Good governance
Getting the right approach

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Introcuctions

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Welcome

Webinar Structure

- Introduction

- Presentation

- Breakout activities

- Q&A

- Next steps

Q&A

- Use the chat panel to submit questions

- Focus your questions on webinar topics

- You'll receive the webinar recording and slides after the session

Today's Agenda

Governance in the context of the FE landscape

How highly effective governance operates, best practice principles and what happens when it goes wrong

Two themed discussion breakouts:

Overview of the planned college Governance Effectiveness Reviews

Exploring what works for independent training providers – in conversation with Karen Kelly non-executive director

Governance support available

Sharing effective practice – what can we learn from each other?

Governance in the FE Landscape

Skills for Jobs Whitepaper

- Governance mentioned 37 times

- Recognises importance of effective governance in enhancing institutional performance

- Commits to developing both governors and governance professionals

'Strengthen governance… by taking a clearer position on what good governance and leadership looks like and placing specific requirements on colleges and other provider types.'

- …setting out clearer expectations, requirements, and support to empower weaker colleges to address problems earlier, as well as ensuring that college corporations can govern effectively and autonomously.

Governance in the FE Landscape

Education Skills Funding Agency

ESFA contracts / agreements

References to governance

Register of Apprenticeship Training Providers

Planning, monitoring delivery, evaluation / quality Assurance and improvement

[Provider guide to delivering high-quality apprenticeships](#) – Nov 2021, ESFA

"Providers *should* have effective **governance structures** in place such as a board of trustees or directors. All providers are *expected* to have **some independent scrutiny** to ensure that the best interests of apprentices and employers are considered. Good governance also ensures that all public funds received are spent properly."

Governance in the FE Landscape

Ofsted

Governance:

Inspectors will seek evidence of the impact of those responsible for governance. They will determine whether they provide confident, strategic leadership and create strong accountability for, and oversight and assurance of, educational performance to ensure continuous and sustainable improvement.

Ofsted EIF, FE & Skills Handbook

Governance in the FE Landscape

Ofsted

Governance:

- know the provider and understand its strengths and weaknesses

- support and strengthen the provider's leadership and contribute to shaping its strategic direction

- ensure that the provider meets its statutory responsibilities

- provide challenge and hold senior leaders and managers to account for improving the quality of learning and the effectiveness of performance management systems

Ofsted EIF, FE & Skills Handbook

Governance in the FE Landscape

Ofsted

Governors have a good understanding of the main strengths and weaknesses. They receive frequent updates on progress against agreed indicators, so that they know broadly how well the provider is performing. However, they do not always receive sufficiently detailed information about areas of performance, to enable them to have an exact understanding of the progress that managers are making in securing improvements.

Inspection report (College) 2020

Governance in the FE Landscape

Ofsted

Leaders have effective governance arrangements in place. Governors are suitably experienced to carry out their roles. At board meetings, they carefully monitor the progress leaders make in improving the quality of the training that apprentices receive.

Early Monitoring Visit report (ITP) 2021
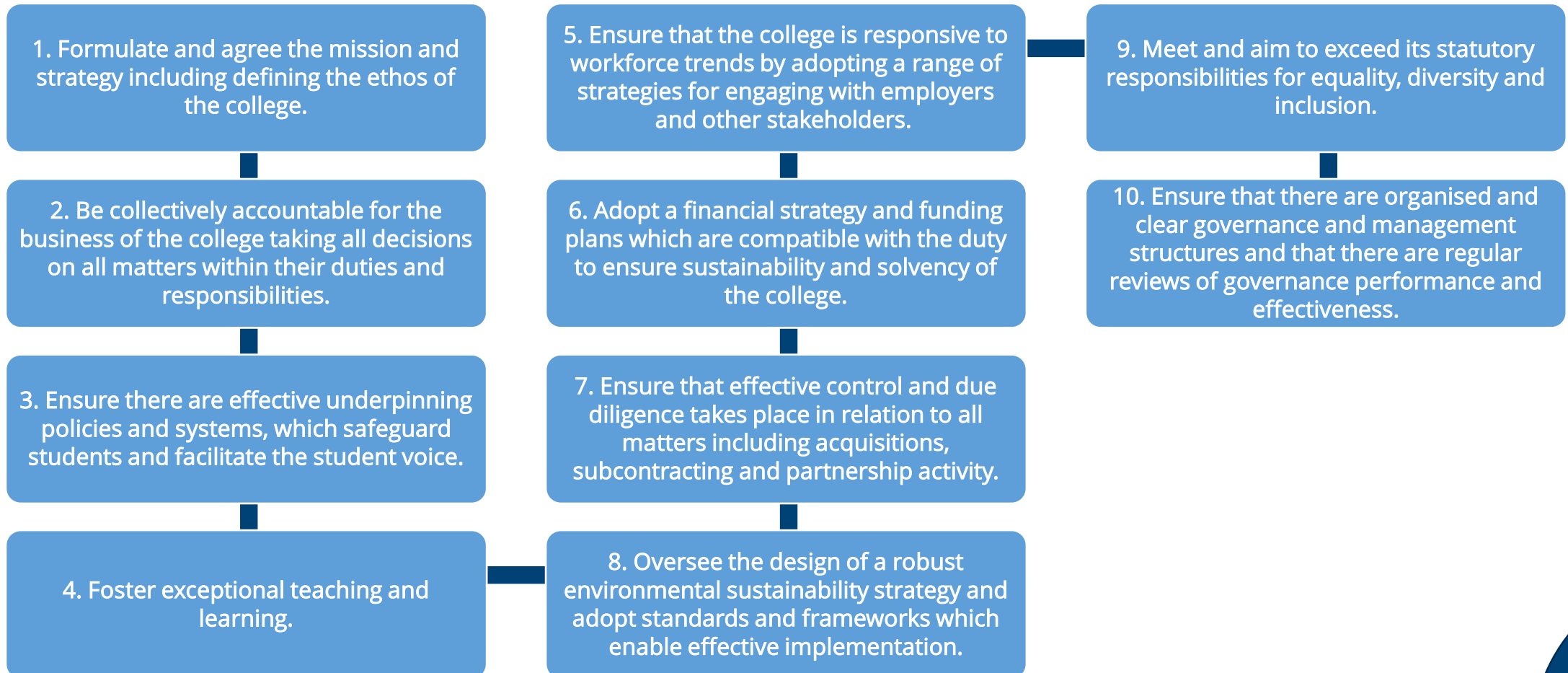
Governance in the FE Landscape

Ofsted

Governors and senior leaders hold managers and tutors to account for the quality of the apprenticeship provision. Every academic department with a responsibility for teaching apprenticeship programmes reports monthly to senior leaders on the progress of its apprentices, detailing the actions that they have taken to support those apprentices who do not make expected progress. As a result, the number of apprentices withdrawing early from programmes has reduced significantly.

Inspection report (HE) 2021

Governance in the FE Landscape

The Principal Responsibilities of Good Governance

To implement and embed the above values and expectations in the college, the governors will undertake to:

1. Formulate and agree the mission and strategy including defining the ethos of the college.

2. Be collectively accountable for the business of the college taking all decisions on all matters within their duties and responsibilities.

3. Ensure there are effective underpinning policies and systems, which safeguard students and facilitate the student voice.

4. Foster exceptional teaching and learning.

5. Ensure that the college is responsive to workforce trends by adopting a range of strategies for engaging with employers and other stakeholders.

6. Adopt a financial strategy and funding plans which are compatible with the duty to ensure sustainability and solvency of the college.

7. Ensure that effective control and due diligence takes place in relation to all matters including acquisitions, subcontracting and partnership activity.

8. Oversee the design of a robust environmental sustainability strategy and adopt standards and frameworks which enable effective implementation.

9. Meet and aim to exceed its statutory responsibilities for equality, diversity and inclusion.

10. Ensure that there are organised and clear governance and management structures and that there are regular reviews of governance performance and effectiveness.

How highly effective governance operates

Findings reported in Recognising Excellence in the governance of Independent Training Providers

Effective practice has:

- Good underpinning structures

- Board members who are experts in the sector, funding, accounting and/or quality

- Board members who are independent and capable of challenging the executive

- Conversations and challenge which is healthy, open and robust

- Good use of data to ensure a quality experience

- Recorded action that is followed up

What can happen when it goes wrong?

- Missed opportunities for improvement and growth

- Weak decision making including financial

- Not spotting early indicators and warnings

- Inefficient working practices

- Not setting clear or realistic expectations

- Lack of accountability for public funds

- Safeguarding risks inadequately overseen

- Removal from RoATP / termination of contracts / other penalties

Breakout Activity

25 minutes

Main room

Exploring what works for independent training providers – in conversation with Karen Kelly non-executive director / governor

Breakout session

Overview of the planned college Governance Effectiveness Reviews

Breakout Session

Exploring what works for independent training providers

In conversation with Karen Kelly non-executive director

Introductions

Anna Sutton

Senior Associate
SDN

Karen Kelly

Non-Executive Director /
Governor

Questions & Answers

Type your questions into the webinar panel

SDN governance support

For Independent Training Providers…

- Help you establish a robust and effective governance structure – from top to bottom

- Review your governance and implement an improvement plan

- Training and mentoring for governors and senior leaders

- Independent governance role

For FE Colleges…

- Comprehensive External Governance Review and improvement plan

- Support to implement improvements

- Training and mentoring for governors and senior leaders

- Independent governance role

Ask the team for more information here

Feedback and Q&A

Sharing effective practice – what can we learn from each other?

Please type your questions in the chat box

Guidance Available

Strategic leadership and governance course provided by the Education and Training Foundation

(ETF) commissioned by the ESFA

Code of good governance for english colleges | Association of Colleges (aoc.co.uk)

(AOC)

New code of good governance launched for independent training providers (aelp.org.uk)

(AELP)

After This Session

**THANK YOU
FOR JOINING US**

You will receive:

Access to the webinar recording

Full slide deck

Evaluation survey

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