

**Decision Maker:** Education Portfolio Holder

**Date:** For Pre-Decision Scrutiny by the Education Policy Development and Scrutiny Committee on 17th September 2013

**Decision Type:** Non-Urgent Non-Executive Non-Key

**Title:** **SCHOOL GOVERNANCE WORKING PARTY:  
IMPLEMENTATION OF RECOMMENDATIONS**

**Contact Officer:** Alicia Munday, Lead Officer for School Governance  
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**Chief Officer:** Terry Parkin, Executive Director, Education, Care and Health Services

**Ward:** Borough wide

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1. Reason for report

- 1.1 This report outlines the recommendations and subsequent actions arising from the 12 March 2013 School Governance Working Party, convened by the Education PDS Committee to:
- review how the Local Authority recruits and supports school governors, ensuring that schools are governed to a high standard of accountability;
  - ensure that school governors work with the LA and have the support they need to undertake their role effectively;
  - develop good working relationships and communication between Members and LA Governors.
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2. **RECOMMENDATION(S)**

- 2.1 The Education Policy and Development Scrutiny Committee are asked to note:
- i) the statutory role of the LA Governor in maintained schools and their future role in Bromley academies;
  - ii) the work of the School Governance Working Party and the recommendations/actions arising from this.
- 2.2 The Education Portfolio Holder is asked to:
- i) recommend that a review is undertaken on how school governors, and in particular LA Governors, are recruited and appointed.

### Corporate Policy

1. Policy Status: Not Applicable
  2. BBB Priority: Children and Young People
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### Financial

1. Cost of proposal: No Cost
  2. Ongoing costs: Not Applicable:
  3. Budget head/performance centre: Education: Workforce Development and Governor Services
  4. Total current budget for this head: £159,000
  5. Source of funding: £53,000 Dedicated Schools' grant (DSG); £106,000 income
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### Staff

1. Number of staff (current and additional): 3 FTE
  2. If from existing staff resources, number of staff hours: 108
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### Legal

1. Legal Requirement: None:
  2. Call-in: Applicable
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### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All state funded Bromley schools (95)
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### Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: N/A

### 3. BACKGROUND INFORMATION

- 3.1 With the significant national and local changes in education and the acceleration of the academisation of schools, school governance has become a topical issue and a priority for Members and Officers in supporting school improvement.
- 3.2 All LA maintained schools are required to have LA representatives on their governing bodies. Although academies are not required to have an LA representative, 13 of our existing 31 academies have retained an LA representative. **Appendix 1** shows those academies with/without LA Governors.
- 3.3 The 'make-up' of a Bromley maintained school governing body is detailed in the Constitution of Government for the individual school; for each academy it is laid out in the Articles of Association as agreed with the DfE.
- 3.4 A primary role of governing bodies is to contribute towards the effectiveness of a school's leadership team, holding the senior leadership team to account. The effectiveness of a governing body is judged by Ofsted as part of the overall leadership and management grade, which is a limiting judgement for a school's inspection.
- 3.5 The roles and responsibilities of an LA Governor are clearly laid out in statute. At the meeting of the School Governance Working Party on 12 March 2013, the role was clearly defined as follows in line with the school governance regulations:  
*“Local Authority Governors are appointed by and represent the Local Authority on a school or academy Governing Body. They should consider the views and advice of the Local Authority but are not delegates. Like other categories of governor, they cannot be directed to present a particular point of view. They should act in the best interests of the pupils and the community which the school or academy serves”.*
- 3.6 LA Governors are appointed by the LA and, therefore, can also be removed under the Regulations by the LA. This can be a substantial advantage to a school if governance is deemed to be ineffective, as the LA can support school improvement by appointing and directing a strong LA governor or, equally, by removing an ineffective LA Governor.

### 4. RECOMMENDATIONS OF THE WORKING PARTY

- 4.1 The School Governance Working Group met on 12 March 2013 and agreed a number of recommendations. These are detailed at **Appendix 2**, along with proposals for action, timescales and financial implications for the Service.
- 4.2 Additional information on schools that have subscribed to the Bromley LA Governor Services' Training Programme 2013-14 is included at **Appendix 3**.

## 5. POLICY IMPLICATIONS

The recommendations and actions in this report would support the delivery of priorities for children and young people as set out in the Council's Education Commitments and agreed at the Council Meeting of 21 January 2013 to work to improve school governance.

The recommendations and actions in this report also support the work programme as set out in the Education Portfolio Plan 2013: to promote educational opportunity in the borough, ensuring all families have a choice of good and outstanding schools and early years; and to work with governing bodies, the Department for Education and others to expand popular and successful schools and create additional early years' capacity.

## 6. FINANCIAL IMPLICATIONS

All actions arising from the implementation of recommendations in this report will need to be met within existing resources.

## 7. LEGAL IMPLICATIONS

The local authority has a number of statutory duties pertaining to governing bodies of schools: to make the Instrument of Government for all maintained schools and federations of schools (DfE 067); to appoint local authority governors to all maintained schools and to give notice of the removal of any local authority governor (DfE 066); to provide training and information for school governors (DfE 068); to appoint additional governors if the school is eligible for intervention (DfE 117).

<b>Non-Applicable Sections:</b>	<b>PERSONNEL IMPLICATIONS</b>
Background Documents: (Access via Contact Officer)	

## Appendix 1

Academy Schools\*, those highlighted have maintained an LA Governor in their Articles of Association (governance constitution).

\*as of July 2013

	<b>Name of School</b>	<b>Date of Conversion</b>
1	Beaverwood	01/03/2011
2	Bishop Justus	01/03/2011
3*	Bullers Wood	01/05/2011
4	Charles Darwin	01/04/2011
5*	Coopers	01/03/2011
6*	Darrick Wood	01/10/2010
7	Harris Beckenham	01/09/2011
8	Harris Bromley	01/09/2011
9*	Hayes	01/04/2011
10	Kemnal	01/09/2010
11*	Langley Boys	01/04/2011
12	Langley Girls	01/08/2011
13	Newstead Wood	01/04/2011
14*	Ravens Wood	01/04/2011
15	Ravensbourne	01/04/2011
16	The Priory	01/04/2012
	<b>Primary Schools</b>	
17	Balgowan	01/08/2011
18	Biggin Hill	01/08/2011
19*	Crofton Infants	01/09/2012
20*	Crofton Juniors	01/12/2011
21*	Darrick Wood Infants	01/08/2011
22*	Green St Green	01/08/2011
23*	Hayes Primary	01/07/2011
24	Hillside	01/09/2012
25	Pickhurst Infants	01/08/2011
26*	Pickhurst Junior	01/08/2011
27	Stewart Fleming	01/08/2011
28	St James RC	01/01/2012
28	Tubbenden	01/03/2012
30	Valley	01/08/2011
31*	Warren Road	01/07/2011

## Appendix 2

### Summary of recommendation and updates on recommendation of the School Governor Working Party:

Working Party Recommendations	Proposals/Updates	Timescales	Financial implications
<b>Local Authority Governor Recruitment be supported through advertising and/or speakers at:</b>			
<ul style="list-style-type: none"> <li>An LA Governor recruitment event;</li> </ul>	School Governor One Stop Shop (SGOSS) a DfE sponsored charity have been contacted and agreed to manage and support a Bromley recruitment campaign for school governors.	Oct-Dec 2013	This is a free service and, therefore, will be a minimal resource on officer time.
<ul style="list-style-type: none"> <li>An Open Day at The Glades and The Walnuts Shopping Centres;</li> </ul>	It is proposed to evaluate the success of the SGOSS recruitment campaign to assess the need for further recruitment campaigns	If required Feb 2014	Circa £6,000.00
<ul style="list-style-type: none"> <li>Bromley Adult Education College;</li> </ul>	To publish an advert in main College prospectus which is distributed via the News Shopper 3 times per year. This has been completed for the previous two editions.	May 2013 June 2013	Circa £400.00 per annum
<ul style="list-style-type: none"> <li>The Bromley Residents' Associations annual meeting;</li> </ul>	An officer to attend and distribute information at the annual meeting	Jan 2014	Circa £50.00 for marketing materials to be disseminated
<ul style="list-style-type: none"> <li>Community Links Bromley;</li> </ul>	To work with community links on a recruitment campaign via their networks	Jan 2014	Circa £500.00 for marketing materials
<ul style="list-style-type: none"> <li>The Education Department wraparound sheet of the Bromley News Shopper;</li> </ul>	It is proposed to evaluate the success of the SGOSS recruitment campaign to assess the need for further recruitment	If required Jan 2014	Circa £2000.00
<ul style="list-style-type: none"> <li>Safer Neighbourhood Panels through the Bromley Community</li> </ul>	Distribution of marketing materials to forums	Jan 2014	Circa £100.00 for marketing materials to be disseminated.

Engagement Forum;			
<ul style="list-style-type: none"> <li>Snow and Parks Friends through Environmental Services;</li> </ul>	Distribution of recruitment marketing at Snow and Park Friends events	Nov 2013	Circa £25.00 for marketing materials
<ul style="list-style-type: none"> <li>Targeting local businesses such as solicitor firms to recruit LA Governors with specific skill sets;</li> </ul>	This will be achieved through the SGOSS campaign, a detailed target recruitment campaign which is delivered to local businesses and residents according to qualifications, employment and other selection criteria to help recruit the very best people	Oct-Dec 2013	A free service and, therefore, a minimal resource on officer time.
<ul style="list-style-type: none"> <li>Utilising local supermarkets through advertising on the back of till receipts and on community notice boards.</li> </ul>	It is proposed to await to see how successful the SGOSS recruitment campaign is and then assess the need for further recruitment campaign(s).	If required March 2013	Initial discussion with supermarkets, suggest this may not be possible for very localised campaigns, due to supermarket chains requesting wider use of receipts. Community noticeboards are largely free or carry a small fee.
<b>Working Party Recommendations</b>	<b>Proposals/updates</b>	<b>Timescales</b>	<b>Financial implications</b>
<b>A formal selection process be developed for Local Authority Governors comprising:</b>			
<ul style="list-style-type: none"> <li>A pre-interview stage where a prospective Governor would be contacted by an existing LA Governor for an informal conversation about the role;</li> </ul>	The application form for LA governors has been updated, and for new applicants prospective governors are now contacted by an existing LA Governor or very strong governor to discuss the nature of the role.	Sep 2013	Officer resource
<ul style="list-style-type: none"> <li>A selection board of 2-3 people</li> </ul>	Since the publication of the Education	Jan 2014	Member/Officer resource

<p>which would comprise the Portfolio Holder for Education or Chairman of Education PDS Committee, Education PDS Committee members, existing LA Governors and a National Leader of Governance. The selection panel might also include a representative of schools seeking an LA Governor; and,</p>	<p>Select committee Review (June 2013), there are some further considerations with regard to the recruitment of Governors and, in particular, LA governors in relation to academies and the possible commissioning of Governor Services in the future, (see PDS report Item 6c).</p>		
<ul style="list-style-type: none"> <li>• A final stage where successful applicants would be matched with a school, but their appointment would be subject to their attending an introductory training session, to be run on a half-termly basis.</li> </ul>	<p>As above</p>		

Working Party Recommendations	Proposals/Updates	Timescales	Financial implications
<p><b>Training and communication processes between Local Authority Governors and the Local Authority be developed through:</b></p>			
<ul style="list-style-type: none"> <li>• An induction pack which deals with the specific role of the LA governor</li> </ul>	<p>This is now in draft format, to be launched on the website and distributed by the end of September 2013</p>	<p>Sept 2013</p>	<p>Officer resource</p>
<ul style="list-style-type: none"> <li>• The responsibilities of LA Governors to the Local Authority and those of the Local Authority to LA Governors included as part of the Education Covenant;</li> </ul>	<p>This has been completed and included as part of the Covenant agreed by Full Council on 1 July and came into effect on 12 July..</p>		<p>Officer resource</p>



<ul style="list-style-type: none"> <li>An annual LA Governor questionnaire which includes the opportunity for Governors to highlight key successes for their school or academy and issues</li> </ul>	Questionnaire to be agreed and distributed as an online questionnaire in January each year.	Jan 2014	Member/officer resource
<ul style="list-style-type: none"> <li>Training needs identified throughout the year;</li> </ul>	Specific training needs of LA Governors to be identified to workforce development curriculum manager at Bromley Adult Education College to assess financial viability and plan training accordingly.	On-going	Officer resource Any training costs will be recouped through the School Governance Training SLA
<ul style="list-style-type: none"> <li>Annual objectives/themes agreed by the Education PDS Committee provided to schools and academies for their comments and feedback;</li> </ul>	To be managed via the LA Governor forums (which are scheduled as 1 per term)	Sep 13 Feb 14 Jul 14	Member/officer resource
<ul style="list-style-type: none"> <li>Circulation of the minutes of the termly Chairman's Networking Meeting to Governors;</li> </ul>	To be managed via the LA Governor forums (which are scheduled as 1 per term)	Sep 13 Feb 14 Jul 14	Member/officer resource
<ul style="list-style-type: none"> <li>More active involvement of Governors with the Termly Governors' Briefing, for example through a letters page or FAQs;</li> </ul>	A 'room' (webpage) on Fronter has been created, to be populated with information as required.	Oct 2013	Officer resource
<ul style="list-style-type: none"> <li>Introduction of a hot line number to enable LA Governors to access Local Authority guidance on areas of particular concern that they have already raised with their Head Teachers and Governing Bodies and require additional specialist guidance on;</li> </ul>	The need for this to be reviewed, taking into consideration the number of LA Governors and the support now available via SGOSS and the National Governors Association (NGA). Updated Recommendation: that LA Governors are more actively encouraged and supported through their dedicated forums.		Initial costs of this should a 'hotline' be implemented are 'circa' £500.00 set up costs plus annual on-going charges to be determined including Officer resource to respond to queries.

<ul style="list-style-type: none"> <li>The Education Portfolio Holder and Chairman of the Education PDS Committee contributing details of work being undertaken across the Education Portfolio and by the Education PDS Committee to the termly Governors' Briefing;</li> </ul>	<p>Portfolio Holder and Chairman of PDS to attend the LA Termly briefings and update LA governors</p>	<p>Sep 2013 Feb 2014 Jul 2014</p>	<p>Member/officer resource</p>
<ul style="list-style-type: none"> <li>Specialist advice from the Local Authority where appropriate;</li> </ul>	<p>Currently available through Governor Services</p> <p>This is currently under review and will be considered in the service contract if commissioned</p>	<p>Sep 2013- Mar 2014</p>	<p>Member/officer resource</p>
<ul style="list-style-type: none"> <li>Expansion of the training offer at Bromley College of Adult Education through increased access to national courses and training programmes.</li> </ul>	<p>A more extensive training programme has been offered and purchased by 66 (70%) of schools.</p> <p>Aspiring Leadership courses for Chairs and Vice Chairs has been offered in conjunction with the National College.</p> <p>Clerks briefings in conjunction with Croydon LA have also been developed.</p> <p>The training programme is available to view on the council website:</p> <p><a href="http://www.bromley.gov.uk/downloads/file/672/professional_development_and_training_brochure">http://www.bromley.gov.uk/downloads/file/672/professional_development_and_training_brochure</a></p>	<p>June 2013</p>	<p>Officer resource</p>
<p>Best practice be developed through:</p>			



## Appendix 3

### List of schools that have subscribed/not subscribed to the LA Governor Services Training Programme 2013-14

Primary Schools			Infant Schools		
1	Bickley	Y	1	Alexandra Infants	
2	Blenheim	Y	2	Bromley Road Infants	Y
3	Burnt Ash		3	Dorset Road Infants	Y
4	Castlecombe	Y	4	Hawes Down Infants	Y
5	Chelsfield	Y	5	Highfield Infants	Y
6	Chislehurst	Y	6	Mead Road	Y
7	Churchfields				
8	Clare House		Junior Schools		
9	Cudham	Y	1	Alexandra Junior	Y
10	Downe	Y	2	Darrick Wood Junior	Y
11	Edgebury	Y	3	Hawes Down Junior	Y
12	Farnborough		4	Highfield Junior	
13	Holy Innocents	Y	5	Worsley Bridge Junior School	Y
14	James Dixon	Y			
			Academy Secondary Schools (Date of conversion)		
15	Keston	Y			
16	Leesons	Y	1	Beaverwood (1.3.11)	
17	Manor Oak		2	Bishop Justus (1.3.11)	Y
18	Marian Vian	Y	3	Bullers Wood (1.5.11)	Y
19	Midfield	Y	4	Charles Darwin (1.4.11)	Y
20	Mottingham		5	Coopers (1.3.11)	
21	Oak Lodge	Y	6	Darrick Wood (1.10.10)	
22	Oaklands Primary	Y	7	Harris Beckenham (1.9.11)	
23	Perry Hall	Y	8	Harris Bromley (1.9.11)	
24	Poverest	Y	9	Hayes (1.4.11)	Y
25	Pratts Bottom	Y	10	Kemnal (1.9.10)	Y
26	Princes Plain	Y	11	Langley Boys (1.4.11)	Y
27	Raglan	Y	12	Langley Girls (1.8.11)	Y
28	Red Hill	Y	13	Newstead Wood (1.4.11)	Y
29	Scotts Park	Y	14	Ravens Wood (1.4.11)	Y
30	Southborough	Y	15	Ravensbourne (1.4.11)	
31	St Anthony's	Y	16	The Priory (1.4.12)	Y
32	St George's	Y			
33	St John's		17	St Olave's	
34	St Joseph's	Y			
			Primary Academies (Date of conversion)		
35	St Mark's	Y			
36	St Mary Cray		1	Balgowan (1.8.11)	Y
37	St Mary's RC		2	Biggin Hill (1.8.11)	
38	St Paul's Cray	Y	3	Crofton Infants (1.9.12)	Y
39	St Peter & St Paul	Y	4	Crofton Junior (1.12.11)	Y
40	St Philomena's	Y	5	Darrick Wood Infants (1.8.11)	Y
41	St Vincent's		6	Green St Green (1.8.11)	Y
42	The Highway		7	Grays Farm Primary (1.9.13)	

