIMS To outline the purpose, role and responsibilities of governance, and to increase confidence to fulfill an effective role within the governing body	
CONTENT The strategic role of governors/ trustees The role of the Critical Friend Governing bodies and accountability	
<i>Everyone on the board should...know the role, responsibilities and accountabilities of the board, and its three core functions.</i>	
Competency Framework for Governance	
DURATION	Two evening sessions (attendance is required at both) or one whole day
Summer Term	Evening Sessions Wednesday 17 th June <u>and</u> Wednesday 24 th June 2020 7:00pm to 9:30pm
Autumn Term	Day Session Friday 20 th November 2020 9:30am to 3:00pm
Spring Term	Evening Sessions Wednesday 24 th February <u>and</u> Wednesday 3 rd March June 2021 7:00pm to 9:30pm
VENUE	Council Offices, Shute End

NEW CLERK INDUCTION

To enable new clerks to swiftly play an effective role in supporting their boards. This training is only available to schools who subscribe to our traded service. Please notify us as soon as you have appointed a new clerk and will invite them to attend this training at a mutually convenient time.

TARGET AUDIENCE

Newly appointed Clerks

AIMS

To outline the role of the clerk in contributing to the effectiveness, productivity and compliance of the governing body

To explain the key responsibilities of the clerk

To offer support and guidance

CONTENT

Overview of school governance

The responsibilities of the clerk

Outline of available administrative and organisational support

Guidance on procedural matters relating to the operation of the governing body.

Information about useful resources and sources of information

Professional-quality clerking is about much more than taking minutes to record the discussions and decisions of the board. It is also about providing governing boards with expert advice on governance, procedures and compliance and directly contributing to its efficient conduct.

Clerking Competency Framework

DURATION

2 hour session usually on a 1:1 basis

VENUE

Can be arranged at Alder Grove, Shinfield or Council Offices, Shute End as appropriate

NEW: BOARD SELF-EVALUATION AND COMPLIANCE (GOV206)

TARGET AUDIENCE All governors and trustees	
AIMS To provide an understanding of your strengths and areas for improvement. How to ensure that you are legally compliant.	
CONTENT <ul style="list-style-type: none"> ◆ Outlining the benefits of skills audits ◆ Explanation of self-evaluation tools ◆ Understanding the legal requirements for compliance ◆ Overview of how to become an effective governing body 	
<i>Everyone on the board should...contribute to self-evaluation processes to identify strengths and areas for board development</i>	
Competency Framework for Governance	
DATE & TIME	Thursday 4 th June 2020 7:00 to 9:00pm
VENUE	Council Offices, Shute End

FINANCIAL TRAINING FOR GOVERNORS / TRUSTEES OF ACADEMIES OR FREE SCHOOLS (GOV207)

TARGET AUDIENCE	
All governors and trustees, particularly those on Finance Committees	
AIMS	
To provide a basic knowledge of academy/free school funding and finance procedures	
To explain the process for monitoring school budgets	
To enable governors and trustees, in their strategic role and to effectively allocate resources to meet the objectives of the school, whilst ensuring value for money	
CONTENT	
<ul style="list-style-type: none"> ◆ An overview of the school budget and how it is made up. ◆ Strategic role of the governing body in managing the school's financial resources. ◆ Good practice guidelines in monitoring and evaluation. ◆ The difference between academies and maintained schools / audit trail. 	
<i>The trustees must ensure regularity and propriety in use of the trust's funds, and achieve economy, efficiency and effectiveness – the three key elements of value for money.</i> Academies Financial Handbook	
DATE & TIME	Tuesday 9 th June 2020 7:00 to 9:00pm
VENUE	Council Offices, Shute End

SCHOOL ADMISSIONS – UNDERSTANDING THE CODE (GOV208)

TARGET AUDIENCE	
All governors and trustees, particularly those who manage their own admissions arrangements	
AIMS	
To provide a key overview of the School Admissions Code	
CONTENT	
<ul style="list-style-type: none"> ◆ To look at the School Admissions Code and what it means for schools. ◆ How you can review your school's admissions numbers ◆ How allocations of places are made ◆ The process for parents' rights to appeal 	
<i>Everyone on the board should know...the relevant indicators for monitoring behaviour and safety including information about admissions...</i>	
Competency Framework for Governance	
DATE & TIME	Monday 22 nd June 2020 7:00 to 9:00pm
VENUE	Council Offices, Shute End

COMPUTING AND ICT AN OVERVIEW FOR GOVERNORS AND TRUSTEES – INCLUDING ONLINE SAFETY (GOV209)

TARGET AUDIENCE	
All governors and trustees, particularly those with responsibilities for or an interest in ICT	
AIMS	
To provide background information in relation to current ICT initiatives in schools and link governor responsibilities	
CONTENT	
<ul style="list-style-type: none"> ◆ The technology context of today, its impact on social change and curriculum content ◆ Policy and leadership within your school ◆ Your school's infrastructure ◆ Governor responsibilities in safeguarding ◆ Online safety education and training within your school ◆ Changes in Ofsted - standards and inspection 	
<i>Everyone on the board...is open to taking-up opportunities, when appropriate, to attend training and any other opportunities to develop knowledge, skills and behaviours.</i> Competency Framework for Governance	
DATE & TIME	Thursday 9 th July 2019 7:00 to 9:00pm
VENUE	ICT Training Suite, Keep Hatch Primary School

APPRAISAL AND CAPABILITY – THE GOVERNOR REVIEWER’S ROLE IN HEADTEACHER APPRAISAL (GOV2010)

TARGET AUDIENCE	
All governors and trustees involved in appraisal of the Headteacher.	
AIMS	
To consider the process of reviewing the Head’s performance. To enable governors and trustees to carry out an effective planning and review meeting.	
CONTENT	
<ul style="list-style-type: none"> ◆ Understand roles and responsibilities of the Headteacher, Governor Reviewers and the External Adviser ◆ How to prepare for and conduct the planning and review meeting ◆ Transition to capability procedures ◆ Explore and practice objective setting 	
<i>Everyone on the board...feels confident in approving and applying the system for performance management of executive leaders</i>	
Competency Framework for Governance	
DATE & TIME	Wednesday 30 th September 2020 7:00 to 9:30pm
VENUE	Council Offices, Shute End

UNDERSTANDING THE OFSTED FRAMEWORK (GOV2011)

TARGET AUDIENCE	
All governors and trustees	
AIMS	
To explore the 2019 Inspection framework and consider the implications in relation to their school context	
CONTENT	
<ul style="list-style-type: none"> ◆ Overview of the new framework ◆ Understanding the supporting research evidence base ◆ Focus on implications for governance ◆ Suggested areas for school-based reflection 	
<i>Everyone on the board should...know the purpose, nature and processes of formal accountability and scrutiny and what is required by way of evidence.</i>	
Competency Framework for Governance	
DATE & TIME	Wednesday 7 th October 2020 7:00 to 9:00pm
VENUE	Council Offices, Shute End

NEW: ASPIRING CHAIRS

(GOV2012)

TARGET AUDIENCE	
All governors and trustees who are considering taking on the role of the Chair of Governors	
AIMS	
To outline the roles and responsibilities of the Chair of Governors, and equip any governor or trustee with the tools to take on the role confidently and effectively.	
CONTENT	
<ul style="list-style-type: none"> ◆ Introduction to the role of the Chair ◆ How to work effectively with the Headteacher ◆ How to work with a team of governors ◆ Leading and managing governors' work 	
<i>The Chair of Governors should... lead the board and executive leaders in ensuring operational decisions contribute to strategic priorities</i> Competency Framework for Governance	
DATE & TIME	Thursday 15 th October 2020 7:00 to 9:00pm
VENUE	Council Offices, Shute End

FINANCIAL TRAINING FOR MAINTAINED SCHOOL GOVERNORS (GOV2013)

TARGET AUDIENCE	
All governors of maintained schools, but particularly those on Finance Committees	
AIMS	
To provide an overview of school funding and finance procedures	
To explain the process for monitoring school budgets	
To understand the strategic role to effectively allocate resources to meet the objectives of the school, whilst ensuring value for money	
CONTENT	
♦ An overview of the school budget and how it is made up	
♦ The role of the board in managing school resources	
♦ Good practice guidelines in monitoring and evaluation	
♦ Using the DFE schools benchmarking website	
<i>Everyone on the board should know...the financial policies and procedures of the organisation, including its funding arrangements, funding streams and its mechanisms for ensuring financial accountability.</i>	
Competency Framework for Governance	
DATE & TIME	Thursday 12 th November 2020 7:00 to 9:00pm
VENUE	Council Offices, Shute End

INTRODUCTION TO PERSONNEL (GOV2014)

TARGET AUDIENCE	
All governors or trustees, particularly those recently appointed to staffing and personnel committees	
AIMS	
To provide an overview of education employment law and the roles and responsibilities of governor and trustees.	
CONTENT	
<ul style="list-style-type: none"> ◆ The governing body's roles and responsibilities in personnel matters, in particular appointments and dismissal of staff. ◆ The relationship between the Headteacher and the governors. ◆ An overview of significant employment legislation and its relevance in a school setting. 	
<i>Someone on the board should know...the human resource (HR) education policy and the organisation's processes in relation to teachers' pay and conditions and the role of governance in staffing reviews, restructuring and due diligence</i>	
Competency Framework for Governance	
DATE & TIME	Thursday 19 th November 2020 7:00 to 9:00pm
VENUE	Council Offices, Shute End

NEW: USING DATA TO SUPPORT AND CHALLENGE (GOV2015)

TARGET AUDIENCE	
All governors and trustees	
AIMS	
To understand school ISDR; Inspection Data Summary Report	
To explore how information in ISDR can be used to support and challenge school leaders	
CONTENT	
<p>◆What does ISDR tell us about school performance?</p> <p>◆How can this help to inform our role to support and challenge school standards?</p>	
<p><i>Educational improvement:</i></p> <p><i>.....enable the board to know that the information that they are receiving about the educational performance of children and young people is accurate, to challenge appropriately where necessary.</i></p> <p>Competency Framework for Governors</p>	
DATE & TIME	Tuesday 24 th November 2020 6.30 to 8.30pm
VENUE	Council Offices, Shute End

HOW TO HANDLE PARENTAL COMPLAINTS

(GOV211)

TARGET AUDIENCE All governors and trustees	
AIMS To enable governors and trustees to consider strategies to respond appropriately to various concerns that may be raised by parents.	
CONTENT <ul style="list-style-type: none"> ◆ Appropriate routes for complaints raised by parents ◆ Levels of parent satisfaction/ dissatisfaction and reasons for making complaints. ◆ Scenarios for discussion. ◆ Concerns v complaints. ◆ Stages of a complaint. ◆ Opportunity to explore in a collaborative workshop issues brought by other participants. ◆ Some situations that have happened in the past. 	
<p><i>Everyone on the board should know...the importance of adhering to organisation policies e.g. on parental complaints...</i></p> <p style="text-align: center;">Competency Framework for Governance</p>	
DATE & TIME	Monday 1 st March 2021 7:00 to 9:00pm
VENUE	Council Offices, Shute End

GETTING TO GRIPS WITH THE CURRICULUM

(GOV212)

TARGET AUDIENCE	
All governors and trustees of primary schools	
AIMS	
To provide an overview of the Primary Curriculum and look at matching the curriculum to your school circumstance.	
CONTENT	
<ul style="list-style-type: none"> ◆ The moral imperative for curriculum design ◆ An overview of the curriculum: <ul style="list-style-type: none"> Foundation stage KS1 KS2 ◆ Alternative curriculum models ◆ Raise awareness of the role of governors in curriculum development 	
<p><i>Everyone on the board should know...the rationale for the chosen curriculum and how this both promotes the ethos of the organisation and meets the needs of the pupils/students</i></p> <p style="text-align: center;">Competency Framework for Governance</p>	
DATE & TIME	Tuesday 9 th March 2021 6:30 to 8:30pm
VENUE	Council Offices, Shute End

NEW: EFFECTIVE GOVERNANCE

(GOV213)

TARGET AUDIENCE All governors and trustees	
AIMS Understanding what skills and knowledge contribute to carrying out the core functions of governance	
CONTENT <ul style="list-style-type: none"> ◆ Legal requirements of the governing body ◆ How to build relationships with colleagues and stakeholders ◆ How to develop the commitment to challenge ◆ Knowing your school through data and governor visits 	
<i>Everyone on the board...uses active listening effectively to build rapport and strong collaborative relationships.</i>	
Competency Framework for Governance	
DATE & TIME	Thursday 18 th March 2021 7:00 to 9:00pm
VENUE	Council Offices, Shute End

PERSONAL REMINDER & RECORD

SUMMER TERM 2020				
CORE PROGRAMME AND BRIEFINGS			Booked	Attended
CLK202	Clerks' Forum	Wed 29 th April		
DEV201	Development Governors' Forum	Tues 19 th May		
CHR202	Chairs' Briefing	Wed 20 th May		
SEN201	Access & Inclusion Forum	Thurs 18 th June		
GOVIND	New Governors' Induction (two-part evening course)	Wed 17 th and Wed 24 th June		
COURSES				
GOV206	Board Self- Evaluation and Compliance	Thurs 4 th June		
GOV207	Finance Training for Academies	Tues 9 th June		
GOV208	Admissions – Understanding the Code	Mon 22 nd June		
GOV209	Computing and ICT	Thurs 9 th July		

AUTUMN TERM 2020				
CORE PROGRAMME AND BRIEFINGS			Booked	Attended
CLK203	Clerks' Forum	Thurs 24 th Sep		
CHR203	Chairs' Briefing	Wed 21 st Oct		
DEV202	Development Governors' Forum	Tues 17 th Nov		
GOVIND	New Governor Induction (day)	Fri 20 th Nov		
H&S202	Health & Safety Forum	Wed 25 th Nov		
COURSES				
GOV2010	Appraisal & Capability	Wed 30 th Sep		
GOV2011	Ofsted Framework	Wed 7 th Nov		
GOV2012	Aspiring Chairs	Thurs 15 th Oct		
GOV2013	Finance Training for Maintained Schools	Thurs 12 th Nov		
GOV2014	Introduction to Personnel	Thurs 19 th Nov		
GOV2015	Using Data to Support and Challenge	Tues 24 th Nov		

SPRING TERM 2021


CORE PROGRAMME AND BRIEFINGS			Booked	Attended
CLK211	Clerks' Briefing	Thurs 21 st Jan		
CHR211	Chairs' Briefing	Tues 9 th Feb		
H&S212	Health & Safety Forum	Thurs 25 th Mar		
GOVIND	New Governor Induction (two-part evening course)	Wed 24 th Feb and Wed 3 rd Mar		
COURSES				
GOV211	How to Handle Parental Complaints	Mon 1 st Mar		
GOV212	Getting to Grips with the Curriculum	Tues 9 th Mar		
GOV213	Effective Governance	Thurs 19 th Mar		

2020 Calendar

	January	February	March	April
Monday	6 13 20 27	3 10 17 24	2 9 16 23 30	6 13 20 27
Tuesday	7 14 21 28	4 11 18 25	3 10 17 24 31	7 14 21 28
Wednesday	1 8 15 22 29	5 12 19 26	4 11 18 25	1 8 15 22 29
Thursday	2 9 16 23 30	6 13 20 27	5 12 19 26	2 9 16 23 30
Friday	3 10 17 24 31	7 14 21 28	6 13 20 27	3 10 17 24
Saturday	4 11 18 25	1 8 15 22 29	7 14 21 28	4 11 18 25
Sunday	5 12 19 26	2 9 16 23	1 8 15 22 29	5 12 19 26

	May	June	July	August
Monday	4 11 18 25	1 8 15 22 29	6 13 20 27	3 10 17 24 31
Tuesday	5 12 19 26	2 9 16 23 30	7 14 21 28	4 11 18 25
Wednesday	6 13 20 27	3 10 17 24	1 8 15 22 29	5 12 19 26
Thursday	7 14 21 28	4 11 18 25	2 9 16 23 30	6 13 20 27
Friday	1 8 15 22 29	5 12 19 26	3 10 17 24 31	7 14 21 28
Saturday	2 9 16 23 30	6 13 20 27	4 11 18 25	1 8 15 22 29
Sunday	3 10 17 24 31	7 14 21 28	5 12 19 26	2 9 16 23 30

	September	October	November	December
Monday	7 14 21 28	5 12 19 26	2 9 16 23 30	7 14 21 28
Tuesday	1 8 15 22 29	6 13 20 27	3 10 17 24	1 8 15 22 29
Wednesday	2 9 16 23 30	7 14 21 28	4 11 18 25	2 9 16 23 30
Thursday	3 10 17 24	1 8 15 22 29	5 12 19 26	3 10 17 24 31
Friday	4 11 18 25	2 9 16 23 30	6 13 20 27	4 11 18 25
Saturday	5 12 19 26	3 10 17 24 31	7 14 21 28	5 12 19 26
Sunday	6 13 20 27	4 11 18 25	1 8 15 22 29	6 13 20 27

 School Holidays


 Bank Holidays

2021 Calendar

	January	February	March	April
Monday	4 11 18 25	1 8 15 22	1 8 15 22 29	5 12 19 26
Tuesday	5 12 19 26	2 9 16 23	2 9 16 23 30	6 13 20 27
Wednesday	6 13 20 27	3 10 17 24	3 10 17 24 31	7 14 21 28
Thursday	7 14 21 28	4 11 18 25	4 11 18 25	1 8 15 22 29
Friday	1 8 15 22 29	5 12 19 26	5 12 19 26	2 9 16 23 30
Saturday	2 9 16 23 30	6 13 20 27	6 13 20 27	3 10 17 24
Sunday	3 10 17 24 31	7 14 21 28	7 14 21 28	4 11 18 25

	May	June	July	August
Monday	3 10 17 24 31	7 14 21 28	5 12 19 26	2 9 16 23 30
Tuesday	4 11 18 25	1 8 15 22 29	6 13 20 27	3 10 17 24 31
Wednesday	5 12 19 26	2 9 16 23 30	7 14 21 28	4 11 18 25
Thursday	6 13 20 27	3 10 17 24	1 8 15 22 29	5 12 19 26
Friday	7 14 21 28	4 11 18 25	2 9 16 23 30	6 13 20 27
Saturday	1 8 15 22 29	5 12 19 26	3 10 17 24 31	7 14 21 28
Sunday	2 9 16 23 30	6 13 20 27	4 11 18 25	1 8 15 22 29

	September	October	November	December
Monday	6 13 20 27	4 11 18 25	1 8 15 22 29	6 13 20 27
Tuesday	7 14 21 28	5 12 19 26	2 9 16 23 30	7 14 21 28
Wednesday	1 8 15 22 29	6 13 20 27	3 10 17 24	1 8 15 22 29
Thursday	2 9 16 23 30	7 14 21 28	4 11 18 25	2 9 16 23 30
Friday	3 10 17 24	1 8 15 22 29	5 12 19 26	3 10 17 24 31
Saturday	4 11 18 25	2 9 16 23 30	6 13 20 27	4 11 18 25
Sunday	5 12 19 26	3 10 17 24 31	7 14 21 28	5 12 19 26

 School Holidays

 Term dates to be confirmed

 Bank Holidays

Governor Services:
Vicky Lewendon (0118) 974 6131
Sarah Codling (0118) 974 6935
Maria Gibbs (0118) 974 6165

Email: school.governors@wokingham.gov.uk
Website: <http://www.wokingham.gov.uk/schools-and-education/school-information-and-services/school-governors/>

www.wokingham.gov.uk



Governor Services:

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