

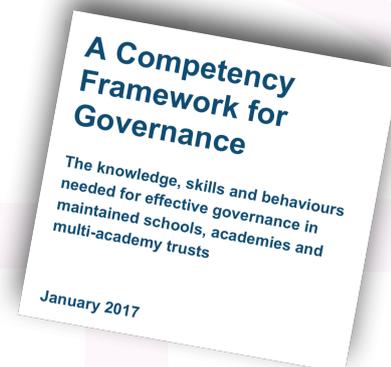
The skill set for new trustees *(How it is different from being a governor)*

Bath & Wells Trustee & Member Conference
Saturday 13th November 2021

1

INTRODUCTION

- The knowledge and skills required for effectiveness in setting the strategic direction of the organisation, planning and prioritising, monitoring progress and managing change.
- Holding leaders to account is about establishing clear expectations, ensuring clear lines of responsibility, putting in place systems for monitoring appropriately, ensuring evaluation and taking action in response to that evaluation.
- The relevant indicators for monitoring behaviour and safety including information about admissions, exclusions, behaviour incidents, bullying and complaints.
- Interprets budget monitoring information and communicate this clearly to others



2

The Seven Principles of Public Life

1.1 Selflessness - Holders of public office should act solely in terms of the public interest.

1.2 Integrity - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

1.3 Objectivity - Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

1.4 Accountability - Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

1.5 Openness - Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

1.6 Honesty - Holders of public office should be truthful.

1.7 Leadership - Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

3

Should

Vs

Must

You should stop smoking



People must obey the law



- 'must' means something is a legal or regulatory requirement or duty that governors, trustees and directors must comply with
- 'should' means something is good practice that the Charity Commission expects governors, trustees, directors to follow and apply to their charity.

4

The Seven Principles of Public Life

1.1 Selflessness - Holders of public office **should** act solely in terms of the public interest.

1.2 Integrity - Holders of public office **must** avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They **should** not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They **must** declare and resolve any interests and relationships.

1.3 Objectivity - Holders of public office **must** act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

1.4 Accountability - Holders of public office are accountable to the public for their decisions and actions and **must** submit themselves to the scrutiny necessary to ensure this.

1.5 Openness - Holders of public office **should** act and take decisions in an open and transparent manner. Information **should** not be withheld from the public unless there are clear and lawful reasons for so doing.

1.6 Honesty - Holders of public office **should** be truthful.

1.7 Leadership - Holders of public office **should** exhibit these principles in their own behaviour and treat others with respect. They **should** actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

5

Differences between Governors, Trustees & Directors

| | | | |
|----|--|--|--|
| 1. | | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |
| 5. | | | |
| 6. | | | |
| 7. | | | |

6

Charity Governance Code

Charity Governance Code

5.6 Reviewing the board's composition

5.6.1 The board has, and regularly considers, the mix of skills, knowledge and experience it needs to govern, lead and deliver the charity's purposes effectively. It reflects this mix in its trustee appointments, balancing the need for continuity with the need to refresh the board.

5.6.2 The board is big enough that the charity's work can be carried out and changes to the board's composition can be managed without too much disruption. A board of at least five but no more than twelve trustees is typically considered good practice.

7

Skills – Governor –v- Trustee

| | | Desirable | Essential |
|----|--|-----------------|----------------|
| | Strategic Leadership | Governor | Trustee |
| 1. | I am/have been a governor or trustee in another school or board member in another sector | D | D |
| 2. | I am/have been chair of a board or committee | D | D |
| 3. | I have an awareness of national education policy (e.g. school funding, curriculum, teaching and learning) | E | E |
| 4. | I have experience of the school's local community | D | D |
| 5. | I have experience and expertise in strategy development | D | E |
| | Accountability | Governor | Trustee |
| 1. | I can interpret data and statistics relating to pupil progress and outcomes and use it to identify areas for development | D | E |
| 2. | I am confident I know enough to ask questions and challenge leaders on matters relating to educational outcomes | E | E |
| 3. | I have experience of financial planning: budgeting, monitoring and compliance | D | E |

8

Extract from a TED Talk given by Sir Ken Robinson on “Do schools kill creativity”. Sir Ken was a British author, speaker and international advisor on education in the arts to government, non-profits, education and arts bodies.

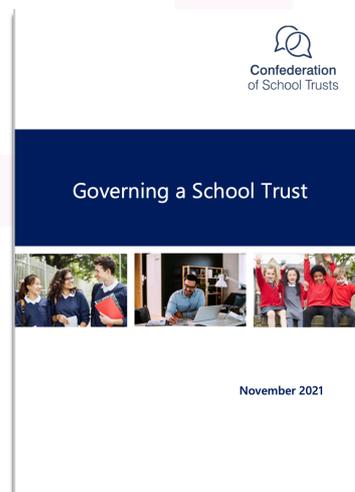


https://www.ted.com/talks/sir_ken_robinson_do_schools_kill_creativity

9

Confederation of School Trusts “Governing a School Trust”

Ultimately the task of governance in School Trusts is to advance education for public benefit. In doing so, the trust board must enact a sacred duty of holding trust on behalf of children. This is a task bigger than one person – bigger than the executive trust leader because we are all fallible – we all have moments of blindness alongside our capacity for insight. It is a task so important that it requires a group of people. The trust board. And that board must be responsible for its own improvement.



10



11

Thank you

- You will receive an email at the end of the conference with a link to the following:
 - Feedback form – we would really like to hear what you think of our conference sessions
 - Power-point slides used in all sessions
 - Any resources referred to from all sessions
- Further CPD opportunities
- Please visit our website for more information
<https://www.bathandwells.org.uk/schools/>

12