

GUIDE TO THE ETF GOVERNANCE DEVELOPMENT PROGRAMME

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GOVERNANCE DEVELOPMENT PROGRAMME OVERVIEW

LEARNING PATHWAY	CORE	PROFICIENT	HIGHLY EFFECTIVE
Being an effective board member	C1a Understanding your role and the role of the board 	P1a Leading a committee 	H6 Safeguarding: Trauma-Informed Practice 
	C1b Recognising effective board behaviours 	P1b Virtual governance 	
	C1c Trustee Duties 	P2 Understanding the Role of the Safeguarding Lead Governor 	
	C2 Safeguarding for Governors and Trustees 	P9 Meeting Local needs 	
Strategy and educational character	C4 Introduction to strategy, mission and values 	P3 Developing educational character 	H1 Scrutinising strategic 
	C5 Understanding the sector, policy and inspection 	P4 Supporting effective risk change management 	
Curriculum	C6a Introduction to curriculum design and planning 	P5 Developing the curriculum 	H2 Partnership working 
	C6b Understanding of your curriculum offer and student profile 		
Quality and standards	C7 Delivering effective teaching, learning and assessment 	P6 Supporting improvements in teaching, learning and assessment 	H3 Board involvement at inspection 
	C8 The self-assessment and quality improvement process 	P10 Digital Governance 	
Finance, risk and audit	C9a Financial management for board members 	P7a Strategic financial management and understanding funding 	H4 Advanced financial decision 
	C9b Introduction to audit 	P7b Audit for audit committee members 	
		P7c Board assurance frameworks 	
Board leadership and organisational development	C10 Understanding board responsibilities 	P8a Culture, people and organisational development 	H5 Leading significant organisational change 
	C11 Creating inclusive organisations 	P8b Board responsibilities and duties for senior postholders 	
	C12 A whole college approach to climate action 	P11 Towards an inclusive college: A toolkit for governors 	
	C13 Governor Recruitment 	P12 Capital Projects and Governance 	

INTRODUCTION TO THE ETF GOVERNANCE DEVELOPMENT PROGRAMME (GDP)

The DfE-funded GDP provides a structured yet flexible approach to learning and development for all board members as well as governance professionals. The programme is designed to be used in conjunction with the Governors and Chairs Competency Frameworks available here. There are a range of courses tailored for individuals as they begin their roles and others for experienced members of governing bodies to upskill and refresh their knowledge. Through this programme, they will become more specialised and add substantial value to the organisations and learners they serve.

AIMS OF THE PROGRAMME

The specific aims of the Governance Development Programme are to:

- ✓ Ensure board members are equipped with the necessary skills and knowledge to fulfil their responsibilities.
- ✓ Provide a comprehensive and structured approach to board member induction and their ongoing development.
- ✓ Ensure governance professionals are equipped with the necessary skills and knowledge to provide high quality support for governance to their organisation.
- ✓ Develop the necessary skills and behaviours so that boards operate effectively, and board members can provide support and challenge to senior leaders and the wider organisation.
- ✓ Support board members to draw on their previous experience to add value to the wider board.
- ✓ Provide a diagnostic assessment, utilising a skills audit, for board members to build relevant learning plans.

There are 6 learning paths, each of which contains a variety of content to support development as a governor. This content may include online courses, podcasts, self-directed study materials, and live workshops.

1. Being an effective board member
2. Strategy and educational character
3. Curriculum
4. Quality and standards
5. Finance, risk and audit
6. Board leadership and organisational development

Each element also fits into three different skill levels:

CORE	PROFICIENT
	HIGHLY EFFECTIVE

Each element is designed to be standalone, so users can access any or all as they need them. A diagnostic tool can help users to identify particular elements that may be of interest to them.

Content is kept up to date with regular review and edit procedures to ensure it aligns with any new policy or regulatory requirements.

WHO IS THE GDP FOR?

The Governance Development Programme is for all governors, regardless of board role. Governance professionals may also find the content useful.

Highly effective level content is less likely to be relevant to a student governor, as it is intended for longer-serving governors. However, a student governor may still take part if they wish.

Core level content is not intended to replace a college induction, or regional induction, rather it should complement it.



COURSE TYPES

ONLINE



These courses sit on the ETF's learning platform. They are interactive, online courses, with video and audio elements (transcripts are provided). The subject is broken into bitesize modules with regular summaries. Generally, this content type provides an overview of the subject area as it applies to all colleges.

There are 14 online courses:

C1a:	Understanding your role and the role of the board	P1b:	Virtual governance
C2:	Safeguarding for Governors and Trustees	P2:	Understanding the Role of the Safeguarding Lead Governor
C6a:	Introduction to curriculum design and planning	P4:	Supporting effective risk management
C8:	The self-assessment and quality improvement process	P7c:	Board assurance frameworks
C9a:	Financial management for board members	P8b:	Board responsibilities and duties for senior postholders
C9b:	Introduction to audit	P10:	Digital Governance
C11:	Creating inclusive organisations	P12:	Capital Projects and Governance
C13:	Governor Recruitment	H4:	Advanced financial decision making

LIVE WORKSHOPS



This content is run by a trained facilitator via a workshop. They typically last between two-three hours. Where possible, the facilitator will tailor the session to the experience of the group. Generally, this content type gives the participant a chance to explore behaviours, share ideas and best practice, and network with other governors.

There are five live workshops:

C1b:	Recognising effective board behaviours
C5:	Understanding the sector, policy and inspection
C7:	Delivering effective teaching, learning and assessment
P1a:	Leading a committee
P8a:	Culture, people and organisational development

COURSE TYPES

PODCAST



These resources are available to access via the ETF's learning platform. They are short audio clips (with transcripts provided) which can be played directly on the platform or downloaded and played via a media player. They present a series of interviews on the subject matter.

Generally, they give the participant a chance to hear about practice in other colleges and reflect on how and why this differs to their own college, and what learning they can take from this.

There are four podcasts:

C1c:	Trustee Duties
C10:	Understanding board responsibilities
P5:	Developing the curriculum
P9:	Meeting Local needs (pre-recorded webinar)
H1:	Scrutinising strategic change
H5:	Leading a committee

SELF-DIRECTED



These resources are available as PDF downloads from the ETF's learning platform. A governor can then print the materials or read them online. The resources direct the governor to collect information and undertake a number of activities. Generally, they give the participant a chance to explore practice in their own college in greater depth.

Governors are advised to reflect on their skills and competencies using the **ETF Competency Framework for Governors and Chairs** and confer with their governance professional on which courses would be most helpful to them and the board. It may be beneficial for more than one governor to undertake the course at once, so that they can compare experiences and share their findings.

See the **content guide** and **appendix** for further detail on what information is needed to complete each self-directed course, and what preparation a governance professional may need to do for governors undertaking this module.

There are eight self-directed courses:

C4:	Introduction to strategy, mission and values	P7a:	Strategic financial management and understanding funding
C6b:	Understanding of your curriculum offer and student profile	P7b:	Audit for audit committee members
C12:	A whole college approach to climate action	P11:	Towards an inclusive college: A toolkit for governors
P6:	Supporting improvements in teaching, learning and assessment	H2:	Partnership working
		H3:	Board involvement at inspection

HOW TO ACCESS THE PROGRAMME

The content is pick and mix, so different governors can do them at different times and choose which elements to engage with.

In addition to the online learning (podcasts, recorded webinars, self-directed learning), there will be some live webinars which take place throughout the year.

How to book

You can access the programme by registering on the ETF's Learning Management System at this link:

 learning.etfoundation.co.uk

There is no charge for the programme.

To book onto a live workshop please follow the link to the LMS.



CONTENT GUIDE



ASSESSMENT

There are two types of assessment: online assessment and reflective evaluation.

Online assessment refers to a short multiple choice assessment which is embedded within an online course on the ETF's learning platform. A mark of 80% is required to pass, and governors can retake as many times as needed.

Reflective evaluation refers to a PDF download from the content page on the ETF's learning platform, which encourages the participant to reflect on their learning from the module.

Please note, some content does not have an assessment.

CERTIFICATES

There is no official assessment or qualification with the programme but certificates will be issued for each completed element.



LEARNING PATHWAY

BEING AN EFFECTIVE BOARD MEMBER

CORE

C1a	Understanding your role and the role of the board
C1b	Recognising effective board behaviours
C1c	Trustee Duties
C2	Safeguarding for Governors and Trustees

PROFICIENT

P1a	Leading a committee
P1b	Virtual governance
P2	Understanding the Role of the Safeguarding Lead Governor
P9	Meeting local needs

HIGHLY EFFECTIVE

H6	Safeguarding: Trauma-Informed Practice
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CORE

PROFICIENT

HIGHLY EFFECTIVE

C1a



Understanding your role and the role of the board

In this online course, you will consider your role as a member of the board, and how you can contribute to organisational success. You will explore the regulatory and legislative responsibilities of board members, and be introduced to the importance of scrutiny and challenge.

This is a **core level online course** and is designed to provide foundational learning in key areas of governance that all governors should be competent in.

Who is this course for?

This course is particularly useful for new governors, for those who have served for under two years or established governors seeking to refresh and update their knowledge in key governance topics.

Learning objectives

The content in this course is designed to help you meet the following learning objective:

- Develop your understanding of the basics for your role as a governor in the further education (FE) and training sector.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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C1b



Recognising effective board behaviours

This is a **core level live workshop** and is designed to provide foundational learning in key areas of governance that all governors should be competent in.

In this workshop, you will look at how to behave in the board room. Experience a board meeting as the principal and see how difficult it can be to present a big proposal to the board; take on the role of the chair and see what it is like to lead the board through significant change.

Who is this course for?

This course is particularly useful for new governors, for those who have served for under two years or established governors seeking to refresh and update their knowledge in key governance topics.

Learning objectives

The content in this workshop is designed to help you meet the following learning objectives:

- Explore the difference between governance and management.
- Develop an understanding of effective scrutiny and challenge in board meetings, and how to ask powerful questions.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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C1c



Trustee Duties

This course employs a range of learning tools to develop governors' knowledge and understanding of their role and responsibilities as charity trustees.

Who is this course for?

This is a **core level online course** and is designed to provide foundational learning in key areas of governance that all governors should be competent in.

This content is particularly useful for new governors, for those who have served for under two years or established governors seeking to refresh and update their knowledge in key governance topics.

Learning objectives

The content in this podcast is designed to help you meet the following learning objective:

- Increase knowledge and understanding of the governor's role and responsibilities as a trustee.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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C2



Safeguarding for Governors and Trustees

Safeguarding is everyone's responsibility – not just that of senior leadership. In this course, you will cover the basic safeguarding responsibilities of governors and trustees as well as an introduction to safer recruitment.

Who is this course for?

This course was developed by the Education and Training Foundation (ETF) for governors and trustees in the Further Education (FE) and Training sector.

Learning objectives

The content in this course is designed to help you meet the following learning objectives:

- Explore your safeguarding role and responsibility as a governor or trustee, including protecting learners and staff/volunteers from harm and how to provide effective oversight of safeguarding arrangements.
- Develop an understanding of the main components of an effective safeguarding culture and how to maintain this.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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P1a



Leading a committee

In this workshop, you will work through the committee business for a fictional college, to model the behaviours needed to be a committee chair. You will also explore conflicts of interest, and how to deal with them.

Who is this course for?

This **proficient level workshop** is for governors who are working towards chairing a committee, or those currently serving as a committee chair for less than two years.

The objective is to move beyond an introductory level of learning and develop practical skills that can support leadership of key governance functions.

Learning objectives

- Explore how to build trust on the committee, and between governors and management.
- Consider how to challenge and support committee members in order to get the best out of them.
- Develop an understanding of what it takes to lead a committee meeting, and how to effectively communicate committee business to the main board.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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P1b



Virtual governance

In this online course you will explore the phrase ‘taking the board online’ and what impact this might have on the board and the role of the chair. You will look at how to evaluate the skills and development needs of the current board and senior management team, as well as how to assess the risks of virtual governance, including data management and cyber security.

Who is this course for?

This **proficient level online course** is for governors who may have served for more than two years and may be seeking to develop a deeper understanding across key governance topics.

The objective is to move beyond introductory level of learning and develop practical skills that can support leadership of key governance functions.

Learning objectives

The content in this course is designed to help you meet the following learning objective:

- Develop an understanding of the practical steps required to take the board online, including how to mitigate risks and enable the board to continue to provide strategic direction for the organisation.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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P2



Understanding the Role of the Safeguarding Lead Governor

This course explores the main responsibilities of the safeguarding lead governor.

Who is this course for?

This **proficient-level course** is aimed at those who hold the responsibility of safeguarding lead governor and those who are interested in undertaking this role.

Proficient-level courses move beyond an introductory level of learning and develop practical skills that can support the leadership of key governance functions.

Learning objectives

The content is designed to help you meet the following learning objective:

- Explore the responsibilities of the safeguarding lead governor and how they can carry out their role effectively.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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P9



Meeting Local Needs

This course aims to equip participants with the knowledge and tools to fulfil the expectation of governors to evaluate how effectively their college is meeting local needs.

Who is this course for?

This **proficient level recorded webinar** is for governors who are working towards chairing a committee, or those currently serving as a committee chair for less than two years.

The objective is to move beyond an introductory level of learning and develop practical skills that can support the leadership of key governance functions.

Learning objectives

The content in this webinar is designed to help you meet the following learning objective:

- Understand the duty to review the extent to which the college meets local needs and to enable governors to make constructive contributions to the board's strategic role in the review.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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H6



Safeguarding: Trauma-Informed Practice

Explore how trauma-informed practice goes beyond statutory safeguarding requirements.

Who is this course for?

This is a **highly effective-level resource** that's designed to develop strategic thinking skills in support of key governance functions. It's aimed at longer serving governors, governors who are working towards chairing a committee or those currently serving as a committee chair.

Learning objectives

The content is designed to help you meet the following learning objective:

- Explore how organisations can use trauma-informed practice to go beyond statutory safeguarding requirements and prioritise everyone's physical, psychological and emotional safety

LEARNING PATHWAY

STRATEGY AND
EDUCATIONAL CHARACTER

CORE

- C4** Introduction to strategy, mission and values
-
- C5** Understanding the sector, policy and inspection

PROFICIENT

- P3** Developing educational character
-
- P4** Supporting effective risk management

HIGHLY EFFECTIVE

- H1** Scrutinising strategic change

CORE

PROFICIENT

HIGHLY EFFECTIVE

C4



Introduction to strategy, mission and values

Through this self-directed learning resource, you will consider the mission, vision and values of your organisation, how to act as guardian, and how to contribute to its development.

Who is this course for?

This is a **core level** self-directed learning resource and it is designed to provide foundational learning in key areas of governance that all governors should be competent in.

This content is particularly useful for new governors, for those who have served for under two years or established governors seeking to refresh and update their knowledge in key governance topics..

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objectives:

- Explore your college's strategy, mission and values.
- Draft an action plan.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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C5



Understanding the sector, policy and inspection

In this workshop, you will explore current policy issues in the context of your college and the wider sector, and the relevance of Ofsted's role.

Who is this course for?

This is a **core level workshop** and is designed to provide foundational learning in key areas of governance that all governors should be competent in.

This content is particularly useful for new governors, for those who have served for under two years or established governors seeking to refresh and update their knowledge in key governance topics.

Learning objectives

The content in this workshop is designed to help you meet the following learning objectives:

- Develop an understanding of current sector issues including policy drivers, as they apply to your college.
- Explore the role that Ofsted plays in college improvement.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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P3



Developing educational character

Through this self-directed learning resource you will explore how to fully participate in board discussions to shape the educational character of a college, as well as assess developments in the Further Education sector more broadly to understand drivers which may impact this character.

You will consider how to articulate and discuss the evolving educational character of the college and how this relates to the college strategy, mission and values.

A selection of activities is provided so that you can pick those most relevant to your learning journey.

Who is this course for?

This **proficient level** self-directed learning resource is for governors who are working towards chairing a committee, or those currently serving as a committee chair for less than two years.

The objective is to move beyond an introductory level of learning and develop practical skills that can support the leadership of key governance functions.

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objective:

- Explore college educational character and how to contribute meaningfully in order to shape this.

CORE

PROFICIENT

HIGHLY EFFECTIVE

P4



Supporting effective risk management

In this online course, you will consider the role of the corporation in effective risk management and how to explain risk management in the context of a college. You will look at how to contribute to the corporation's discussion about the college risk register, mitigation and assurance, as well as how to play an active role in the monitoring of risks.

Who is this course for?

This **proficient level** online course is for governors who may have served for more than two years and may be seeking to develop a deeper understanding across key governance topics.

The objective is to move beyond introductory level of learning and develop practical skills that can support leadership of key governance functions.

Learning objectives

The content in this workshop is designed to help you meet the following learning objective:

- Explore risk management and what you can do as a governor to make sure that risk management in your college is effective.

CORE

PROFICIENT

HIGHLY EFFECTIVE

H1



Scrutinising strategic change

This podcast is made up of interviews between college chairs and key members of the executive team explaining the strategic planning behind their college's journey through academisation, merger and group structure changes. You will explore the robust information and data you need to make effective strategic decisions, and consider when and how to undertake a review, such as a Structure and Prospects Appraisal, before hearing how different colleges have undertaken strategic change and what they have learned from it.

Who is this course for?

This is a highly effective level course for longer serving governors or governors who are working towards chairing a committee, or those currently serving as a committee chair. The objective is to develop strategic thinking skills in support of key governance functions.

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objective:

- Develop an understanding of what is required from the board to ensure your college navigates strategic change successfully.

LEARNING PATHWAY CURRICULUM

CORE

C6a Understanding board responsibilities

C6b: Creating inclusive organisations

PROFICIENT

P5: Developing the curriculum

HIGHLY EFFECTIVE

H2: Partnership working

CORE

PROFICIENT

HIGHLY EFFECTIVE

C6a



Introduction to curriculum design and planning

In this online course, you will consider national and local policy needs, priorities and trends that contribute to the development and delivery of a responsive and relevant curriculum offer. You will look at the student profile, how funding and resourcing affects the curriculum and how the quality of curriculum provision is evaluated, with a view to contributing to future curriculum design.

Who is this course for?

This is a **core level** online course and it is designed to provide foundational learning in key areas of governance that all governors should be competent in.

This content is particularly useful for new governors, for those who have served for under two years or established governors seeking to refresh and update their knowledge in key governance topics.

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objective:

- Develop an understanding of curriculum design and planning, and the governor's role in relation to this.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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C6b

Understanding of your curriculum offer and student profile

In this self-directed learning resource, you will explore your college's curriculum offer and learner profile in greater depth.

A selection of activities is provided so that you can pick those most relevant to your learning journey.

Who is this course for?

This is a core level self-directed learning resource and is designed to provide foundational learning in key areas of governance that all governors should be competent in.

This content is particularly useful for new governors, for those who have served for under two years or established governors seeking to refresh and update their knowledge in key governance topics.

Learning objectives

The content in this workshop is designed to help you meet the following learning objectives:

- Explore how knowledge of national and local needs can be used to create a curriculum offer that will enable learners to progress to their desired destinations.
- Consider the current curriculum offer at your organisation.
- Consider key factors and questions related to appropriately funding the curriculum.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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P5

Developing the curriculum

This podcast is made up of interviews between a governor and a vice principal as they discuss the curriculum. Through this podcast you will explore curriculum strategy and the different curriculum practices across the sector, as well as how to provide a good level of scrutiny, challenge and support for the curriculum at board level.

Who is this course for?

This **proficient level podcast** is for governors who are working towards chairing a committee, or those currently serving as a committee chair for less than two years.

The objective is to move beyond an introductory level of learning and develop practical skills that can support the leadership of key governance functions.

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objective:

- Develop an understanding of curriculum strategy and how to provide a good level of scrutiny, challenge and support for the curriculum at board level.

CORE

PROFICIENT

HIGHLY EFFECTIVE

H2



Partnership working

In this self-directed learning resource, you will look at partnership working and its importance in the further education landscape. You will consider examples of different approaches to partnership working across the sector, and key considerations in providing strategic oversight to partnerships.

A recorded webinar features interviews with three colleges who are all involved in different forms of partnership.

Who is this course for?

This is a highly effective level course and is designed for longer serving governors or governors who are working towards chairing a committee, or those currently serving as a committee chair. The objective is to develop strategic thinking skills in support of key governance functions.

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objective:

- Develop an understanding of partnership working and the key considerations in providing strategic oversight to partnerships.



LEARNING PATHWAY

QUALITY AND STANDARDS

CORE

- C7** Delivering effective teaching, learning and assessment
- C8** The self-assessment and quality improvement process

PROFICIENT

- P6** Supporting improvements in teaching, learning and assessment
- P10** Digital Governance

HIGHLY EFFECTIVE

- H3** Board involvement at inspection

CORE

PROFICIENT

HIGHLY EFFECTIVE

C7



Delivering effective teaching, learning and assessment

In this workshop, you will explore the key features of effective teaching, learning and assessment and the Ofsted requirements for these. You will also consider methods for monitoring and assessing this effectiveness.

Who is this course for?

This is a **core level workshop** and it is designed to provide foundational learning in key areas of governance that all governors should be competent in.

This content is particularly useful for new governors, for those who have served for under two years or established governors seeking to refresh and update their knowledge in key governance topics.

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objectives:

- Explore the key features of effective teaching, learning and assessment, and methods for monitoring and assessment.
- Develop an understanding of the Ofsted requirements for effective teaching, learning and assessment.

CORE	PROFICIENT	HIGHLY EFFECTIVE
C8 The self-assessment and quality improvement process In this online course, you will explore the purpose and value of the college self-assessment report and quality improvement process, and the governors' role in these. You will look at how to use key organizational and sector benchmarked performance data, and how the effectiveness of teaching, learning and assessment is monitored in your college. Who is this course for? This is a core level online course and is designed to provide foundational learning in key areas of governance that all governors should be competent in. This content is particularly useful for new governors, for those who have served for under two years or established governors seeking to refresh and update their knowledge in key governance topics. Learning objectives The content in this workshop is designed to help you meet the following learning objective: • Develop an understanding of the governor's role in the self-assessment and quality improvement cycle.		



CORE	PROFICIENT	HIGHLY EFFECTIVE
	P6 Supporting improvements in teaching, learning and assessment In this self-directed learning resource, you will consider the strengths and weaknesses of your college's teaching, learning and assessment and how to agree smart targets at board level to improve it. You will take an in-depth look at the data parameters of teaching, learning and assessment in the further education context. A selection of activities is provided so that you can pick those most relevant to your learning journey. Who is this course for? This proficient level self-directed learning resource is for governors who are working towards chairing a committee, or those currently serving as a committee chair for less than two years. The objective is to move beyond an introductory level of learning and develop practical skills that can support the leadership of key governance functions. Learning objectives The content in this self-directed learning resource is designed to help you meet the following learning objective: • Explore your college's teaching, learning and assessment in greater depth.	



CORE	PROFICIENT	HIGHLY EFFECTIVE
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P10



Digital Governance

This course aims to equip governors to provide effective oversight of digital technology that will enable learners to progress at their institution.

Who is this course for?

Governors in FE and Skills providers.

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objective:

- Enable governors to contribute fully to the governance of all matters that relate to or that are affected by digital technology in their organisation.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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H3



Board involvement at inspection

In this self-directed learning resource, you will consider the role that a governor plays during an Ofsted inspection, how to represent the board and how to ensure the board is Ofsted ready. You will look at how to demonstrate ownership of the intent, implementation and impact of the curriculum and the quality and standards overall.

A selection of activities is provided so that you can pick those most relevant to your learning journey.

Who is this course for?

Highly effective level courses are for longer serving governors or governors who are working towards chairing a committee, or those currently serving as a committee Chair. The objective is to develop strategic thinking skills in support of key governance functions.

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objective:

- Explore your role as a governor during Ofsted inspection, including how to ensure the board is Ofsted ready.

LEARNING PATHWAY

FINANCE, RISK AND AUDIT

CORE

C9a Financial management for board members

C9b Introduction to audit

PROFICIENT

P7a Strategic financial management and understanding funding

P7b Audit for audit committee members

P7c Board assurance frameworks

HIGHLY EFFECTIVE

H4 Advanced financial decision making

CORE

PROFICIENT

HIGHLY EFFECTIVE

C9a



Financial management for board members

In this online course, you will consider the responsibilities of the board and board members in relation to financial management, including the process for monitoring the financial position of the organisation. You will develop an understanding of the types and purpose of financial management documentation, the role of the audit committee, and key financial health indicators.

Who is this course for?

This is a **core level online course** and is designed to provide foundational learning in key areas of governance that all governors should be competent in.

This content is particularly useful for new governors, for those who have served for under two years or established governors seeking to refresh and update their knowledge in key governance topics.

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objective:

- Explore the financial management responsibilities of a governor in the further education college sector.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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C9b



Introduction to audit

In this online course, you will develop an understanding of internal and external audit processes, the audit committee, and its role and importance in good corporate governance. You will explore the notion of assurance, and how to play an active role in assurance mapping processes within your college.

Who is this course for?

This is a **core level online course** and is designed to provide foundational learning in key areas of governance that all governors should be competent in.

This content is particularly useful for new governors, for those who have served for under two years or established governors seeking to refresh and update their knowledge in key governance topics.

Learning objectives

The content in this workshop is designed to help you meet the following learning objective:

- Explore the role of the governor in ensuring the effectiveness of audit in your college.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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P7a



Strategic financial management and understanding funding

In this self-directed learning resource, you will consider the main funding sources available to a college, and the issues that affect college finances, as well as explore the role of the board in effective short-term and long-term financial planning and forecasting, and how to participate in this effectively. You will also explore the benefits of a strategic approach to procurement.

A selection of activities is provided so that you can pick those most relevant to your learning journey.

Who is this course for?

This **proficient level** self-directed learning resource is for governors who are working towards chairing a committee, or those currently serving as a committee chair for less than two years.

The objective is to move beyond an introductory level of learning and develop practical skills that can support the leadership of key governance functions.

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objective:

- Develop an understanding of how to explore your college's finances in depth.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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P7b



Audit for audit committee members

In this self-directed learning resource, you will explore the attributes of an effective audit committee and how to assess its effectiveness, as well as consider the notion of assurance and how to play an active part in assurance mapping processes within your college.

A selection of activities is provided so that you can pick those most relevant to your learning journey.

Who is this course for?

This **proficient level** self-directed learning resource is for governors who are working towards chairing a committee, or those currently serving as a committee chair for less than two years.

The objective is to move beyond an introductory level of learning and develop practical skills that can support the leadership of key governance functions.

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objective:

- Consider the attributes of an effective audit committee and how to assess this.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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P7c



Board assurance frameworks

In this online course you will be introduced to the Board Assurance Framework (BAF), how to create one and how to ensure it provides the board with information that is timely, accurate and relevant. You will also look at the benefits and importance of assurance mapping, how the BAF can be used to measure and manage risk, as well as how the board assurance cycle fits in with the overall governance cycle.

Who is this course for?

This **proficient level** online course is for governors who are working towards chairing a committee, or those currently serving as a committee chair for less than two years.

The objective is to move beyond an introductory level of learning and develop practical skills that can support the leadership of key governance functions.

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objective:

- Develop an understanding of a Board Assurance Framework (BAF), along with the tools to enable this to be created and used beneficially within a college.

CORE

PROFICIENT

HIGHLY EFFECTIVE

H4



Advanced financial decision making

In this online course you will consider the role that behavioural bias plays in financial decision making, and how to identify and avoid it. You will look at the key issues and applied methodologies used by managers when faced with making financial decisions, and how to distinguish between the roles of profit, cash, and cost in decision making as well as scrutinise and challenge investment appraisal decisions.

The course aims to equip you with the information necessary to take up a position such as chair of the finance committee.

Who is this course for?

This **highly effective level online course** is for longer serving governors or governors who are working towards chairing a committee, or those currently serving as a committee Chair. The objective is to develop strategic thinking skills in support of key governance functions.

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objective:

- Develop an understanding of strategic financial decision-making in a board context.



LEARNING PATHWAY

BOARD LEADERSHIP AND ORGANISATIONAL DEVELOPMENT

CORE

C10	Understanding board responsibilities
C11	Creating inclusive organisations
C12	A whole college approach to climate action
C13	Governor Recruitment

PROFICIENT

P8a	Culture, people and organisational development
P8b	Board responsibilities and duties for senior postholders
P11	Towards an inclusive college: A toolkit for governors
P12	Capital Projects and Governance

HIGHLY EFFECTIVE

H5	Leading significant organisational change
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CORE

PROFICIENT

HIGHLY EFFECTIVE

C10



Understanding board responsibilities

In this podcast you will consider the role and responsibilities of the governance professional, the board's role in human resource (HR) activity, and the importance of the board in relation to strategic systemic leadership and the setting of organisational culture.

You will also look at the board's role in ensuring its own diversity, with reference to the skills it needs and the community it serves.

This **core level** podcast module will follow a clerk, chair and principal as they discuss their respective roles and how they work together and for the workforce.

Learning objectives

The content in this podcast is designed to help you meet the following learning objective:

- Explore the different roles and responsibilities within the board.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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C11



Creating inclusive organisations

In this online course, you will be provided with the information you need to understand the value and benefits of equality, diversity and inclusion (EDI) to your organisation's vision and strategy, in order to create an inclusive organisation that reflects the demographics of your organisation's community.

Who is this course for?

This is a **core level** online course and is designed to provide foundational learning in key areas of governance that all governors should be competent in.

This content is particularly useful for new governors, for those who have served for under two years or established governors seeking to refresh and update their knowledge in key governance topics.

Learning objectives

The content in this online course is designed to help you meet the following learning objective:

- Develop an understanding of the value and benefits of equality, diversity and inclusion (EDI) to your organisation's vision and strategy.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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C12



A whole college approach to climate action

This toolkit provides a five-step methodology that is intended to support governors and/or boards as a whole to address climate change as a strategic business issue.

Who is this course for?

This is a **core level** self-directed learning resource and it is designed to provide foundational learning in key areas of governance that all governors should be competent in.

This content is particularly useful for new governors, for those who have served for under two years or established governors seeking to refresh and update their knowledge in key governance topics.

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objective:

- Provide a framework for whole board or individual action to evaluate their progress on sustainability and a platform for positive action.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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C13



Governor Recruitment

Explore the governor recruitment process and your responsibilities.

Who is this course for?

This **core-level** course is particularly useful for governors who have served for under two years, or established governors seeking to refresh and update their knowledge in key governance topics.

Learning objectives

The content is designed to help you meet the following learning objective:

- Explore the governor recruitment process, including board members' responsibilities, examples of effective practice and EDIB considerations.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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P8a



Culture, people and organisational development

This proficient level workshop looks at how the board leads the college and its staff. It features a range of activities to explore equality and diversity, as well as the board's role in HR practice. It also takes a wider look at organisational culture and change, and how this is influenced at board level.

Who is this course for?

This **proficient level** workshop is for governors who are working towards chairing a committee, or those currently serving as a committee chair for less than two years.

The objective is to move beyond an introductory level of learning and develop practical skills that can support the leadership of key governance functions.

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objectives:

- Understand the current challenges for colleges in terms of Equality, Diversity and Inclusion, and ask the right questions to challenge and hold management to account for these.
- Put into context key concepts such as unconscious bias and institutional discrimination.
- Identify strategies to ensure that key human resource policies and procedures are monitored and kept under review.
- Clarify the board's role in HR practice such as disciplinary and grievance procedures.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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P8b



Board responsibilities and duties for senior postholders

In this online course you will look at the role of a senior post holder, the board's role in recruitment of senior post holders, target setting and appraisals and matters of remuneration.

You will also explore training and development and succession planning for the senior team, as well as discrete policies of grievance and disciplinary matters.

Who is this course for?

This **proficient level** online course is for governors who are working towards chairing a committee, or those currently serving as a committee chair for less than two years.

The objective is to move beyond an introductory level of learning and develop practical skills that can support the leadership of key governance functions.

Learning objectives

The content in this online course is designed to help you meet the following learning objective:

- Develop an understanding of the board's role in the appointment, remuneration and performance management of senior post holders.

CORE	PROFICIENT	HIGHLY EFFECTIVE
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P11



Towards an inclusive college: A toolkit for governors

This resource provides important background information on EDI concepts and introduces a five-level EDI model that enables an evaluation of the inclusivity of boards.

Who is this course for?

This **proficient level** self-directed resource is for governors who are working towards chairing a committee, or those currently serving as a committee chair for less than two years.

The objective is to move beyond an introductory level of learning and develop practical skills that can support the leadership of key governance functions.

Learning objectives

The content in this self-directed learning resource is designed to help you meet the following learning objective:

- To expand understanding of key concepts and enable individuals or collective assessment of the board's inclusivity.

CORE

PROFICIENT

HIGHLY EFFECTIVE

P12



Capital Projects and Governance

In this online course, you will consider the importance of capital projects as instruments to deliver transformational change. The course will support you to effectively contribute to the capital project process in your capacity as governor should a capital project arise.

Who is this course for?

This **proficient-level** course is aimed at governors who are working towards chairing a committee, or those currently serving as a committee chair for less than two years. Proficient-level courses move beyond an introductory level of learning and develop practical skills that can support the leadership of key governance functions.

Learning objectives

The content is designed to help you meet the following learning objectives:

- Explore capital projects in the FE and Skills sector and how they contribute to the delivery of strategy.
- Consider governors' responsibilities in capital projects and how to ensure the effectiveness of board oversight and governance.

CORE

PROFICIENT

HIGHLY EFFECTIVE

H5



Leading significant organisational change

In this podcast you'll hear governance colleagues from three colleges discussing periods of significant organisational change they went through.

Who is this course for?

This **highly effective level** podcast is for longer serving governors or governors who are working towards chairing a committee, or those currently serving as a committee Chair. The objective is to develop strategic thinking skills in support of key governance functions.

Learning objectives

The content in this podcast is designed to help you meet the following learning objective:

- Consider how to handle challenging situations in board operation confidentially and explore change management skills that may help during periods of significant organisational change.

ACCESSIBILITY

All content has gone through rigorous accessibility testing.

Transcripts are provided alongside all audio and video elements, as well as podcasts.

Online courses are compatible with all main screen readers, across a variety of devices. If you encounter any issues, let us know:

✉ enquiries@etfoundation.co.uk

ETF GOVERNANCE SUPPORT

The Education and Training Foundation offers a wide range of support for those in college governance.

Chairs' leadership programme

This programme is designed to explore governance leadership with a clear focus on the Chair's impact as a leader of the board. It provides a unique opportunity for Chairs to take time out to reflect on their role as governance leaders and to identify ways in which they can further enhance the value they add to the Board and their wider organisation. The programme is highly interactive and engaging and is designed to encourage the sharing of good practice and new networks of governance leaders across the sector.

Governance professional development programme

This programme covers the complete development journey of the governance professional, from induction through to strategic leadership. It deepens technical knowledge, builds ability in developing professional relationships, and enables attendees to step into strategic leadership. The programme is highly interactive and engaging and is designed to encourage the sharing of good practice and networks of governance professionals across the sector.

Further support of Governors

There is a range of activities available that help to support governors, including inductions and mentoring, and opportunities designed for student governors.



Further details can be found at

www.etfoundation.co.uk/professional-development/leadership-and-governance-programmes/governance

APPENDIX

APPENDIX 1

C4

Introduction to strategy, mission and values

Input and preparation needed from the governance professional.

Depending on the activities a governor chooses to complete, the following may be required:

Documentation/information

- The college's mission, vision and values
- Strategic plan
- The process for the review and revision of the college's mission and vision
- How the strategic plan relates to the college's local context
- How governors are informed of the progress towards each of the college's strategic objectives

Meetings

- With a member of senior leadership team (SLT) about the mission of the college
- With a member of SLT about the college's values
- With a member of SLT about the college's strategic priorities
- With a member of SLT about how strategic priorities are embedded in the college curriculum
- A learning walk
- With the governance professional to discuss the above

APPENDIX 2

P3

Developing educational character

Depending on the activities a governor chooses to complete, the following may be required:

Documentation/information

- Detail of the college's curriculum offer and how it has changed over the past 3-5 years
- The college's student profile
- Destinations data for the past two years
- Views of employers on learners' preparedness for work
- The college's values

Meetings

- With the governance professional to discuss the above, as well as how to stay updated on developments in the sector and local economy, and the current local and national policy drivers
- A learning walk (NB: More than one activity requires a learning walk, but it is expected that both activities could be covered by one learning walk.)
- If possible, discussion with staff and small groups of learners

APPENDIX 3

Core

- C1a** Understanding your role and the role of the board
- C1b** Recognising effective board behaviours
- C1c** Trustee Duties
- C2** Safeguarding for Governors and Trustees
- C4** Introduction to strategy, mission and values
- C5** Understanding the sector, policy and inspection
- C6a** Introduction to curriculum design and planning
- C7** Delivering effective teaching, learning and assessment
- C8** The self-assessment and quality improvement process
- C9a** Financial management for board members
- C9b** Introduction to audit
- C10** Understanding board responsibilities
- C11** Creating inclusive organisations
- C12** A whole college approach to climate action
- C13** Governor Recruitment

Proficient

- P1a** Leading a committee
- P1b** Virtual governance
- P2** Understanding the Role of the Safeguarding Lead Governor
- P3** Developing educational character
- P4** Supporting effective risk change management
- P5** Developing the curriculum
- P6** Supporting improvements in teaching, learning and assessment
- P7a** Strategic financial management and understanding funding
- P7b** Audit for audit committee members
- P7c** Board assurance frameworks
- P8a** Culture, people and organisational development
- P8b** Board responsibilities and duties for senior postholders
- P9** Meeting Local needs
- P10** Digital Governance
- P11** Towards an inclusive college: A toolkit for governors
- P12** Capital Projects and Governance

Highly Effective

- H1** Scrutinising strategic
- H2** Partnership working
- H3** Board involvement at inspection
- H4** Advanced financial decision
- H5** Leading significant organisational change
- H6** Safeguarding: Trauma-Informed Practice

Thank you

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