

APPENDIX C

**Scrutiny Inquiry of School Governance Scrutiny Inquiry Panel
Cabinet Action Plan**

Recommendation		Action already being undertaken	New Action Proposed	Time scale	Responsible Officer
1	<p>Long term challenges</p> <p>Develop a Council wide mechanism for filling the skills gaps identified by governing Bodies either through, transfers, swaps or by matching new governors with particular skills and experience</p>		<p>Governing Bodies to undertake a self evaluation process including Governors skills audit in the first instance.</p> <p>The Governor Unit to issue the skills for schools to support them to identify gaps.</p>	<p>July 2017</p> <p>July 2017</p>	<p>K Thomas</p> <p>K Thomas</p>
<p>COMPLETED – YES</p> <p>Progress: Governing bodies have been made aware of the Governors Wales self-evaluation tool and advised to undertake a self-evaluation exercise. For governing bodies identified in need of support a representative from the Local Authority has led them through the self-evaluation process.</p> <p>The Local Authority is in the process of reviewing the appointment process for Local Authority governors and a report is being prepared for the Cabinet Member to take to Council. The proposals will require governing bodies to provide a self-evaluation assessment to indicate the skills gaps in order to realign appointment of LA governors with skills identified by each individual governing body.</p>					
2	<p>Medium Term Improvements</p> <p>Produce a mini booklet for governors that provides a simple guide to their role</p> <p>Concern about the management of all governors participating annually</p> <p>Suggest two Governors can be invited to the Autumn Core Visit.</p>	<p>ERW has completed a mini booklet that is on the ERW website</p>	<p>To be put onto Swansea website</p> <p>To be included in the newsletter</p>	<p>Sept 2016</p> <p>Dec 2016</p>	<p>K Thomas</p> <p>K Thomas</p>
<p>COMPLETED – YES</p> <p>Progress: ERW has completed a mini booklet. There is a link on the Swansea Governors website to the ERW link and booklet.</p>					
3	<p>Undertake a review of information</p>	<p>ERW are already undertaking a</p>		<p>Sept</p>	<p>ERW</p>

	provided to school governors with ERW, and Governors Wales with a view to ensuring a shared approach that avoids duplication.	<p>review - Swansea has participated in this review</p> <p>Governors Wales are undertaking a review which is a result of WG Review of Governors Wales.</p> <p>Swansea have developed a School on a Page evaluation</p>		<p>2016</p> <p>May 2016</p> <p>July 2016</p>	<p>Governors Wales</p> <p>S Pascoe</p>
<p>COMPLETED – YES</p> <p>Progress: ERW has undertaken a review and Swansea participated in the review. Governor's Wales have also undertaken a review following a consultation by Welsh Government on the Reform of school governance: regulatory framework. The outcome of the consultation is currently delayed due to the high level of response to the consultation. Therefore further work in this area is suspended pending the outcome of the reform.</p>					
4	Provide a standard data template to head teachers and encourage them to use it	<p>ERW data packs already in place</p> <p>ERW sample Head teacher report already in place</p> <p>ERW template for Autumn Core Visit already in place.</p> <p>A range of standardised documents are available.</p>			All actions complete
<p>COMPLETED – YES</p> <p>Progress: ERW already has data packs in place. ERW have provided a sample headteacher report which has been shared with Swansea schools. This is not a compulsory document and headteachers may adopt the report style or use a different version. The ERW template for the Autumn Core Visit is already in place and a range of standardised documents are also available.</p>					
5	Work with ERW to provide	Information about all training is			

	information about all training opportunities for Governors in one place	already on ERW website.			Action complete
<p>COMPLETED – YES Progress: Information about all governor training is on the Swansea website and also the ERW website. Governors from across ERW can access any governor training from any ERW Local Authority for convenience and to suit needs as may be appropriate. All ERW Local Authorities have links to their governor training via ERW website.</p>					
6	Move from civic centre based training provision to flexible model that combines, whole governing body, cluster school and e-learning	<p>Flexible governor training package already in place.</p> <p>Challenge Advisers identify governor training during core visits.</p> <p>Termly meeting with Head of School Support and Challenge Adviser with responsibility for school governance to identify training for specific schools and clusters.</p>			<p>Action complete</p> <p>On-going</p> <p>On-going</p>
<p>COMPLETED – YES Progress: Flexible package of governor training already in place. Cluster governor training available as may be required. Termly meetings with Challenge Adviser with responsibility for school governance and Head of School Support to identify governing bodies in need of support. Bespoke governor training provided for specific governing bodies targeted for support.</p>					
7	Develop an online learning log that governors can use to self-manage their training and development.		Develop an electronic spreadsheet to include a governor audit for governors to complete and can be provided to the Governor Unit.	March 2018	K Thomas
<p>COMPLETED – WORK IN PROGRESS</p>					

Progress: Some governing bodies have been provided with Hwb email addresses to share information on school governance. Use of the governing body self-evaluation skills matrix supports governing bodies to identify training required to enhance skills and expertise of governors.

The governor database has been revised and is managed on a different system. Much work has been undertaken to migrate data from the previous database. Further work is required to develop an on-line learning log for governors to self-manage training and development.

8	Consider how the mandatory new Governor training might help governors to think about the self management of their training and development	The Governor Support Unit targets new governors, new chairs of governors and new clerks to governors to ensure they attend mandatory governor training within the specified time period. Good practice recommendation that all governing bodies include an agenda item on governor training at each governing body meeting.	Further plans to develop the electronic spreadsheet (see Recommendation 7 above) will support governors to self manage their training and development. Copies of the new spreadsheet will be included in Governor Training Packs	Sept 2016	K Thomas K Phillips
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COMPLETED – YES

Progress: The Governor Support Unit targets new governors, new chairs of governors and new clerks to governors to ensure they attend mandatory governor training within the specified time period.

The Governing Body training analysis has been revised to be more user-friendly and copies will be included in Governor Training packs in future.

Use of the governing body self-evaluation skills matrix supports governing bodies to identify training required to enhance skills and expertise of governors.

Governors can access Hwb to share information with their governing body.

Good practice recommendation that all governing bodies include an agenda item on governor training at each governing body meeting.

9	Build the involvement of all governors into the Autumn Core Visits	For red and amber schools the Challenge Advisors attends the full governing body meetings and presents/speaks to governors.	Plans to deliver governor training sessions to improve understanding of autumn core visit and the role of governors in this process.	Sept 2016	Action Complete K Phillips
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COMPLETED – NO

Progress: It is not considered possible to achieve this objective as the procedure for autumn core visits has been determined by ERW. Challenge Advisers visit schools for a whole day for the autumn core visit and discuss a variety of aspects identified by ERW. One aspect is school governance for which the Chair or another appropriate governor representative is required to attend part of the meeting only. The timeframe for Challenge Advisers to conduct all autumn term core visits will not permit sufficient time to meet with the whole governing body as part of the overall visit.

The Governor Support Unit plans to deliver governor training in the autumn term to improve governor understanding of the autumn term core visit process.

10	Undertake a campaign to promote the role of governors targeted at private sector employees and partners in the public and third sector.	Welsh Government are undertaking a campaign to target Governors from the private sector and employees from the public sector.	CCoS will dove-tail this campaign and run a local campaign in conjunction with the national campaign	Dec 2016	Welsh Government K Phillips
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COMPLETED – NO

Progress: The Governor Support Unit plans to dove-tail a local promotion campaign alongside the Welsh Government campaign to target governors. Welsh Government plans follow on from the Reform of School Governance: Regulatory Framework intended to attract governors with appropriate skills and experience. The outcome of the Reform has been held up due to the high level of responses received on the consultation. The Local Authority does not consider it appropriate to proceed with a local campaign until

further clarification is available from Welsh Government on the future of school governance.

11	Write to Chair of Governors and Head Teacher of each school to promote the good practice points included in this report (Appendix A)		Governor Support Unit to send letters to headteachers, chairs identifying good practice identified by Challenge Advisers and Estyn inspection reports. Information to be included in the newsletter also	Dec 2016	K Phillips
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COMPLETED – YES
 Progress: A letter to all Swansea school headteachers and chairs of governors is being issued in September 2017. Details around good practice have been collated throughout the course of the academic year 2016-2017 for dissemination at the start of the new academic year.

12	Write to every School Governor thanking them for their work on behalf of the Council and highlighting the list of 'what every school Governor should expect ' (Appendix B)		Letter of thanks go to governors and headteachers after the Conference. Write to clerks of governing bodies to ask them to include the letter as item of correspondence on agenda for next governing body meeting. Include Appendix B in newsletter to governors.	Sept 2016	K Phillips
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13	Take additional steps to publicise the good work being done by Governors and Governing Bodies.		Include information in Governors Newsletter. Include booklet news in newsletter.	Dec 2016	K Phillips
			Governors newsletter to be issued twice annually.	Dec 2016	K Phillips
			KP (Swansea) influenced the agenda in Wales and participated in Governors Wales self evaluation.	June 2017	Actions completed K Phillips
			Schools that have signed up to Governors Wales self evaluation.	On going	K Phillips
			Raise awareness to Estyn reports that have highlighted good practice of Governing Bodies, the newsletter and at Clerks Forum meetings.	Sept 2016	K Phillips
				May 2016	K Phillips
<p>COMPLETED – YES</p> <p>Progress: Governors newsletter issued in the summer term 2017 included the top 10 governing bodies that have been represented most frequently at governor training sessions between September 2016 and April 2017.</p> <p>Good practice shared at Clerk to Governors Forum meetings.</p> <p>Good practice shared with Challenge Advisers in School Issues meeting to disseminate ideas when meeting headteachers and chairs of governors at core visits and particularly for governing bodies targeted for specific support.</p> <p>Further plans to collate details of good practice to disseminate to governing bodies across Swansea. Good practice to be shared with governors at a Governors' Conference in the Spring Term 2018 (dependent upon funding to deliver the conference).</p>					
14	Simplify the information on the Council website about School		Governors Unit to review Council Website.	Sept 2016	K Phillips

	Governors which should provide links to Governors Wales for all general information.		Links to be checked Check ERW website	Sept 2016 Sept 2016	K Phillips H. M. Rees
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COMPLETED – YES

Progress: Governor Support Unit regularly reviews Governors page on the Council website and ERW website. Links to Governors Wales and ERW are clearly available on the CCoS Governors webpage.

15	Remind all schools that whole Governing Body and Cluster School training can be arranged on request	Information is already included in the training programme. Complaints training being advertised at St. David's for the Governing bodies also. Individual school Estyn reports checked and package of support for governors put in place when governing body concerns raised.	.	On going April 2016	K Phillips K Phillips K Thomas
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COMPLETED – YES

Progress: Information is readily available in the governors training guide issued termly. Information included in the Governors Newsletter issued to all governors in the summer term 2017 inviting governors to get in touch to arrange training which can be at a school if required and can be for clusters of governors where appropriate.

Bespoke governor training delivered at the following schools since September 2016:

Birchgrove Comprehensive School – role of the pupil discipline committee

Clydach Primary School – roles and responsibilities

Hendrefoilan Primary School – bespoke clerking service which included pre meeting training on a range of topics including self

review, questioning for challenge and monitoring and evaluating.
 Llanrhidian and North Gower cluster – complaints
 Morrision Comprehensive – roles and responsibilities and role of the chair
 Morrision Primary School – roles and responsibilities, governing body self review
 Pontarddulais Comprehensive School – role of the pupil discipline committee
 PRU management committee – roles and responsibilities
 St Davids – roles and responsibilities, self review, clerking service as above (ongoing)
 Whitestone Primary School – roles and responsibilities and self review
 Ysgol Bryn y Mor – complaints.
 Ysgol Crug Glas – roles and responsibilities and self review. Clerking guidance planned for new academic year.
 Ysgol Gyfun Gwyr - – role of the pupil discipline committee

16	Hold a seminar for LA appointed Governors to explore their role in sharing good practice	The Governor Unit could not offer a Governing Body remit for LA Governors only.			
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COMPLETED – NO

Progress: It is not considered appropriate to target a specific group of governors for governor training in isolation. Bespoke governor training can be provided for Elected Members who are school governors if required.