



Promoting and developing high quality school governance

11th January 2018

Llinos Madeley
Clerk
Children and Young People's Committee
National Assembly for Wales
Cardiff Bay
Cardiff CF99 1NA

Dear Ms Madeley

As Governors Wales we would like to take the opportunity to register our concerns and offer a response to sections of the correspondence from the Cabinet Secretary for Education to the Chair of the Children, Young People and Education Committee (17 November 2017 CYPE(5)-33-17). Our specific concerns relate to the section titled "Sufficiency of Local Authority and Regional Consortia support for governors."

The key reason for submitting this letter is to ensure that in Wales we retain the quality of support services, irrespective of the delivery point, for our unsung governor heroes who are at the heart of everything Governors Wales does. There is a need to place on record our response and seek to clarify key aspects of the correspondence from the Cabinet Secretary for Education to the Chair of the Children, Young People and Education Committee (17 November 2017 CYPE(5)-33-17). Our main concern is that governors across Wales will not be receiving equitable, timely and high quality support services to ensure they fulfil their roles and responsibilities effectively.

We are facing many changes in the education system. Governors more than ever before play a vital role in school improvement and rightly deserve effective support in order to equip them to play their full part.

We seek to query the accuracy of some aspects of the information that has been provided, as we are keen to preserve the good reputation that Governors Wales has worked so hard for over the years.

We also offer some comments for your consideration:

1. Whilst the statutory responsibility for governor services rests with local authorities, which in some cases they have delegated to regional consortia, we are aware of a significant variance in governor services that are provided across Wales. As such, Governors Wales has, through their long-standing involvement with the ADEW group, worked collaboratively with both LAs and regional consortia to support the continued development of services to governors throughout Wales.

Ms Llinos Madeley

2. Local authorities indeed have the statutory responsibility for providing training for governors. We also recognise that training in some cases is delivered directly by the LA or regional consortium in their area. We are aware however, of areas where training is not provided by the LA or the Regional Consortium and in these cases, they commission trusted providers to fulfil their statutory obligations. Consequently, we have worked proactively with several LAs who rely heavily on Governors Wales in this respect.
3. Governors Wales is pleased to note that many of our publications are also used widely by LAs, Regional Consortia, headteachers and many support agencies throughout Wales. This helps to minimise duplication of work and deliver a consistent message. However, our ongoing review process indicates that information provided by LAs on their websites provides detail that would in fact appear to contradict the evidence supplied in the correspondence to the committee. For example, as far as we are aware, one LA has produced a handbook, which uses extracts from the Governors Wales' handbook;
4. The information provided in the correspondence to the committee also gives the impression that governors do not need the services provided by Governors Wales. Selected extracts from the 2015 Report on Governors Wales activities have been used to justify this.
5. Governors Wales welcomed the 2015 Report and responded proactively to officials at the time, offering a general commentary with some caveats, particularly where a recommendation was thought to be unworkable due to its financial, and employment law implications. We responded comprehensively to all the recommendations of the 2015 report in a solution focussed way, seeing it as an integral part of our organisational development process. A detailed action plan was produced. Disappointingly, we have yet to receive any acknowledgment of our response relating to the 2015 Report's recommendations. Regardless of this, our proposed action plan has been the template for Governors Wales' annual work plan. The progress of work plans has been routinely scrutinised by Welsh Government. New Government initiatives and policies have been successfully incorporated into the plans as they were introduced.

Governors Wales has always fully supported and helped drive Welsh Government's policies in the most appropriate and timely way. Moreover, we have consistently and successfully delivered on the annual work plan agreed with Welsh Government, despite the ever changing and ever more demanding education climate.

6. Helpline calls, email queries and website traffic have increased year on year. The annual increase is a clear indicator of the value and respect held by our key target audiences for these services and underpins the need for them. The summary report, as enclosed, and further information that can be provided also demonstrate that our services are used extensively and are highly valued by governors. The reference to 'some improvement' as the correspondence indicates, therefore leaves us confused, disappointed and saddened as we have been working to (and consistently achieving) Welsh Government Key Performance Indicators.

Ms Llinos Madeley

The contacts from LA Governor Services teams has been consistently high over the last few years, which reflects their respect for the quality of our work, as well as our commitment to work collaboratively to develop the services to governors. The absence of Governors Wales will inevitably put added stress on national and local government's already strained resources.

A further concern is the probable loss of the out of office hours helpline across Wales which supports our key target audience of governors out of office hours.

7. The 2015 Review Report also mentioned that Welsh Government should consider providing a specification for the support for governors that they would need and look to tender such services to ensure competitiveness and value for money. Whilst we very much welcomed this approach and were prepared to compete for the work, this has yet to be initiated. We are disappointed not to be able to demonstrate our value-added services.
8. We are proud that Governors Wales has established itself as the national representative and consultative body for school governors across Wales, involving governors, governor associations/networks etc. The organisation has ensured governors receive the support services they deserve, and has maintained a national voice on all appropriate bodies. The promotion and support for the continued development and maintenance of local democratic governor associations is key to our existence and provides a platform through which we facilitate the sharing of best practice.
9. Considerable efforts have been made to raise income to supplement the finances of Governors Wales particularly through projects and governor training. We have steadily built our portfolio of work over the last three years to generate additional revenue. This is an area of work we have seen as key to our long-term strategy work and have pursued as much as possible.
10. Governors Wales services are relied upon even more by LAs, in response to the reduction in support that they are able to offer, as a result of budgetary cuts. Governors Wales is able to provide a level of experience and expertise at an unmatched value-for-money rate, making our involvement extremely cost effective.
11. For Governors Wales to respond appropriately, we would welcome sight of any analysis undertaken regarding the percentage of governors who receive advice from their LA or Regional Consortia. Governors Wales would also value more detail about the specific feedback from Regional Consortia as referenced in the correspondence. As far as Governors Wales is aware, not all regional consortia provide specific conferences for governors.

A salient thought is that with more than 21,000 governors in Wales, and recognising the huge amount of time governors devote to their schools, the cost of paying them for their work would equate to well over three million pounds and would take much needed resources out of the classroom – and there would still be a requirement to train, develop and support them. In this sense, Governors Wales is clearly excellent value for money.

Ms Llinos Madeley

Governors Wales is the widely respected national democratic guide for, and voice of, governors and governor associations across Wales. It is therefore essential for the future of effective school governance in Wales that Governors Wales continues to provide its high quality services.

Governors Wales calls on Welsh Government to reconsider their decision pending a pan Wales review of the support service available for governors.

A supplementary paper outlining Governors Wales' services is attached for information.

Thank you for your consideration.

Yours sincerely



Terry O'Marah
Chair

CC Lynne Neagle AM, Chair

Governors Wales
The Council Offices
Newport Road
Bedwas, Caerphilly
CF83 8YB

Llywodraethwyr Cymru
Swyddfeydd y Cyngor
Heol Casnewydd
Bedwas, Caerffili
CF83 8YB

Tel/Ffôn: (029) 2073 1546
E-mail / E-bost: contact@governorswales.org.uk

Website: www.governors.wales

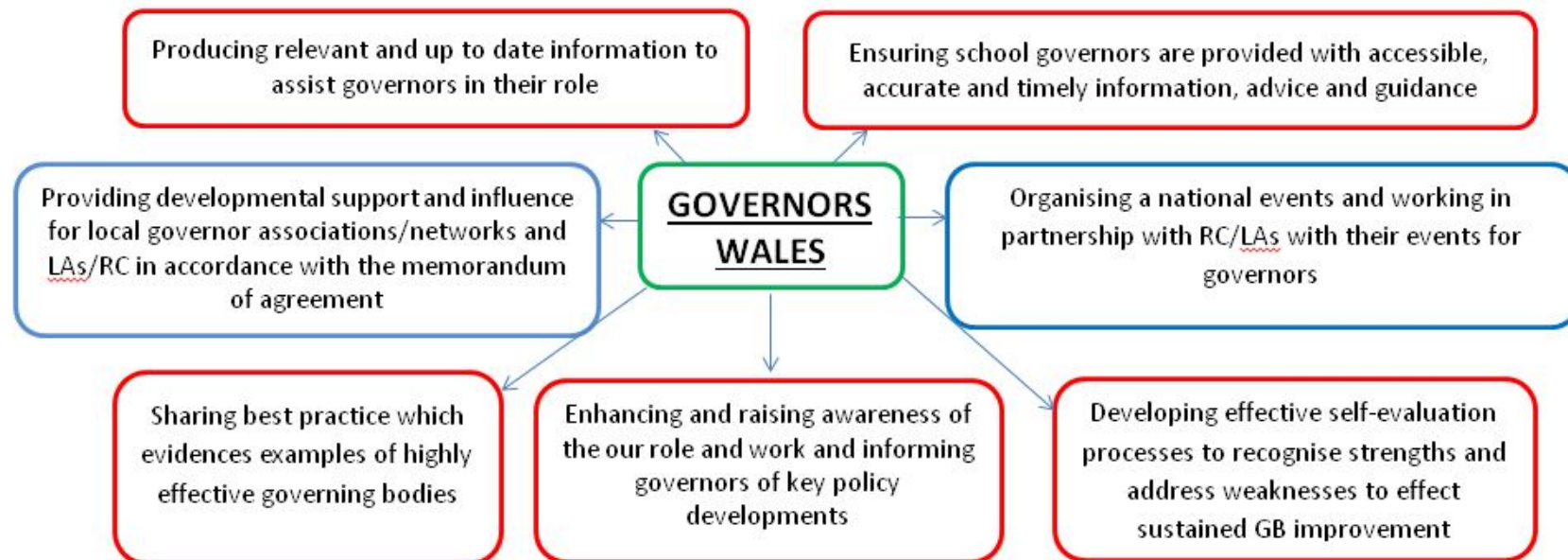
Gwefan: www.llywodraethwyr.cymru

Mission: to promote the delivery high quality education in our schools, through the delivery of high quality school governance

GOVERNORS WALES' HEADLINES

Why Governors Wales?

We are the national guide and voice for and voice of school governors in Wales. Our rationale is to improve the effectiveness of governing bodies and to promote high standards to ensure that all learners reach their full potential – How?



All our services are aimed to support and develop the skills and expertise of governors to assist them to deliver their roles effectively and efficiently.

We work closely with Regional Consortia, Local Authorities and ADEW to support, develop and add value to the work they do, sharing good practice, avoiding duplication with our work and ensuring continued value for money. We recognise that many LAs and Regional Consortia use our publications widely across their regions. Governors Wales ensures their services are focused on local and national priorities, and are fit for purpose. We continue to work with key organisations to build and develop partnership working.

We provide high-quality support with only a small experienced team. The staff are supported by a national network of experienced governors, which forms the Board, who voluntarily contribute their knowledge and expertise to help Governors Wales develop, implement and measure the impact of its services. Because of this wider network, Governors Wales can and does influence the way Government policy is communicated and responded to, as witnessed by the consultation on the new governance regulations. The professionalism of the staff, together with the wider network of volunteers, provides a service for governors that would be difficult, if not impossible, to replicate in a different organisation and at the same time offering the equivalent value for money. The national perspective this brings is invaluable.

Governors Wales also has a key role to play in supporting local authority colleagues, consortia and governors across Wales. The knowledge and expertise of Governors Wales personnel with the provision of independent advice is often vital in the successful resolution of governor problems and concerns that arise. This frequently reduces the time and cost of dealing with such matters. As we enter a 'new age' with changes to governance and the curriculum, and governors requiring extra support, this knowledge and expertise will be at a premium.

Governors Wales provides governors with help and advice on how to fulfil their role effectively with examples of 'what good looks like' and case studies to illustrate both good practice and how education law impacts on governing body decisions.

Both school and governing body self-evaluation are critical to the Plan-Do-Review cycle of school improvement. Governors Wales provides guidance and support for both. The national governing body self-evaluation template has been developed and is maintained with the guidance and expertise of Governors Wales. Working with Local Authorities, Regional Consortia and Estyn colleagues, Governors Wales continues to ensure governors to challenge themselves and school leaders and improve their effectiveness through rigorous questioning and evaluation of progress towards agreed aims objectives.

Governors Wales, as an independent organisation has a significant role to play in ensuring that governors have the skills, knowledge and expertise to become fully effective, meet the expectations of local and national government and drive up standards. With the variance in support that is available across Wales due to reduced capacity, LA officers are more reliant on Governors Wales than ever before.

What are the benefits of Governors Wales?

- Greater awareness and understanding of what governing bodies should expect from school leaders and what school leaders should expect from governing bodies to support and implement successful and effective leadership;
- Higher levels of governing body effectiveness;
- Increased focus on the national self-evaluation template and development of the online self-evaluation toolkit to support, promote and develop governing body self-evaluation and promote a consistent approach across Wales;
- Understanding by governors of the ramifications of national policy areas and how this will impact on their role;
- Influencing Welsh Government policy as it impacts on schools;
- Revised and updated mandatory training programmes that develop the current and scope and content available aligned to the key policy drivers.
- Recruitment of governors with the required skill base and knowledge;
- Development of further CPD opportunities for governors;
- Continued high quality advice and support across Wales to ensure governors receive timely accurate advice and support
- Support for LA/RC officers across Wales

Governors Wales takes great pride in being the voice for school governors in Wales. No other comparable service exists, and in this time of financial pressure upon local government and flux in education policy generally, we have rarely found our support to be more necessary and welcomed. With the variance in support provision across Wales due to reduced resources and capacity levels LA officers are increasingly reliant on Governors Wales than ever before.

There has been a sustained increase in governors and others using the core services, such as the helpline, website and subscribers to the mailing list. The examples of comments provided below, reflect very positive comments with our work.

Some headlines are noted below:

SUPPORT SERVICES

Helpline – 0845 60 20 100 / helpline@governorswales.org.uk

Governors Wales’ confidential, bi-lingual helpline and helpline email service provides independent advice and support on any issue concerning school governance in Wales. The nature of helpline calls and e-mails received are extremely varied, and continues to reflect the many responsibilities that governors hold, ranging from legal responsibilities, appointment of headteachers, disciplinary and complaints procedures, procedures for meetings and minutes, election of governors and many more. Calls and emails have increased steadily on an annual basis during both office hours and out of office hours – just over 20% over the last 4 years.

The helpline is available between 9.00am – 8.00pm during weekdays and is operated by an expert team of Governors Wales’ staff and experienced governor volunteers from across Wales.

Office Hours	Out of office hours	Emails
<p>The majority of the callers were female (74%) and the most frequent categories of caller using the service falls to:</p> <ul style="list-style-type: none"> • chairs of governing bodies; • LA Officers; and • clerks. <p>MOST FREQUENT QUERIES</p> <ul style="list-style-type: none"> - Complaints procedures - Procedures for meetings / minutes - Committees / terms of reference - Appointment of headteacher / deputy headteacher - Election / appointment of parent governor - Election of chair / vice-chair - Suspension of governors - Disciplinary procedures 	<p>The majority of the callers were female (77%) and the most frequent categories of caller using the service falls to:</p> <ul style="list-style-type: none"> • chairs of governing bodies; and • clerks. <p>MOST FREQUENT QUERIES</p> <ul style="list-style-type: none"> - Complaints procedures - Procedures for meetings / minutes - Suspension of governors - Appointment of headteacher / deputy headteacher 	<p>The most frequent categories of caller using the email service were:</p> <ul style="list-style-type: none"> • Clerks • LA Officers; and • chairs of governing bodies. <p>MOST FREQUENT QUERIES</p> <ul style="list-style-type: none"> - Complaints procedures - Procedures for meetings / minutes - Committees / terms of reference - Training - Policies

As a result of a further increase in helpline queries on complaints, a wide range of FAQs was produced to support governors, as well as other FAQs that were more generally focused - <http://www.governors.wales/faqs/>

98% positive feedback received.

- It helped me in managing a current issue with my GB;
- It has given me the opportunity to look at the subject in more detail and look for further advice locally;
- Gave me a good insight on the issues and gave me clarification on the knowledge that I had;
- It clarified a number of issues which I was able to relate to the appropriate sub-committee;
- It proved a legal point necessary to proceed with an application;
- Assisted in the query by helping to structure a plan to collate information;
- Help to improve the work program of the Governing Body;
- Gave me a better idea of terms of reference, great to have a speedy reply;
- Reflected in effectiveness of the GB to undertake its monitoring role;
- While the answer was as I expected, the reassurance means that I can be more confident when I report to my governing body;
- Provided an answer on a safeguarding query which I have already acted upon in my school;
- The advice enabled me to have meaningful discussions with officers of the LA, which will greatly help improve standards of education for the school;
- We've been able to move forward with the nominations process for parent governors - we were struggling with what to do next;
- It confirmed that Governors had been legal in a decision they had taken;
- Saved considerable time by guiding us straight to the relevant guidelines;
- Enabled me to ask the right questions at a governors' meeting to ensure the appropriate procedures were followed and to ensure accountability;
- Able to carry out action within the guidelines confident that it could not be challenged;
- .. is invaluable;
- Always get a quick answer;
- very convenient to have this facility in the evening, out of work hours;
- people always empathetic and very helpful.

Governors Wales' website – www.governors.wales

The Governors Wales' website provides up to date, relevant information for school governors.

The website received 37,776 visitors during the financial year 2016-2017,—It continues to be a very welcome source of information for governors in Wales providing up to date, relevant information for school governors.

	% increase
2014-2015	11
2015-2016	3.53
2016-2017	12.78

Most frequent sections viewed:

- Handbook for School Governors in Wales
- Advice and guidance
- Self-evaluation
- Governor Guides
- FAQs
- Fact Files
- Events
- FAQ – what are regional consortia
- Governor Guide – Model committee structure
- News
- Training

Examples of reasons users visit the Governors Wales website:

- News, answers to governing body related questions, advice;
- Clarification of procedural issues;
- For newsletters, consultation information, self-evaluation;
- To learn and be informed;
- Information, advice and guidance;
- Information and checking specific problems.

General feedback:

- Top tips updates are really helpful;
- Navigation look and feel already good;
- Simple easily understood information;
- ... I also think the website is excellent. I couldn't do without the service;
- Very helpful;
- Easy to access;
- Lots of useful information;
- I'm a new clerk, I frequently use the website and downloaded lots of documents -- all very useful;
- [Website is] extremely useful;
- I'm a new headteacher so I use it a lot;
- I like the new format, easy to use.

Publications - <http://www.governors.wales/advice/>

Key publications are updated regularly. Publications produced by Governors Wales convey relevant, up-to-date, accurate information upon which governors can rely. Responses from governors with regard to the relevance and helpfulness of the Fact Files and governor guides have been overwhelmingly favourable. Copies of all publications produced can be downloaded from the website at <http://www.governors.wales/advice/>

During 2016-2017, Governors Wales produced the following guidance:

- Governor Guide on the election and appointment of governors
- Governor Guide on Making a Difference – Careers and the World of Work. A guide for governors in Wales - with Careers Wales
- Fact file on the statutory role of governing bodies
- Governor skills audit questionnaire and matrix

Revisions were made to:

Fact Files:

- Fact File 01-04 Policies (Revision 17)
- Jargon Buster (Revision 10)
- Link Governors – added link governor roles for:
 - ESDGC
 - Amended Literacy, Numeracy and MAT link governor profiles

Revisions were made to:

Governor Guides:

- Collaboration
- Governor Guide on Self-evaluation
- Effective governing bodies
- The Use of Performance data – addition of Pupil Deprivation Grant information
- Committees / terms of reference – added terms of reference for teacher capability appeals and full governing body meetings

Top Tips for Clerks

Top Tips for Governors

'E' Bulletins were produced on a half termly basis which are sent out to all schools, chairs of governor associations / networks and governors who have signed up to the Governors Wales mailing list. They provide relevant, useful and timely information that governor associations need to be aware of <http://www.governors.wales/publications/e-bulletins/>

Mailing list

There has been an increase in the mailing list subscribers over the last three years:

	% increase
2014-2015	48.5
2015-2016	70.2
2016-2017	24.5

Governors Wales' Handbook - <http://www.governors.wales/handbook/>

Some amendments made to the handbook during 2016-2017, mostly in relation to adding relevant links to other Governors Wales publications and also information on the national self-evaluation template:

April 2016 - Part 1, Section 6 - The policy list

May 2016

Part 3, Section 7 - Self-evaluation

Part 3, Section 8 - How effective is your governing body?

March 2017

Part 1, section 5 - How do governors fulfil their responsibilities?

Part 1, Section 6 - What exactly do governors do – the accountable role

Part 2, Section 1 - The corporate responsibilities of the governing body

Part 2, Section 9 – Survive your first governors meeting

Part 4, section 5 – How to handle a complaint

<http://www.governors.wales/handbook/>

National Governing Body Self-Evaluation template

The self-evaluation template was available for governing bodies to use from May 2016. Positive feedback has been received, with governors finding the different sections of the template helpful to assist them at their different stages of development.

The development of an online portal for the self-evaluation framework across Wales has recently been completed.

Further information on the National Self-Evaluation process can be found at <http://www.governors.wales/selfevaluation/>

Conferences / events

Governors Wales arranges conference and events. Examples include:

AGM – 21 September 2017

The Governors Wales Annual General Meeting was held at The Media Resource Centre in Llandrindod Wells in September. Local Governor Associations and groups from across Wales were invited to send representatives. The AGM was followed by a presentation from Representatives from Estyn and Cynnal.

<http://www.governors.wales/publications/2016/07/20/report-agm-presentation-july-2016/>

Feedback from delegates:

- useful to talk to other governors and hear their views. Interesting to see the concerns and issues affecting governors in other areas of Wales;
- as a provider of info to the rest of our governors and obviously improved my own knowledge and learning. Useful info from networking;
- more informed – especially in some critical areas. Feel empowered to challenge and ask questions;
- Estyn input particularly useful from an individual perspective;
- improved knowledge and better governance;
- very informative, hope the online self-evaluation will arrive in south wales very soon, looks excellent;
- good presentation lots of actions highlighted;
- it will help me be better informed, more confident and more resourceful;
- will report back to the governing body of the event with an extension presentation;
- good signposts for CIF & governor self-evaluation. Plus lunch period was very useful meeting with other governors from other regions and Wales to compare experiences and environments;
- provided a strong focus for my work as chair. Excellent forum in the school and role of governors at the school;
- looking forward to using governors self-evaluation tool;
- provided great detail on expectations of GB in Estyn inspection;
- the large number of resolutions highlighted the key issues facing governors;
- provided clear information regarding future changes and will help prepare the school for inspection;
- pursue the self-evaluation review with full governing body and clerk. Encourage clerk to consider the clerk award.

Conferences / events

National Conference and Clerks Award - 16 March 2017

School Governors from across Wales attended an excellent conference on **Governance in the Digital Age** on Thursday 16 March 2017 at Deeside 6th Form College. A range of inspiring speakers followed from school based practitioners, representatives from Welsh Government, Estyn, Local authorities, and GwE, as well as Microsoft UK and SWGfl, providing updates on digital learning and how governors can best support schools on the digital competency framework, and keeping safe online.

Aims of the conference

- A better understanding of the Digital Competency Framework;
- An awareness of “what good looks like” with regards to digital learning in schools;
- Sight of how digital learning is being used to raise standards;
- An idea of the sort of questions that should be asked about the impact digital learning is having in their school.

Examples of feedback from delegates on the impact of the conference include:

- I will have a better understanding of how the digital framework works. Look at raising standards of digital standards.
- Provide some challenges to take back to school.
- I would like to be pivotal in developing this aspect in my school.
- Equipped me with information to enable me to ensure that my role as safeguarding Governor incorporates Online Safety.
- Some interesting individual points across the day which can help with policy, procedure and evaluation.
- Useful insight with progress of DCF which offers good range of questions for me to take back to school.
- Provide useful information for the preparation of implementing the DCF. This will help the governors to challenge schools on their journey and the quality of e-safety and infrastructure in place.
- Enable me to be informed prior to asking the 'right' questions.
- Very valuable day. Impact - to be able to question the H.T. through information.
- More awareness of an increasingly important area- ability now as governors to engage with the subject better.
- I will report back to the Governing body as we prepare to adapt the DCF.
- I am new to the role of parent governor and have been inspired and informed throughout the presentations today. It has given me great food for thought, and directed me towards key resources like Hwb and Governors Wales resources and website.

The conference report and presentations can be accessed via this link: <http://www.governors.wales/publications/2017/03/17/national-conference-report-2017-governance-digital-age/>

Conferences / events

Governors Wales continues to work in partnership with Regional Consortia and other organisations regarding events for governors. Examples include:

- CSC 28 June / 6 July / 13 July - Involvement in briefing sessions on “Governors Supporting and Challenging Leadership in School”
Stand at CSC conference “Growing Aspirations” – 23 September 2016
Literature sent for the Schools Challenge Cymru conference - 1 February 2017
- EAS 8 October 2016 - Delivery of two workshops on The Critical Friend
- ERW publicity material and attendance at events in the ERW area
- Governors safeguarding conference – 21 April 2016 (NPT/Swansea hub)
- Pembrokeshire Chairs of governors event – 27 April 2016
- ERW sharing best practice – 7 July 2016
- GwE 15 June 2016 - Conference, Digital Learning, Llandudno
16 Feb 2017 - GwE conference, Llandudno, ‘Pushing the Boundaries’, Governors Wales stand to distribute information and answer questions and converse with delegates North Wales event –

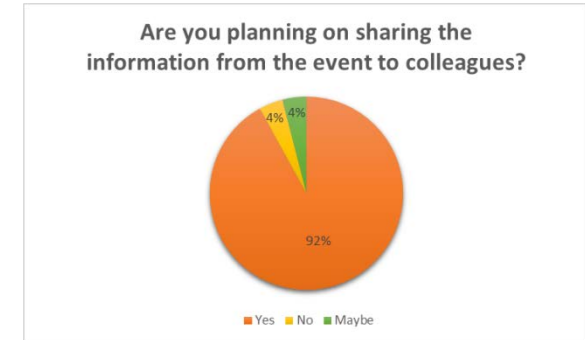
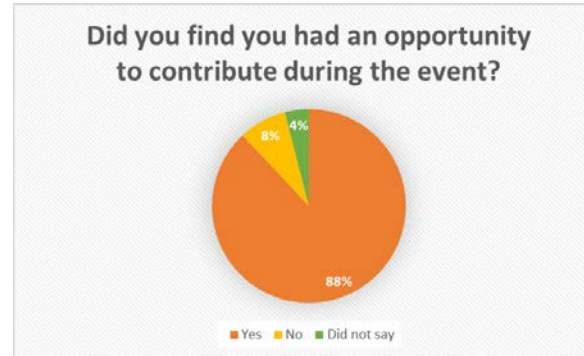
Examples of twilight sessions delivered by GW as requested by LAs.

- Wrexham Governor Development – Governing Body Strategic Role
- Twilight session for cluster primary school governors, Wrexham – The Critical Friend and Self-Evaluation
- Twilight session for school cluster – The Critical Friend
- Twilight session, Flintshire – Self-Evaluation
- Twilight session, Denbighshire – The Critical Friend

Conferences / events

North Wales - Social media and complaints briefing session:

Governors Wales, in conjunction with Judicium, delivered a training session on social media and complaints in North Wales on 25 October 2017. 65 governors and LA officers from across the region were present.



Clerks Award 2017

Governors Wales organises the outstanding Clerks Award that recognises the exceptional contribution clerks across Wales make to the effectiveness of school governing bodies.

- Winner - John Gummery, clerk to governors at St Mary's RC Primary School in Wrexham
- Runner-up - Liz Everson, clerk to governors at Caerleon Comprehensive in Newport

Developmental Support

Regional Support Officers liaise with governor associations, other representatives, consultative bodies and to maintain a dialogue with Local Authority and Regional Consortia colleagues, in order to explore matters of mutual concern or to help find a resolution to an apparently intractable problem. Our two Regional Support Officers help to sustain and influence local governor associations / networks, as well as representing the interests of governors by attending and contributing to a wide range of meetings, working groups, conferences and events.

Examples of Regional Support Officers' input include: helping to influence the work of the North Wales 14-19 Employers' Network; involvement with consultation exercises and initiatives with regional consortia; involvement in consultation exercises with Local Authorities on a range of issues such as Regional School Improvement Services; input into regional governor support groups; raising awareness amongst governors and governing bodies of their roles, responsibilities and duties; identifying, promoting and sharing good practice in school governance; supporting cross-authority governor training and development programmes; attending meetings to encourage schools to meet the Investors In People Standard and other standards of excellence; promoting governing body self-evaluation; assisting with the work and development of local governor associations / fora, to name a few.

Training

Governors Wales has continued to develop its “commissioner role” in North Wales and Powys. The training and development sessions have been devised for:

- Chairs training
- Induction training
- Data training
- Clerks training / forums
- The Critical Friend
- The Strategic Role
- The Effective Governing Body
- Pupil voice
- Complaints handling

Examples of feedback received during these sessions:

- I’m much clearer now about what I need to do.
- I’m an experienced chair, but I got a lot from this and every chair should attend.
- I’m a new governor and didn’t realise the weight of responsibility governors carry.

Governors Wales is also pleased to have been working with Cardiff Metropolitan University to develop a level 3 module on strengthening governance. A pilot will take place in the spring term.

Governors Wales is a very small and cost effective national organisation providing highly valued services for governors.

It is essential for the future of school governance in Wales that Governors Wales continues.