

#LFgov

2017/18

**GOVERNOR
DEVELOPMENT
PROGRAMME
AND GOVERNANCE
SUPPORT**

www.lfhe.ac.uk/gdp



Inspiring
Leadership

**Leadership
Foundation**

for Higher Education

WELCOME

GOVERNANCE TO 2020 AND BEYOND: IMPROVING EFFECTIVENESS FOR A NEW AGE

The year is expected to be one of transition and change: some changes foreseen; others currently unknown and only to emerge during the year. Some may affect institutions in all of the devolved nations of the UK, others may only apply to just one of the nation states.

This year's governor development programme (GDP) and linked activities, has as its theme **Governance to 2020 and beyond: Improving Effectiveness for a New Age**. It allows participants the opportunity to anticipate and evaluate the impact of change, while offering practice support and advice about how to successfully navigate the changes. In addition to focusing on a changing policy environment GDP has been updated to cover the topics that you have told us are the ones you wish to be supported with. New to this year's programme are a national conference and reception. Also, newly available is the revised governance effectiveness framework and associated survey tools.

99% believe
Governor
responsibilities
have increased
and 95%
that they will
continue to
increase.

THE LATEST KNOWLEDGE AND INSIGHTS

Governance news and alerts

In addition to the publications, interviews and briefing notes, the governance section of the Leadership Foundation's website contains governance news. This features the latest news alerts about governance. The alerts cover not only governance in the higher education sector, but news about governance in the private and non-for-profit sectors. News from outside of higher education sector offers comparative information about areas and issues that may subsequently impact on governance in higher education.

Governance news can be found on the right-hand column of home page of the Leadership Foundation governance website and at www.lfhe.ac.uk/govnews

By joining the **News Alert Governance List** you will receive notification of the latest news alerts as they are published. In addition, at the end of each month you will receive a bulletin which includes a summary of the news alerts published during the month as well as details of everything that's been added to the resources.

Governance News is ideal for Chairs, Governors, governance professionals or those with an interest in higher education governance.

To join the News Alert Governance list please email susie.norton@lfhe.ac.uk

Governance on the web

The home page of the Leadership Foundation governance website also includes links to:

▶ **Governor support:** access to wide range of web-based information and resources:

governors / governing bodies / operating context

In addition a resource bank of materials, such as useful websites, codes of governance and book reviews, is available.

▶ **Publications and resources:** such as our Getting to Grips guides and briefing notes

▶ **Upcoming events**


Find out more at www.lfhe.ac.uk/Governance

Become a member of our GOVERNANCE JISCMail group

This email forum is for those professional staff supporting institutional governance to exchange views and ideas, and thereby to help develop and disseminate best practice. It provides a network of support and builds on the development of the governance website. The GOVERNANCE JISCMail group will be of interest and use to governance practitioners, including clerks and secretaries.

To subscribe go to www.jiscmail.ac.uk/GOVERNANCE

Follow the Governance conversation

#LFGov is the home of our governance twitter feed 

Further information

If you would you find it helpful to have further information about any of activities listed in this brochure please contact governance@lfhe.ac.uk

CONTENTS

The role of a governor is increasingly demanding. Participating in the Governor Development Programme and the linked activities will help build your competence and confidence in being able to successfully discharge your responsibilities. The programme includes activities for those who advise and support governors.

This brochure contains information about the GDP and the linked activities offered as follows:

National receptions and conferences

Challenges facing good governance

In conjunction with the Higher Education Policy Institute (HEPI) the Leadership Foundation is running a national seminar and reception for senior leaders and governors to explore the lessons that UK higher education governance can learn from elsewhere.

Governance: improving effectiveness for a new age

For the first time the 2017/18 programme includes a national conference on governance. This high-profile event provides the opportunity to hear from leading figures in higher education on some of the key issues of the day, analysis of what the HE and Research Bill means for institutions and governing bodies, the introduction of the Office for Students (OfS) and how they are likely to impact the future governance of institutions.

Addressing the known 'unknowns'

Governor Development Programme: a series of face-to-face events for governors, professional support staff and senior post-holders of higher education institutions. The programme includes events targeted at specific categories of governors, such as students, new governors, or staff; the devolved nations, e.g. Scotland, Wales; chairs and heads of institution; and small and specialist institutions.

Roundtable Discussions: short and intense workshops for participants to explore and discuss important and emerging issues affecting institutional governance.

Individual activities leading to personal development

Self-assessment Tool: an on-line assessment tool enabling governors to test their knowledge of governance and to identify gaps for subsequent development.

Rethinking Governance: an on-line programme allowing participants to explore major issues influencing leadership and governance in the higher education context. Ideal for governors new to higher education, but with previous governance experience in other sectors.

Governance Professionals in Higher Education: a development journey for professional staff working in the area of governance.

Women onto Boards: for women interested in joining the governing body of a higher/further education or a non-executive body in other sectors, whether as an independent or staff governor. This activity is part of the aim to build a pipeline to encourage women to become board members.

Publications

Getting to grips guides: these provide in-depth information on specific aspects of higher education where governors seek assurance or have responsibilities. e.g. audit, finance, procurement.

Governor briefing notes: a series of short and easy-to-read summaries on a wider range of issues and aspects of higher education governance.

Roundtable notes: to facilitate the wider dissemination of the key points discussed at each Roundtable, a summary note is released following each event.

Illustrative practice notes: to support and share practice, in partnership with the Committee of University Chairs.

Enabling equality and diversity

The Leadership Foundation and the Equality Challenge Unit have together produced an Equality and Diversity Toolkit for institutions and governors, which can be accessed from the Leadership Foundation's website.

Governance effectiveness: survey tools, reviews and tailored support

Governance effectiveness framework and survey tools: an updated framework and new survey tools are available to Leadership Foundation members, to assist in the assessment of the effectiveness of a governing body. The surveys can be used in a number of different ways, and linked, if required, to tailored support for an institution.

Governance effectiveness reviews and tailored support for institutions: the Leadership Foundation's consultancy team undertakes effectiveness reviews and are on-hand to provide strategic support to governors and governing bodies. Everything from a full scale review, through to light touch observation, or simply facilitating a board away day or strategic session.

Support is tailored to meet your specific requirements, while drawing on comparative data and unparalleled understanding of higher education governance specifically allowing us to benchmark practice at your institution against the rest of the sector and beyond.

Calendar and how to book

Prices shown in this brochure are for Leadership Foundation members. Non-member prices can be found on our website www.lfhe.ac.uk/GDP

NATIONAL RECEPTIONS AND CONFERENCES

These events are intended to provide a national forum for a large number of participants to acquire new insights, and to debate and exchange ideas on key issues of governance. The events are designed to help inform the development of institutional policy and the practice of governance.

CHALLENGES FACING GOOD GOVERNANCE **FREE**

When: Monday 18 September 2017 5pm - 8pm

Where: central London

Universities receive hundreds of millions of pounds each year, and are key to the country's future success. More than ever is expected of their governing bodies. With the Higher Education and Research Act now on the statute books are universities' existing governance arrangements fit for purpose? What sort of people make the best governors? What should the relationship with the university management be like? What lessons are there from other sectors?

This seminar will be run in partnership with the Higher Education Policy Institute (HEPI) and will consist of a panel discussion with questions from the audience.

Who should attend?

Chairs, vice-chancellors, principals, presidents, chief executives, deputy and pro vice-chancellors, chief operating officers, and senior governance professionals.



GOVERNANCE: IMPROVING EFFECTIVENESS FOR A NEW AGE **£100**

As part of our theme, Governance to 2020 and beyond, this event is the first national conference for governors of HEIs and members of the professional support teams who work with governors. It offers a forum to enable governors, professional support staff and policy-makers to share and discuss key and emerging areas of governance. The conference will also provide the opportunity to meet and network with a wide range of Chairs, governors and senior staff from different institutions throughout the UK.

Register your interest to be first to find out more on this conference: governance@lfhe.ac.uk

STUDENT AS GOVERNOR **£300**

When: Wednesday 20 September 2017

Where: central London

Student governors are usually the elected representatives of the university's student union or guild. They typically face a steep learning curve following their election to office, not least when it comes to serving as a member of the university's governing body.

This conference is placed at the beginning of the academic year to prepare newly-appointed student governors for their first term as a member of the governing body. Delivered in conjunction with the National Union of Students (NUS), student governors will explore:

- The governing bodies expectations of a student governor
- The structure of a governing body
- The collective responsibility of governing bodies
- Managing conflicts of interest
- How to be an effective student governor

The conference will have a number of nationally-known keynote speakers but also provide an opportunity for participants to network with student governors from other institutions across the UK, and to subsequently use these contacts to share matters of concern and seek guidance.

Who should attend?

This event is for newly elected presidents of students' union or guilds, other senior officers of unions who have recently been appointed student governors, and officers of unions or guilds who may in future become members of a governing body. It will also be valuable for continuing student members who face new, second-term challenges.



Join the conversation
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ADDRESSING THE KNOWN UNKNOWNNS

The need for transition and change emphasises that the operating environment for higher education will continue to change and may do so in many ways very rapidly. Anticipating, understanding and navigating the changes lies at the core of the **Governor Development Programme and Roundtable discussions**.

NEW GOVERNORS OF SCOTTISH INSTITUTIONS

£300

When: Wednesday 25 October 2017

Where: Edinburgh

Higher education is the responsibility of the devolved administrations of the United Kingdom. There are important differences in how the different administrations operate the national systems of higher education, and in turn matters of governance. Not least Scottish institutions are covered by the Scottish Code of Governance. This event supports new student, staff and independent governors who have recently joined the governing bodies of Scottish institutions.

The event is expected to discuss:

- Government policy and the changing policy environment
- The role and impact of the revised Scottish code of governance
- The role and responsibilities of a governor
- How can you, as a governor, best contribute to the work of the governing body?

Who should attend?

This event is aimed at all new student, staff or lay/independent governors of Scottish institutions.



INSTITUTIONAL PAIRS: CHAIRS OF GOVERNING BODIES & VICE-CHANCELLORS/PRINCIPALS

£1,990 per pair

When: Thursday 2/Friday 3 November 2017

Where: Close to London, usually within the M25

Deadline for applications: Friday 7 October 2017

This event is designed to allow institutional pairs, comprising of the chair of the governing body/senate and the head of the institution, to spend quality time together; to engage in facilitated conversations; and to share their thinking and experiences with others undertaking similar roles. Previous programmes have identified common topics of significance to the vice-chancellors/principals and their chairs, and the need to respect each other's role and responsibilities when working effectively together.

This is a short and intense (less than 24 hours) event. It will commence at 16.00 on the Thursday afternoon, and include a working dinner and activities in the evening. On the following morning further activities take place before the event closes at lunchtime on the Friday. The event will be facilitated by Gillian Camm, Chair, and Alison Johns, chief executive, of the Leadership Foundation. The workshop has three key themes:

- **Governance:** The wider context of governance and leadership in the public, private and voluntary sectors; expectations on the role and the boundaries between governance and management; and managing reputational risk.
- **Business as usual:** The public face: presenting your institution to internal and external stakeholders; personal chemistry: aligning personal styles and relationships; governors' responsibility for senior appointments; and understanding comparative performance.
- **Issues that can lead to stress in the relationship:** Challenge v consensus: strategic choices and decision-making in a rapidly changing environment; avoiding surprises; crisis management; and succession planning.

Who should attend?

The Chair of the governing body and the head of institution need to attend the workshop as a pair. Numbers attending the workshop are capped at seven pairs (14 delegates), to ensure all participants gain fully from taking part in the workshop.

Average time spent on institutional business by a chair is between **21** and **42** hours per month.

THE ROLE AND RESPONSIBILITIES OF STAFF GOVERNORS **£300**

When: Thursday 23 November 2017

Where: central London

Staff governors form a distinctive membership category for governing bodies. Staff governors are normally elected by their peers, or appointed by Senate/Academic Board, in order to become members of a governing body. Typically, there will be at least two staff governors on a governing body, drawn from the institution's academic staff and professional support staff. Some institutions have separate staff governors for professorial and non-professorial academic staff.

Staff governors provide a direct link between the staff of the institution and the governing body. They are not however a 'representative' of the constituency from whom they have been elected or appointed. As governors, they should act at all times in the best interests of the institution and accept collective responsibility for the decisions agreed by the governing body. Independent governors may look to staff governors as a source of information to help their understanding of the institution, and to gain insights into how it operates.

The event will: discuss the role of staff governors, and how they can best make an effective contribution to the work of the governing body; look at the importance of building good relationships with other members of the governing body; and explore how difficult issues can be raised, and the balance between supporting and challenging the Executive.

Who should attend?

The event is for staff governors, and those considering whether they would like to become a staff governor.

CLERKS, SECRETARIES AND GOVERNANCE PROFESSIONALS NATIONAL NETWORK **£300**

When: Wednesday 31 January 2018

Where: central London

Clerks, secretaries and staff in their teams play a pivotal role in the operation of a governing body. They typically work closely with the chair, head of institution and other senior post-holders. The professional advice of the team is often sought by all parties when difficult questions or issues arise. Their work is often 'unseen' and rarely acknowledged, but vital to the effectiveness of governing bodies. They should have both a detailed understanding of governance, but also the personality and personal skills to successfully manage difficult situations and people.

The event is expected to explore:

- Issues of higher education governance that have emerged over the last 12 months and remain challenging
- Scenarios for the future shape of the higher education sector and emerging issues of governance
- What has happened to governance in other sectors over the last 12 months? Are there lessons for higher education?
- How to carry-out effectiveness reviews
- Approaches to supporting the induction and professional development of governing body members
- Keeping abreast of new developments and responsibilities for governing bodies (including academic governance)
- Managing relationships on the governing body and in the institution

Who should attend?

The Annual National Network Event is for professional staff, including clerks and secretaries, working for higher education institutions who support higher education governance.

In 2016/17
660 participants
from **166**
institutions
attended GDP.

GOVERNANCE IN SCOTLAND: WHAT'S CHANGING? £300

When: Wednesday 7 February 2018

Where: Edinburgh

Higher education policy in Scotland is the responsibility of the Scottish parliament and government. Significant changes to the policy context have recently occurred, with further changes under discussion. In addition, Scottish institutions abide by the Scottish Code of Good Governance. A new version of the Code is expected to be released ahead of 2017/18.

There are 19 'publicly funded' higher education institutions in Scotland, including The Open University in Scotland. In addition, a large number of further education colleges offer higher education courses.

This event offers an opportunity for governors of Scottish institutions to examine some of the distinctive features of the Scottish higher education system and the evolution of governance.

An indicative programme for the event will include:

- The evolving policy environment, including the impact of the revised Scottish Code of Good Governance
- Emerging issues of rising concern that governors should give attention to
- The student experience, and issues of welfare and mental health

Who should attend?

This event is for governors of Scottish higher education institutions and of further education colleges who offer higher education programmes in Scotland. The day is designed for all categories of governors in these institutions, and offers something for both new and longer-standing members of a governing body.



THE TOOLKIT FOR GOVERNORS £300

When: Thursday 8 March 2018

Where: central London

Each year the Toolkit for Governors is updated to reflect the transition and change happening in the higher education sector. The day is organised into three separate, but interlinked, seminars. Collectively the seminars provide an up-to-date toolkit to inform and influence the work of governors in discharging their responsibilities. The day begins by looking at how the operating environment for higher education is changing, and considering some of the key factors influencing the strategic decisions and positioning of institutions. This provides the backdrop for considering the system of shared governance in higher education and the different components. Each of the components is considered, as well as how they contribute to the overall system of governance. The third workshop considers how to strike a balance between the educational and business needs of the institutions, recognising the institution in an independent and autonomous legal entity as well as an educational institution.

- **Seminar 1 - A changing operating environment:** including, demographic change, age participation rates, international students, student recruitment, retention and satisfaction, funding, research, regulation and government policy.
- **Seminar 2 - Shared governance:** How is the system of governance in higher education different from that found in other sectors? What is shared governance? What role does the governing body play? What factors are important in order for a system of shared governance to be effective? Assurance and scrutiny.
- **Seminar 3 - Balancing academic and financial needs and performance:** Managing educational and financial needs and outcomes. Stewardship for the short- and longer-term. Who do governors hold the institution in trust for?

Who should attend?

The toolkit for governors is for all members of a higher education governing body, whether recently appointed or longer-standing.



GOVERNANCE IN WALES: AN EVOLVING AGENDA **£300**

When: Tuesday 6 March 2018

Where: South and North Wales, venues tbc

Higher education is devolved in Wales with most decisions taken by the Welsh Government and implemented by the Higher Education Funding Council for Wales (HEFCW). HEFCW distribute some of the public funds from the Welsh Government and act as an intermediary between the higher education sector and government and regulate areas including: the student fees received by institutions providing higher education; and the quality of education provided by, and on behalf, of those institutions.

This event will provide an opportunity to explore the changing policy context for Wales' higher education. This will include exploring the impact of both the first phase of the Diamond Review implementation in September 2017 and the Hazelkorn review.

The indicative programme for the event includes:

- The governance of Welsh institutions
- The implications and impacts of the Diamond and Hazelkorn reviews on University funding and governance
- Key policy agendas for the Welsh government

Who should attend?

This event is for governors of Welsh HEIs and of FECs who offer higher education programmes in Wales.



LEADING THE GOVERNING BODY AND CHAIRING THE BOARD **£300**

When: Wednesday 21 March 2018

Where: central London

The event focuses on the leadership of the board/senate. Board leadership is a key determinate of governing body effectiveness.

The event is designed to support those who lead, or aspire to lead, a governing body. It will provide an opportunity to discuss and examine the role of the Chair in leading the board and the importance of creating a boardroom culture to allow openness and debate. As part of this aim, it will examine the importance of establishing effective working relationships with the head of institution, governors and the clerk or secretary, as well as considering how to deal with difficult issues.

The event is expected to explore:

- The role of the Chair in leading the board/senate
- The culture of the boardroom and how to encourage openness and debate
- How to encourage and manage the participation of all governors
- The importance of balancing the agenda and ensuring governors receive adequate and timely information to inform their decision-making
- Managing relationships with the head of institution, deputy/vice-chair, committee chairs, governors and clerk or secretary
- Recruiting a head of institution and new governors
- Appraising governors
- Dealing with difficult issues
- How do you know if the governing body is effective?

Who should attend?

This event is for chairs and vice-chairs of governing bodies and committee chairs, as well governors who are thinking about taking-up one of these roles in the future.

CUC
Committee of University Chairs

GOVERNANCE AND SMALL AND SPECIALIST INSTITUTIONS

£300

When: Thursday 14 June 2018

Where: central London

Small and specialist institutions are an important part of the increasingly diverse higher education system in the UK. Run in conjunction with GuildHE, this event will explore some of the issues and challenges facing this group of institutions. This includes strategic positioning and achieving good governance.

The event will allow participants from institutions facing similar challenges to discuss and explore possible ways of successfully over-coming difficult strategic issues and finding effective ways of moving forward. It will also allow governors from small and specialist institutions to meet with each other and share best practice.

The event will examine:

- What is the place of small and specialist institutions in the emerging system of higher education?
- How can they secure a competitive advantage and compete with larger and arguably better resourced institutions?
- Governance in small and specialist institutions: making it proportional and effective
- The composition of governing bodies and their effectiveness: what balance of skills is required in specialist institutions? How big a challenge is securing a diverse (in all senses of the term) membership?

Who should attend?

The event is for governors, senior leaders and clerks and secretaries working in small and specialist institutions.

Diversity and Inclusion
in Higher Education



CHATHAM HOUSE ROUNDTABLE DISCUSSIONS

£75

Where: central London

The Leadership Foundation working in conjunction with other sector bodies offers a programme of Roundtable events. The events provide an opportunity for a small number of participants (governors, governance professionals and senior managers) to discuss topical or emerging issues relating to the governance of HEIs. Typically, the events take place at the end of the afternoon with a 5pm start and last for no more than 90 minutes. The Roundtable discussions take place under the Chatham House rule.

The indicative programme is:

Roundtable 1: Academic Governance
Thursday 16 November 2017

Roundtable 2: Topic to be confirmed
Thursday 7 December 2017

Roundtable 3: Academic Governance
Tuesday 13 February 2018

Roundtable 4: Topic to be confirmed
Thursday 22 March 2018

Roundtable 5: Topic to be confirmed
Wednesday 16 May 2018

Additional possible topics to be covered include:

1. Vice-chancellor as governor
2. Being the Chair: challenges of leading the Board/Senate
3. Audit committee: working together with the finance team
4. Safeguarding students
5. Remuneration of senior post holders
6. What is a positive Board culture, how can it be achieved?

Further topics are likely to be added during the course of the year.

Who should attend?

Chairs, vice-chairs, governors and those supporting governors should attend the Roundtable discussions. In order to provide the opportunity for all participants to contribute, numbers for each Roundtable event are normally restricted to 20.

REGISTERING YOUR INTEREST

If you would like to register your interest in securing a place on a forthcoming roundtable discussion, please contact governance@lfhe.ac.uk

PERSONAL DEVELOPMENT

Every governor should assess and manage their own developmental journey. In addition to the GDP and roundtable events, the Leadership Foundation offers mix of online toolkits and personal and professional development programmes.

A **self-assessment tool** enables governors to test their knowledge of governance, while **Rethinking Governance** enables participants to use on-line learning to explore some of the major factors influencing the leadership and governance of HEIs. and **Governance leaders in higher education** programme provides a professional development journey for staff who work in the area of governance and support governing bodies.

SELF-ASSESSMENT TOOL FOR GOVERNORS **FREE**

The self-assessment tool allows users to test their knowledge and understanding of governance. It helps the user to identify areas where they may wish to consider undertaking further development.

The tool is easy to access and use, and structured into 16 areas of knowledge (e.g. compliance and regulation, strategic work). Using a scale of 0 (no knowledge) to 10 (strong knowledge), the user is asked to self-assess their knowledge and understanding for each area. The tool allows you to complete the assessment of the individual areas at your convenience, and the self-assessment does not need to be completed in one go.

To enable the user to strengthen their knowledge, linked to each area there is a comprehensive set of resources.

A video introducing the self-assessment tool and a link to access to the tool can be found at www.lfhe.ac.uk/govsat

RETHINKING GOVERNANCE **£495**

When: Autumn start Monday 6 November 2017

Spring start: Monday 5 March 2018

Where: Online

Rethinking Governance is a five-week on-line course run in conjunction with the University of York. The course allows participants to improve their understanding of the context to higher education, and explore some the key issues demanding the attention of senior leaders and governors.

Access to the course materials and additional resources is via a virtual learning environment. Led by tutors from the University of York a series of discussion forums allow participants to engage and exchange with their peers, in order to examine and discuss key issues.

Specifically, the content covers the following areas:

- Public sector reform
- The external context
- Performance management
- Collaboration
- Networks and partnerships
- Future directions

The study time required to complete the course is typically 3 to 4 hours per week, for the five-week duration, i.e. up to 20 hours. Completion of the course is designed to allow participants to accommodate other demands on their time. Participants do not need to be on-line at any set times, and can elect to engage in the discussion forums as and when they choose.

Who should enroll on the programme?

Governors who are seeking to advance, refresh or consolidate their understanding of recent changes to the operating environment for 'public' services and higher education.

GOVERNANCE PROFESSIONALS IN HIGHER EDUCATION **£1,995**

When: Starts Tuesday 5 December 2017

Final session: Wednesday 6 June 2018

Where: central London

Clerks, secretaries and staff in the professional support teams, which support institutional governance play a central role in the academic and corporate governance of institutions. The knowledge, expertise and capabilities of such teams, and their members, is a key factor enabling an institution's system of governance to be both effective and efficient. A lack of capable and well-trained professional support staff can seriously undermine institutional governance.

This programme offers the opportunity for members of an institution's professional staff who support and service the institution's system of governance to advance their knowledge through undertaking professional and personal development.

In order to maximize the benefits of the programme for each participant the cohort size is limited to a maximum of 12 participants.

Working with the course facilitators and staff in similar professional roles in other institutions, participants engage in a range of activities. Membership of the programme also allows participants to form a network of like-minded professionals, who are able to share and exchange best practice and discuss challenging issues. Typically, having been established the network continues beyond the duration of the programme, offering its members a source of mutual support and advice.

The content and activities are expected to cover:

- Alternative theories of leadership
- The application of theories of leadership to the system of governance found in HEIs
- The role and responsibilities of professional services staff who support and service the institution's system of governance
- Interfacing and communicating with governors and senior post-holders
- Managing tensions between governors and senior post-holders: what is the role of professional support staff?

Delivery is structured around five face-to-face meetings, comprising three full-day events and two half-day action learning sets.

Who should join the programme?

The programme is designed for clerks and secretaries, their deputies and other members of professional service teams who support the operation of academic or corporate governance at the institution.

(This programme was previously known as 'The Clerks and Secretaries Programme')

WOMEN ONTO BOARDS **£75**

Although the gender balance has improved in the last few years, there is still some way to go before the targets for the diversity of governing bodies set by, for example, the English and Scottish funding councils are achieved. The Leadership Foundation is seeking to encourage more women to join the governing bodies of higher/further education or a non-executive body in other sectors, whether as an independent or staff governor.

In 2017/18 Women onto Boards events will be held in London, Edinburgh, Leeds or Birmingham and Cardiff. Each event takes the form of a late afternoon/early evening reception, offering the opportunity for those attending to hear from a panel of women speakers, including current governors of HEIs.

The dates of the events are as follows:

Monday 29 January 2018	London
Tuesday 6 February 2018	Edinburgh
Tuesday 20 February 2018	Birmingham
Wednesday 28 February 2018	Cardiff

To find out more about the events go to www.lfhe.ac.uk/women



In 2016/17 **438** of the **660** GDP participants were women.

44% of GDP attendees in 2016/17 were governance professionals.

PUBLICATIONS

The Leadership Foundation sponsors and produces a range of publications on the practice of governance. These include:

Getting to Grips guides

The Getting to Grips (G2G) guides provide in-depth information and guidance for governors about specific areas where the governing body needs to seek assurance or exercises oversight.

The G2G series covers:

- Audit
- Being a new governor
- Finance
- Human resources
- Information and communications technology
- Internationalisation
- Procurement
- Research and knowledge transfer
- Risk

The G2G series is continuously updated and guides covering new topics added. During 2017/18, the Leadership Foundation expects to release:

- Getting to grips with efficiency
- Trustee responsibilities in higher education

All G2G guides can be downloaded from the Leadership Foundation's website at www.lfhe.ac.uk/g2g



Governor briefing notes

The governor briefing notes are short downloadable (4 pages) summaries covering key issues and questions. They offer practically useful information, and include links to additional information. Briefing notes on the following topics are available:

Becoming a governor

01. Becoming a governor

What is governance?

02. Governance and management
03. The workings of a governing body

Governor responsibilities

04. Academic governance and quality
05. Regulations and compliance
06. Commercial operations
07. International students and collaboration
08. Risk management
09. Students
10. Strategic plan
11. Monitoring performance

Membership, operation and effectiveness

12. Size, composition and skills available to a governing body
13. The governance system and assessing effectiveness

Committees

14. Audit
15. Nominations committee
16. Remuneration
17. Employment
18. Finance
19. Estates

Operating context

20. Legal requirements and regulation
21. Competitive pressures

Values and ethics

22. Personal ethics and values
23. Corporate ethics and values

Recent additions to the series of briefing notes are:

24. Private and public benefits of higher education and their impact
25. The factors that influence whether governance is effective?

The briefing notes can be down-loaded from the Leadership Foundation's website at www.lfhe.ac.uk/govbriefings

92% of GDP participants in 2016/17 were LF members.

Roundtable Notes

A summary note of the Roundtable events held in 2016/17 is available. Each note is aimed at facilitating the wider dissemination of some of the key points discussed at each Roundtable event. Notes are available on the following topics:

Trustee responsibility

Roundtable 6 December 2016

Efficiency

Roundtable 23 November 2016

Appointment of chairs and heads of institution

Roundtable 17 January 2017

Academic governance

Roundtable 30 January 2017

The role of the nominations committee

Roundtable 23 March 2017

Academic Governance 2

Roundtable 27 April 2017

The Roundtable notes can be down-loaded from the LF's website at www.lfhe.ac.uk/roundtablenotes

Illustrative Practice Notes

In partnership with the Committee of University Chairs (CUC), The Leadership Foundation is developing Illustrative Practice Notes (IPNs) on a range of themes to support governors and share practice from governing bodies across the United Kingdom.

There are three illustrative practice notes available to date:

- Remuneration Committees
- Counter-terrorism and the Prevent Agenda
- Academic Governance
- Institutional Sustainability

Coming soon

- Recruiting a Vice Chancellor
- Recruiting a Chair
- The Role of the Nominations Committee

During 2017/18 the Leadership Foundation expects to release a new IPN in partnership with the CUC on Student Safeguarding.

www.lfhe.ac.uk/IPN

CUC
Committee of University Chairs

Website resources

The Leadership Foundation Governance website holds a wealth of information to support governors and governance professionals in their roles. Information covered includes:

Governors

- Becoming a governor
- What is governance?
- Governor responsibilities

Governing Bodies

- Audit committees
- Nominations committees
- Remuneration
- Employment
- Finance
- Estates

Operating Context

Find out more at www.lfhe.ac.uk/governance

6630
participants
have attended
a GDP event
to-date.

GOVERNANCE EFFECTIVENESS: SURVEY TOOLS, REVIEWS AND TAILORED SUPPORT

Governance effectiveness is central to good governance. To enable a governing body to examine its effectiveness, the Leadership Foundation provides its members with a range of open access materials, and, in addition, offers tailored support for individual institutions.

Governance effectiveness framework and survey tools

Working with different HEIs and sector bodies, the Leadership Foundation's governance effectiveness framework was reviewed and revalidated during 2016/17.

Incorporated in the framework are a comprehensive set of questions to enable the effectiveness of governing bodies to be examined and assessed. The questions are also available as survey tools that can be used by members in a variety of ways. Two surveys – a short and full version – are available for institutions who hold membership of the Leadership Foundation to download. The survey tools can be used to inform judgements about the effectiveness of the governing body.

Further information on the governance framework and survey tools can be found at www.lfhe.ac.uk/GBeffectiveness

Governance effectiveness reviews and tailored support for institutions

Support in reviewing effectiveness

Governing bodies of HEIs in the UK are expected to undertake a regular review of their own effectiveness.

The Leadership Foundation supports institutions undertaking a review of their effectiveness by:

- Drawing from its dedicated team of associate consultants to provide institutional review teams with the knowledge and expertise to undertake a rigorous evaluation of effectiveness
- Offering an external and independent perspective to the process of review
- Accessing its comparative analysis and insight service, to enable key aspects of a governing body's effectiveness to be benchmarked against the data collected from previous anonymous institutional reviews

Further information on governance reviews can be found at www.lfhe.ac.uk/govdev

Tailored support for institutions

In addition to supporting effectiveness reviews, the Leadership Foundation offers bespoke consultancy for governing bodies. Individual assignments are shaped by the needs of the institution's governing body, but typically include:

- Tailored in-house sessions ranging from supporting governing bodies on general matters relating to higher education governance, to training on specific issues such as academic governance, the student experience or the Prevent agenda.
- Facilitation for governing body away-days, from a higher education governance expert able to bring insights from elsewhere in the sector.
- Support for governing body strategic planning
- Training and induction for new governors
- Light touch or extensive board evaluations based on the needs of your institution
- The governors' role given the new climate for institutions
- Effective working relationships: governing bodies, executive groups and academic board/senate
- Fundraising
- Equality and diversity
- Recruitment and induction of new governors
- Recruitment of a new chair of governors
- Skills audit and analysis
- Board Development and working as a team

ENABLING EQUALITY AND DIVERSITY

The Equality and Diversity (E&D) toolkit provides an introduction and overview to the topic, and specific information and guidance on:

- Overseeing compliance
- Using E&D for competitive advantage
- Specific E&D issues and challenges facing higher education institutions
- The value of having a diverse governing body

The toolkit also contains the following supporting materials:

- A checklist of questions
- Additional resources

The E&D toolkit can be accessed at www.lfhe.ac.uk/E&DToolkit



CALENDAR

18/09/2017	Challenges facing good governance	03
20/09/2017	Student as governor	03
25/10/2017	New governors of Scottish institutions	04
02/11/2017	Institutional pairs: Chairs of governing bodies & vice-chancellors/principals	04
06/11/2017	Rethinking Governance 1	09
16/11/2017	Roundtable 1: Academic governance	08
23/11/2017	The role and responsibilities of staff governors	05
05/12/2017	Governance professionals in higher education governance: commencement of programme	10
07/12/2017	Roundtable 2:	08
29/01/2018	Women onto Boards (London)	10
31/01/2018	Clerks, secretaries and governance professionals national network	05
06/02/2018	Women onto Boards (Edinburgh)	10
07/02/2018	Governance in Scotland: what's changing?	06
13/02/2018	Roundtable 3: Academic governance	08
20/02/2018	Women onto Boards (Birmingham)	10
28/02/2018	Women onto Boards (Cardiff)	10
05/03/2018	Rethinking Governance 2	09
06/03/2018	Governance in Wales: an evolving agenda	07
08/03/2018	The toolkit for governors	06
21/03/2018	Leading the governing body and chairing the board	07
22/03/2018	Roundtable 4:	08
16/05/2018	Roundtable 5:	08
14/06/2018	Governance and small and specialist institutions	08

 Welsh event  Scottish event

Other events for governors or those interested in higher education governance issues will be announced throughout the year. You can see what's currently available at www.lfhe.ac.uk/GDP

If you would like more information about our governance services please contact:

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or the Governor Development Programme:

Aaron Porter

Associate Director, Governance

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MYLF

MyLF provides information on your engagement with the Leadership Foundation in six key areas:

About me: allowing you to update personal contact and diversity information which then prefills when online booking;

My events: to enable you to quickly see what programmes/events you are booked to attend or have previously attended;

My status: check out information such as your Fellowship or Alumni status;

My interests: tell us what areas of the Leadership Foundation's work interests you;

My preferences: ensure our contact is tailored to your requirements;

My address: an accurate postal address so you receive mailings such as our new research.

For more information about MyLF contact:

Susie Norton

Marketing and communications manager

E: susie.norton@lfhe.ac.uk



93% of GDP bookings were made online using MyLF in 2016/17.

HOW TO BOOK

GDP bookings can be made online at www.lfhe.ac.uk/GDP. To book GDP places online you must be logged into MyLF using your own MyLF identity. Once you are logged into MyLF participants from your institution for each event can be selected from a drop-down list or new names can be added, providing quick and easy booking for multiple governors.



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