



**MIDDLESBROUGH COUNCIL
GOVERNOR DEVELOPMENT SERVICE**

SERVICE LEVEL AGREEMENT 2018/19

OVERVIEW OF SERVICES AND CHARGES

1. INTRODUCTION TO GOVERNOR DEVELOPMENT SERVICE

1.1 Middlesbrough Governor Development Service is an established specialist team, fully conversant in all aspects of school and corporate governance. We offer a high quality comprehensive service to support governors/directors/trustees in carrying out their role – from strategic leadership and training through to the organisation and management of governing boards and associated meetings. The main strength of the service is the knowledge and expertise of the team; which allows us to promote and share good practice for achieving strong and effective governance.

1.2. The service is committed to supporting all schools, governing board and academy trusts therefore offers a first point of contact for all queries relating to a wide range of educational matters. Given the wealth of knowledge and experience acquired within the team we will endeavour to offer guidance and, or signpost to alternative sources of advice and support.

1.3. The local authority's statutory functions in relation to governance of maintained schools are undertaken by the Governor Development Service. However, as more and more schools convert to academy these functions represent a very small part of the service. The main services offered to schools, governing boards and academy trusts are non-statutory and are offered through a costed service level agreement.

1.4. In addition to the service level agreement we can provide bespoke consultancy and support to meet the needs of the school or organisation, such as external reviews of governance. If you are interested in discussing any support not covered through the service level agreement please contact us. We will provide costings on request.

1.5. Primarily we offer a service to educational establishments within Middlesbrough Council. However, we are currently providing services to other schools outside of the Borough.

2. GOVERNANCE SUPPORT SERVICE STANDARDS

2.1 New staff undertake an induction programme, which includes:

- shadowing experienced staff and being accompanied at meetings of governing boards for an initial training period;
- receiving in-house training on all relevant administrative procedures relating to governing board meetings;
- attendance at governor induction training;
- in-house training on understanding and applying governing body legislation;
- quality checking of minutes by an experienced officer during the initial induction period

2.2 All staff within the service undertake the National Clerk's Development Programme within their first two years in service. The programme gives an overview of the national picture and key features of effectiveness governance, focussing on the roles of the Clerk as administrator, information manager and adviser.

2.3 Regular team meetings are held within the service to consider service development and brief staff on relevant issues.

2.4 The local authority operates an annual appraisal process and mid year review to discuss an individual's performance, identify development needs identified and agree personal objectives.

2.5 Staff within the Governor Development Service attend relevant regional and national conferences, training events and briefings, as appropriate, with information being disseminated to the whole team to keep them up to date with developments in school governance and to share good practice.

2.6 Staff are occasionally observed by their manager at governing board meetings.

2.7 The Governor Development Service has a number of aims and procedures to ensure an efficient and effective service to its clients. This includes:

- the production of a draft agenda and pre agenda meetings with the Chair and Headteacher were agreed.
- the distribution of papers within the legal deadline specified in governance legislation for maintained schools and Articles of Association for academy trusts, or earlier where agreed with a governing board;
- the production of draft minutes within 20 working days of the meeting date, or earlier where agreed with a governing board;
- the issuing of a welcome pack within 10 working days of the appointment letter being sent
- participants at training sessions are asked to complete evaluation forms for all courses in the central programme. A summary of evaluations is produced for each course, resulting in the calculation of an overall score for the course and a judgement on whether the course was Excellent, Good, Satisfactory or Unsatisfactory. The Manager of Governor Services would aim to address any significant concerns arising from evaluations. Impact of governor training to be monitored through governors increasing challenge evidenced in minutes.
- National initiatives, comments from evaluation forms and Ofsted inspection reports are used when considering future training needs.

2.8 The service continually looks to improve the services it provides. Reviews are carried out at appropriate intervals through service questionnaires and in discussion with head teachers and chairs of governors.

3. SERVICES OFFERED TO GOVERNING BOARDS UNDER A CORE SERVICE LEVEL AGREEMENT

3.1. The Governor Development Service has traditionally offered two service level agreements – one for Governance Support and Clerking Service and another for Governor Training and Development and Access to External Subscriptions – the costs for which were largely based around the size of a governing board and the number of meetings required. The charging model used in previous years is no longer reflective of the increasing demands and expectations of schools and academy trust governance whereby the accountability for governors is much more robust than it has ever been. Governance is now much more complicated and requires a much higher level of knowledge and skills from both governors and the support officer. Trustees have an additional layer of accountability as they are not only governors but are also legally responsible for charity's management and administration as well as responsibilities as company directors. The core functions of the Governor Development

Service are not statutory and therefore the service has to be traded at full operational cost. Factors taken into account when determining charges include staffing costs; travel time and expenses, management costs; training and development costs; business support expenses (e.g IT, printing and postage); and other central administrative charges. .

3.2. It should be pointed out the local authority remains responsible for promoting high standards in primary and secondary education. Ofsted has acknowledged that *“the most successful local authorities are those that engage with all the schools in their areas, regardless of whether they are fully maintained, academies or free schools. They typically view themselves as the ‘commissioner of education for the children and young people in their area’. If the local authority believes that provision isn’t good enough for the children and young people then it challenges schools to do better, irrespective of status.”* The priority for the local authority is to promote high standards of education and ensure that all children and young people attend a school, which is judged by Ofsted to be at least ‘good’. For a school to be judged at least good the governance of the school must be effective in holding leaders to account for the performance of the school. They can only do so if confident in their roles and responsibilities and know how to hold leaders to account. Whilst we appreciate that there is a growing demand on governors’ time to attend meetings and school events, training should remain a priority for governing boards. The Ofsted Inspection Handbook makes it clear that 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**”*. Consequently, training and development is now incorporated into the main service offer under a single revised service level agreement offer.

3.3. Middlesbrough Governor Development Service are committed to offering high quality training and work closely with Middlesbrough School’s Teaching Alliance (MSTA) and following discussions with governor support services in Stockton and Redcar and Cleveland Borough Councils, aim to try and increase opportunities and attendance at training through the delivery of joint sessions and arrangements for governors to access certain sessions in each of the three local authorities. This will expand the scope of courses on offer to governors and widen the network for governors to share experiences. Charges for attendance at sessions delivered by Stockton or Redcar and Cleveland governor services will remain free of charge to individuals and covered through the service level agreement. Additionally, the three councils are collaborating in order to develop a wider co-ordinated offer using the expertise and resources available to support governance further in areas such as independent reviews of Governing Boards.

3.4 It is recognised that the requirements of individual governing boards and academy trusts will vary. The service level agreement therefore has a tiered pricing structure designed to deliver packages which best meet those requirements, whilst ensuring all governing boards have access to professional advice, support and training to carry out effectively their core functions and statutory responsibilities. The services provided under each package option are identified in Appendix A.

3.5. Listed below are the charges for the period of one year from 1st April 2018 to 31st March 2019 (**appendix 1**).

Package Option	Package Cost	Meeting Cost
Bronze	£1000	£315 per meeting

Silver	£1376	£315 per meeting
Gold	£1622	£315 per meeting

Example: - The cost for a governing board subscribing to the Silver Package and has three scheduled meetings each year, clerked by the service, would be £2321.

4. ADDITIONAL SERVICES OFFERED TO GOVERNING BOARD AND TRUST BOARD ON PAY AS YOU GO BASIS (See Page 11)

4.1. For those governing boards buying into the core service level agreement there a number of optional service elements available at an additional cost.

4.2 Clerking Additional Special Meetings of the Governing Board

The Clerk to the Governing board should call all meetings of the board (i.e. send an invitation and agenda) therefore this service is included in the cost of the SLA. Attendance of a Support Officer to clerk special meetings of the Governing board **is not included in the service level agreement**, but this service may be provided, **subject to availability, at an additional cost**:

4.3 Support with Managing Complaints Proceedings/ Investigation of Complaints

The Governor Development Service will offer general advice over the telephone with regard to managing complaints proceedings and the investigation of complaints against head teachers and governors. In recent years the number of complaints has increased and complaints are much more complex. Consequently the demands on the Governor Support Service from head teachers and Chairs wanting more detailed guidance and support has increased. The support needed may vary dependent on the expertise and capacity within the governing board to manage a complaint through to resolution. The Governance Support Service offers a service to support governing boards facilitate the process of managing and hearing complaints. Support available from the service may include:

- Drafting letters to the complainant on behalf of the Chair/Governing Board
- Convening meetings and interviews
- Accompanying the Chair at interviews with the complainant and others
- Taking notes of meetings with complainants and others
- Recording formal minutes of complaint hearings
- Researching relevant information relating to the complaint
- Seeking advice from the authority's Legal Section where appropriate
- Assisting with drafting any final report and/ or response to the complainant

4.4 Clerking service for staff hearing and appeal committees

There are occasions when staffing issues arise and which progress to the need for a formal hearing by governors, including appeals against pay decisions. On these occasions governors require support with the process to ensure statutory requirements are met; particularly bearing in mind that the main reasons for associated decisions being overturned at appeal stage relate to a flaw in the proceedings which have gone before. The Governor Development Service offers a service to support governing boards in arranging and clerking hearings and appeals. This meeting will fall outside our general SLA and minutes will be made available as soon as possible after the meeting

4.5 **Clerking service for governor committees to review exclusion decisions**

There are occasions when governors are required to review a decision of the Head Teacher/Principal to exclude a child. On these occasions governors require support with the process to ensure statutory requirements are met; particularly bearing in mind that in the case of a permanent exclusion the decision of the committee could be subject to scrutiny by an Independent Appeal Panel. The Governor Development Service offers a service to support governing boards in arranging and clerking review meetings. This meeting will fall outside our general SLA and minutes will be made available as soon as possible after the meeting

4.6 **Register of Governors' Interests**

Governing boards are required to maintain a register of interests for governors (including staff governors and the head teacher). For academy trusts this requirements is extended to members, trustees/directors and the accounting officer where they are not a trustees. The Governor Development Service offers a service to co-ordinate this process on behalf of governing boards, at a small additional cost to the overall service package. Annually, usually during the summer term, the Governance Support Service will provide all members of governing boards subscribing to this service with a form on which to register their business interests. A summary of responses and declared interests will be produced and details will be provided to the school for inspection by the auditor and members of the public, as well as for publication on the school website. Your Governance Support Officer will ensure that the register of business interests is available at your governing board meetings, as required.

4.7 **In-House Training**

Sessions can be tailored to meet the needs of an individual governing board or cluster. School administrative staff and senior leadership team members who are not governors may also attend these sessions. The cost of a bespoke training session will depend on the topic. The cost may be higher where an external adviser/consultant is sourced to deliver a session which meets the requirements of the governing board.

4.8 **National Governance Association (NGA) Membership**

Governing boards that subscribe to the core service level agreement have the opportunity to become members of the NGA at a slightly reduced cost than if arranged direct. The National Governance Association (NGA) is an independent charity representing and supporting governors, trustees and clerks in maintained schools and academies in England.

Standard governing body membership of the National Governance Association

- Copies of the NGA magazine delivered to the home address of three members of your governing body six times a year
- Two additional copies delivered to the school address
- Discounts off the NGA Guides - including the best selling 'Welcome to Governance'.
- A free place at NGA member events
- The NGA weekly e-mail news briefing for all members of your governing body
- Access to the members' area of the NGA website.

Gold governing body membership of the National Governance Association

- Access to the NGA Legal Service

- Access to NGA advice service by telephone and e-mail
- Access to the NGA/Educare First Certificate in Governance for up to six new governors per year
- Copies of the NGA magazine delivered to their home address for ALL the members of your governing body six times a year.
- Three free places at NGA member events
- The NGA weekly e-mail news briefing
- Access to the members' area of the NGA website for ALL the members of your governing body
- 20% off liability insurance for governors and trustees from Alan Boswell Insurance Brokers

Annual Subscription	Gold £260 and Standard £90
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4.9 **External Reviews of Governance**

Where Ofsted judges a school to require improvement and governance is weak, the inspection report is likely to recommend an external review of governance at the school. An external review can be commissioned by the governing board from any provider. This might be a National Leader of Governance, a national or regional organisation or a local authority. The Governor Development Service can advise on the options available and can be commissioned to undertake an external review of governance. Reviews would normally be carried out by the Manager of Governor Services. Where involvement with a Middlesbrough governing board is such that the Manager's involvement could not be considered to be external or objective, we will advise on alternative reviewers. Governing boards may request an external review as a self-evaluation exercise even if this has not been recommended by Ofsted. An external review of governance may include a number of different components. At the minimum level it would involve the following:

- Examination of relevant documentation by the reviewer to gather evidence of the governing body's effectiveness (e.g. full governing board and committee minutes, training and attendance records, notes of governor visits, school improvement plan etc.)
- A 2 hour facilitated self-evaluation session with the governing board using an agreed self-evaluation tool (e.g. National College Review of Governance Framework or 20 Questions for a governing board to ask itself), with a summary of strengths and areas for development / actions provided after the session.

Additional elements might include:

- Pre-meeting with Head Teacher and Chair of Governors
- Observation of a governing board meeting
- Follow-up session to review progress

The National College recommends that external reviewers charge between £900 and £1200 depending on the scope of the review. The cost of a review will be negotiated individually depending on the needs of the governing board, the elements included in the review and whether the review is a post Ofsted action or a self-evaluation exercise requested by the governing board. The following provides a framework for charges:

Middlesbrough Schools

Basic level review £600

(Examination of documentation, summary of initial findings, facilitated self-evaluation session)

Additional elements

Pre meeting with Chair and Head Teacher £100

Observation of governing board meeting £150

Subsequent review of progress £250

Schools outside of Middlesbrough

For schools outside of Redcar and Cleveland a review will always include all elements except the subsequent review and will cost a minimum of £950 plus additional travel time and expenses.

4.10 **Governance Health Check**

Governing boards are increasingly recommended to undertake self-evaluation activity to review their effectiveness. Please contact Jackie White, Manager of Governor Development Services, to discuss further the needs of your board.

5. ROLE OF THE SCHOOL/GOVERNING BOARD

To allow the Governor Development Service to deliver the service level agreement to your governing board there are certain expectations:

- Governing boards are encouraged to regularly consider their training needs and to encourage governors to attend development training, as appropriate, and to report back to the governing board. **All new governors are expected to attend the central induction programme.**
- Governors are requested not to turn up to courses without prior booking, as they may find that a course has been cancelled.
- Governors who book a place on a course but subsequently find that they are unable to attend are asked to contact Governor Development Service to submit an apology. The service reserves the right to charge if governors fail to turn up to a session without an apology.
- Chairs are asked to liaise with the Head Teacher, and Vice-Chair where appropriate, and confirm the final items for the agenda by the deadline specified by the Governance Support Officer.
- The Chair should inform the Governance Support Officer as soon as possible of the dates of any special meetings of the full governing body which have been arranged, to enable these to be called in accordance with statutory requirements.
- In order to assist the service to provide the consistency of the same Governance Support Officer at all meetings, governing boards are asked to consult the support officer before setting dates of meetings they are required to attend and to be flexible about meeting dates, wherever possible, if the support officer already has a prior work commitment.
- Where a governing board has decided to use the Governor Development Service for clerking additional meetings i.e. Complaints or Pupil Exclusion meetings the Chair of Governors or

Head Teacher is asked to contact their Governance Support Officer as soon as the date of the meeting is known to discuss the arrangements and provide the necessary information.

- When governing board meetings are cancelled or re-arranged, the Chair of Governors or Head Teacher is asked to notify the Governance Support Service as soon as possible.
- Reports and minutes which form part of the meeting papers should be sent to the Governance Support Officer by the deadline specified, to enable all relevant papers to be circulated to governors within the required notice period.
- Head teachers are requested to ensure that the Support Officer receives a copy of any meeting papers circulated to governors separately by the school.
- The Chair and Head Teacher, are requested to check the draft minutes of meetings for accuracy and submit any amendments as soon as possible, and by no later than two weeks before the posting date for the next meeting.
- It is expected that governors will treat members of the Governor Development team with respect and courtesy.

6. COMMENTS/CONCERNS

The Governor Development Service welcomes all feedback on the service it provides and takes the learning from both compliments and complaints to spread good practice and resolve issues. Governing boards are invited to let us know whenever they are particularly pleased with the service so we know what aspects of the service you valued most. It is equally important where a governor or governing board is dissatisfied with any aspect of the service received they should let us know. Every effort will be made to resolve disputes quickly and effectively. Should you wish to comment on the quality of service provided please contact Jackie White, Manager Governor Development Service.

7. METHOD OF CHARGING AND OTHER CHARGES

7.1 The cost of the main service level agreement package and agreed additional charges for the year will be charged to schools via an accountancy journal (or an invoice where schools have their own bank accounts) as early as possible within the financial year to which the SLA relates. Schools and academies with their own bank accounts can make payments in monthly instalments if preferred. Additional amounts arising during the year, for example for long meeting surcharges, special meetings and one-off committee meetings, will aim to be charged to schools on a termly basis.

7.2 Additional charge for long meetings – Service costs are calculated on the basis that an average meeting lasts approximately two hours. Some are significantly longer than this and it is necessary to build in an additional charge to cover staffing costs. An additional charge of £40 per hour will be made, over and above the charges detailed above, for meetings lasting longer than 2 hours.

7.3 Charges for reconvening inquorate meetings - If a governing board has to abandon a meeting and reconvene it for another date because it is inquorate, a charge of £40 will be made to cover the costs incurred by the Governance Support Officer in preparing for the meeting,

travelling to and from the school, time spent at the meeting until it is deemed inquorate and costs of sending a further letter to governors to reconvene the meeting.

MIDDLESBROUGH GOVERNOR SUPPORT SERVICE LEVEL AGREEMENT/CONTRACT

The Service and accompanying charges are based on a one year contract and can be tailored to individual needs. All charges are fully inclusive of mileage and expenses and exclude standard rate VAT.

CORE SERVICE LEVEL AGREEMENT

PACKAGE	COST	PLUS MEETING COSTS	Yes (✓)	No (x)
BRONZE	£1000	@ £315 per meeting		
SILVER	£1376	@ £315 per meeting		
GOLD	£1622	@ £315 per meeting		

Pay as you go menu for support outside the bronze, silver gold package	Hourly Rate	Package Available
Undertaking a review of committee structure/levels of delegation on an annual basis to ensure in line with regulation	£40 per hour	Please see Appendix 1
Set up and maintain a register of pecuniary interest	£40 per hour	Please see Appendix 1
Planning meeting to prepare annual planner to aid agenda setting, including policy information	£40 per hour	Please see Appendix 1
Strategic advice line providing a first point of contact for support, queries and direction	£40 or £1000 per year	Academies who do not require clerking support, may wish to have strategic support to their LMBs/Trust Boards
Undertake an Annual Health Check of Governing Body	£250	Please see Appendix 1
One bespoke whole Governing Body training session per year plus resources	From £150* Dependant on the topic/lead/officer	Please see Appendix 1
Preparation, support and agreement of Instruments of Government/Articles of Association	£40 per hour	Please see Appendix 1
Support for the promotion and recruitment of new Governors	£40 per hour	Please see Appendix 1
Additional Meetings and Support <ul style="list-style-type: none"> • Complaints Committee • Staff Hearings/Appeals • Exclusions 	£40 per hour	Please note that the hourly rate will apply for advice, preparation time, calling meeting, management of meetings procedures typing up minutes

Governor Training and Development Packages Schools not purchasing clerking or advice package but wish to partake in training only)

Package	Offer	Cost
Bronze	Attendance at up to 10 courses within the Training and Development Programme	£750
Silver	Attendance at up to 15 sessions within the Training and Development Programme	£1000
Gold	Attendance at up to 25 sessions within the Training and Development Programme	£1500

Pay as you go Training

Pay as you go Menu	Hourly Rate/Cost
To attend a 2 hour course which is offered within the School and Governor Support Training and Development Programme	£100 per session
To attend a day course e.g. new governor induction, Safer Recruitment	£150 per session

GOVERNING BOARD OF _____

have agreed to purchase services from Middlesbrough Governor Development Service as indicated above and agree to the terms laid out in the service level agreement.

Signed (Chair of Governors) Dated.....

Please complete and return to Jackie White, Governor Development Service, 3RD Floor, Middlesbrough House, 50 Corporation Road, Middlesbrough, TS1 2RH Tel 01642 201988 email jackie.white@middlesbrough.gov.uk by 31 March 2018