

# A Handbook for Governors of Schools in Wales

## PART 5



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Llywodraeth Cymru  
Welsh Government

# INTRODUCTION

Governors Wales is committed to supporting the effective governance of schools and the personal development of governors in Wales. It is hoped therefore, that the information which this handbook contains will be of assistance in helping you to fulfil your role and responsibilities as a governor.

Governors Wales will be interested to learn to what extent you have found this fourth edition of the handbook useful or ways in which the guide might be improved. We would be grateful if you would complete the evaluation form at the end of part 5 and return to:

Governors Wales  
Ground Floor, Unit 3 Oaktree Court  
Mulberry Drive  
Cardiff Gate Business Park  
Cardiff  
CF23 8RS

or alternatively via e-mail to: [contact@governorswales.org.uk](mailto:contact@governorswales.org.uk)

You will notice references to the support services which LAs provide for governing bodies. Especially important are the activities of Governor Support Officers appointed by LAs in order that governing bodies may receive information, advice, guidance and support as well as access to training opportunities tailored to the needs of governors. Further information is provided on page 9.

From time to time additions and revisions to the handbook will be produced in line with developments and legislative changes in school governance. Updates for the handbook will be printed on the Governors Wales' website: [www.governorswales.org.uk/handbook](http://www.governorswales.org.uk/handbook). Information will also be e-mailed directly to schools and Governor Support Officers.

## Acknowledgements

Governors Wales is grateful for the advice and support of Directors of Education/Chief Schools Officers in Wales, Governor Support Officers, and the Welsh Government, all of whom have contributed to the production of this guide.

This is also available in Welsh at:  
<http://www.governorswales.org.uk/llawlyfr/>

5th Edition 2011

# PART 5

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# 1. LOCAL AUTHORITIES

## **Blaenau Gwent County Borough Council**

Municipal Offices  
Civic Centre  
Ebbw Vale NP23 6XB  
Tel: 01495 311556  
[www.blaenau-gwent.gov.uk](http://www.blaenau-gwent.gov.uk)

## **Bridgend County Borough Council**

Sunnyside  
Bridgend CF31 4AR  
Tel: 01656 642661  
[www.bridgend.gov.uk](http://www.bridgend.gov.uk)

## **Caerphilly County Borough Council**

Penallta House  
Tredomen Business Park  
Ystrad Mynach CF82 7PG  
Tel: 01443 815588  
[www.caerphilly.gov.uk](http://www.caerphilly.gov.uk)

## **Cardiff County Council**

County Hall  
Atlantic Wharf  
Cardiff CF10 4UW  
Tel: 029 2087 2000  
[www.cardiff.gov.uk](http://www.cardiff.gov.uk)

## **Carmarthenshire County Council**

The Department for Education and Children  
Building 2, St. David's Park  
Jobswell Road,  
Carmarthen SA31 3HB  
Tel: 01267 246500  
[www.carmarthenshire.gov.uk](http://www.carmarthenshire.gov.uk)

## **Ceredigion County Council**

Canolfan Rheidol  
Rhodfa Padarn, Llanbadarn Fawr  
Aberystwyth  
Ceredigion SY23 3UE  
Tel: 01970 617911  
[www.ceredigion.gov.uk](http://www.ceredigion.gov.uk)

## **Conwy Council**

Government Buildings  
Dinerth Road  
Colwyn Bay LL28 4UL  
Tel: 01492 575031  
[www.conwy.gov.uk](http://www.conwy.gov.uk)

## **Denbighshire County Council**

County Hall  
Wynnstay Road  
Ruthin LL15 1YN  
Tel: 01824 706000  
[www.denbighshire.gov.uk](http://www.denbighshire.gov.uk)

## **Flintshire County Council**

County Hall  
Mold CH7 6NB  
Tel: 01352 752121  
[www.flintshire.gov.uk](http://www.flintshire.gov.uk)

## **Gwynedd County Council**

Council Offices  
Caernarfon  
Gwynedd LL55 1SH  
Tel: 01286 672255  
[www.gwynedd.gov.uk](http://www.gwynedd.gov.uk)

## **Isle of Anglesey County Council**

Ffordd Glanhwfa  
Llangefni  
Anglesey LL77 7TW  
Tel: 01248 750057  
[www.ynysmon.gov.uk](http://www.ynysmon.gov.uk)

## **Merthyr Tydfil County Borough Council**

Integrated Children's Services  
Riverside Court  
Avenue De Clichy  
Merthyr Tydfil CF47 8XD  
Tel: 01685 725000  
[www.merthyr.gov.uk](http://www.merthyr.gov.uk)

## **Monmouthshire County Council**

County Hall  
Cwmbran NP44 2XH  
Tel: 01633 644644  
[www.monmouthshire.gov.uk](http://www.monmouthshire.gov.uk)

## **Neath Port Talbot County Borough Council**

Civic Centre  
Port Talbot SA13 1PJ  
Tel: 01639 686868  
[www.npt.gov.uk](http://www.npt.gov.uk)

**Newport City Council**

Civic Centre  
Newport NP20 4UR  
Tel: 01633 656656  
[www.newport.gov.uk](http://www.newport.gov.uk)

**Pembrokeshire County Council**

County Hall  
Haverfordwest  
Pembrokeshire SA61 1TP  
Tel: 01437 764551  
[www.pembrokeshire.gov.uk](http://www.pembrokeshire.gov.uk)

**Powys County Council**

County Hall  
Llandrindod Wells  
Powys LD1 5LG  
Tel: 01597 827460  
[www.powys.gov.uk](http://www.powys.gov.uk)

**Rhondda Cynon Taff County Borough Council**

Ty Trevithick  
Abercynon  
Mountain Ash CF45 4UQ  
Tel: 01443 744000  
[www.rhondda-cynon-taf.gov.uk](http://www.rhondda-cynon-taf.gov.uk)

**City and County of Swansea**

County Hall  
Oystermouth Road  
Swansea SA1 3SN  
Tel: 01792 636000  
[www.swansea.gov.uk](http://www.swansea.gov.uk)

**Torfaen County Borough Council**

County Hall  
Cwmbran NP44 2WN  
Tel: 01633 648248  
[www.torfaen.gov.uk](http://www.torfaen.gov.uk)

**Vale of Glamorgan Council**

Civic Offices  
Holton Road  
Barry CF63 4RU  
Tel: 01446 700111  
[www.valeofglamorgan.gov.uk](http://www.valeofglamorgan.gov.uk)

**Wrexham County Borough Council**

Lifelong Learning Department  
16 Lord Street  
Wrexham LL11 1LG  
Tel: 01978 297401  
[www.wrexham.gov.uk](http://www.wrexham.gov.uk)

## 2. DIOCESAN DIRECTORS OF EDUCATION

### **Diocese Bangor**

Diocesan Centre  
Cathedral Close  
BANGOR LL57 1RL  
Tel: 01248 354999

### **Diocese Llandaff**

Diocesan Office  
The Court  
Coychurch  
Brigend CF35 5EH  
Tel: 01656 868868

### **Diocese of Menevia**

27 Convent Street  
Swansea SA1 2BX  
Tel: 01792 652757

### **Diocese Monmouth**

Diocese Education Office  
64 Caerau Rd.  
NEWPORT NP9 4HJ  
Tel: 01633 264919

### **Diocese St Asaph**

Diocesan Office  
High Street  
ST ASAPH  
Denbighshire LL17 0RD  
Tel: 01745 582245

### **Diocese St. Davids**

Brynheulog  
Heol Penlanhoff  
Carmarthen SA31 2HL  
Tel: 01267 235927

### **Diocese Swansea/Brecon**

The Rectory  
Maes Glas  
Llangammarch Wells  
POWYS LD4 4EE  
Tel: 01591 620482

### **Diocese of Wrexham**

Bishop's House  
Santley Road  
Wrexham LL13 7EW  
Tel: 01978 290344

### **Archdiocese of Cardiff**

Archdiocese of Cardiff Schools  
Commission  
Archbishop's House  
41/43 Cathedral Road  
CARDIFF CF11 9HD  
Tel: 029 2023 3838

## 3. USEFUL CONTACT INFORMATION

### **Advisory, Conciliation and Arbitration Services (ACAS)**

Tel: 08457 474747

[www.acas.org.uk](http://www.acas.org.uk)

### **Advisory Centre for Education (ACE)**

Tel: 0808 800 5793

[www.ace-ed.org.uk](http://www.ace-ed.org.uk)

### **All Wales Centre for Governor Training and Research**

Tel: 01792 482065

<http://www.governorswales.org.uk/allwales/>

### **Association of School and College Leaders (ASCL)**

[www.ascl.org.uk](http://www.ascl.org.uk)

### **Association of Teachers and Lecturers (ATL)**

Tel: 0845 057 7000

[www.atl.org.uk](http://www.atl.org.uk)

### **Catholic Education Service**

Tel: 020 7901 4880

[www.cesew.org.uk](http://www.cesew.org.uk)

### **Children in Wales**

Tel: 029 2034 2434 (Head Office)

Tel: 01286 677570 (North Wales Office)

[www.childreninwales.org.uk](http://www.childreninwales.org.uk)

### **Children's Commissioner for Wales**

Tel: 01792 765600 (Swansea)

Tel: 01492 523333 (Conwy)

[www.childcom.org.uk](http://www.childcom.org.uk)

### **Cilt Cymru (National Centre for Languages)**

Tel: 029 2048 0137

[www.ciltcymru.org.uk](http://www.ciltcymru.org.uk)

### **ContinYou Cymru**

Tel: 029 2047 8929

[www.continyou.org.uk](http://www.continyou.org.uk)

### **Citizens Advice Bureau**

[www.citizensadvice.org.uk](http://www.citizensadvice.org.uk)

### **Equal Opportunities Commission**

Tel: 0845 601 5901

[www.eoc.org.uk](http://www.eoc.org.uk)

### **Estyn**

Tel: 029 2044 6446

[www.estyn.gov.uk](http://www.estyn.gov.uk)

### **General Teaching Council for Wales (GTCW)**

Tel: 029 2055 0350

[www.gtcw.org.uk](http://www.gtcw.org.uk)

### **Governors Wales**

Tel: 029 2073 1546

[www.governorswales.org.uk](http://www.governorswales.org.uk)

### **National Assembly**

### **Commission/Parliamentary services Cardiff Bay**

Tel: 0845 010 5500

[www.new.wales.gov.uk](http://www.new.wales.gov.uk)

### **National Association of Headteachers (NAHT)**

Tel: 029 2048 4546

[www.naht.org.uk](http://www.naht.org.uk)

### **National Association of Schoolmasters and Union of Women Teachers (NASUWT)**

Tel: 029 2054 6080

[www.nasuwt.org.uk](http://www.nasuwt.org.uk)

### **National Union for Teachers (NUT)**

Tel: 029 2049 1818

[www.teachers.org.uk](http://www.teachers.org.uk)

### **Office of Public Information (OPSI)**

[www.opsi.gov.uk](http://www.opsi.gov.uk)

### **SNAP Cymru (Special Needs Advisory Panel)**

Tel: 029 2038 8776

[www.snapcymru.org.uk](http://www.snapcymru.org.uk)

### **Teacher Support Cymru**

Teacher Support Line: 08000 855 088

[www.teachersupport.info](http://www.teachersupport.info)

[www.governorswales.org.uk](http://www.governorswales.org.uk)

Helpline - 0845 60 20 100

[helpline@governorswales.org.uk](mailto:helpline@governorswales.org.uk)

# USEFUL CONTACT INFORMATION

## **Times Educational Supplement (TES)**

Tel: 029 2066 0201  
[www.tes.co.uk/cymru](http://www.tes.co.uk/cymru)

## **Wales Pre-school Playgroups Association**

Tel: 01686 624573  
[www.walesppa.org](http://www.walesppa.org)

## **Wales Primary Schools Association (WPSA)**

Tel: 01443 675318

## **Welsh Government (Cathays Park)**

Tel: 0845 010 3300  
[www.wales.gov.uk](http://www.wales.gov.uk)

## **Welsh Joint Education Committee (WJEC)**

Tel: 029 2026 5000  
[www.wjec.co.uk](http://www.wjec.co.uk)

## **Welsh Local Government Association (WLGA)**

Tel: 029 2046 8600  
[www.wlga.gov.uk](http://www.wlga.gov.uk)

## **Welsh Secondary Schools Association (WSSA)**

Tel: 01792 455933  
[www.wssa.org.uk](http://www.wssa.org.uk)

## **Undeb Cenedlaethol Athrawon Cymru (UCAC)**

Tel: 01970 639950  
[www.athrawon.com](http://www.athrawon.com)

There are increasing differences in legislation between England and Wales, particularly with school governance so be careful if you look at the following as there are major differences

## **Department for Education (DfE)**

Tel: 0870 000 2288  
<http://www.education.gov.uk/>

School Teachers' pay and conditions however are not devolved - Information can be found on this site as well as [www.teachernet.gov.uk](http://www.teachernet.gov.uk)

## **National Governors Association (NGA)**

Tel: 0121 643 5787  
[www.nga.org.uk](http://www.nga.org.uk)

## **Governorline (England)**

Tel: 08000 722 181  
[www.governorline.info](http://www.governorline.info)

## 4. RESOURCES

*This is not a definitive list of resources for school governors. Links to access additional support material are added below.*

### REGULATIONS

- The Federation of Maintained Schools and Miscellaneous Amendments (Wales) Regulations 2010
- The School Funding (Wales) Regulations 2010
- The Changing of the School Session Times (Wales) Regulations 2009
- The Staffing of Maintained Schools (Amendment) (Wales) Regulations 2009
- The Staffing of Maintained Schools (Amendment No. 2) (Wales) Regulations 2009
- The Collaboration Arrangements (Maintained Schools and Further Education Bodies) (Wales) Regulations 2008
- Control of School Premises (Wales) Regulations 2008
- Control of School Premises (Amendment) (Wales) Regulations 2008
- The Collaboration between Maintained Schools (Wales) Regulations 2008
- The Maintained Schools (Partnership Agreements) (Wales) Regulations 2007
- The Staffing of Maintained Schools (Miscellaneous Amendments) (Wales) Regulations 2007
- The Staffing of Maintained Schools (Wales) Regulations 2006
- The Annual Parents' Meeting (Exemptions) (Wales) Regulations 2005
- The Government of Maintained Schools (Wales) Regulations 2005
- The Governor (Allowances) (Wales) Regulations 2005
- The New Maintained Schools (Wales) Regulations 2005
- The School Councils (Wales) Regulations 2005
- The School Governors' Annual Reports (Wales) Regulations 2001

More regulations available on <http://www.legislation.gov.uk/wsi>

### PUBLICATIONS FROM THE WELSH GOVERNMENT

Circular No: 019/2010	Guidance on Sex and Relationships Education
Circular No: 022/2010	Guidance on establishing school/further education institution (FEI) consortia arrangements
Circular No: 018/2009	Reporting Misconduct and Incompetence in the Education Service
Circular No: 021/2009	School Organisation Proposals
Circular No: 007/2009	Collaborative Arrangements between Further Education Institutions and Schools
Circular No: 016/2008	Guidance on The Maintained Schools (Partnership Agreements) (Wales) Regulations 2007
Circular No: 006/2008	Guidance for Governing Bodies on School Uniform and Appearance Policies
Circular No: 005/2008	Safeguarding Children in Education
Circular No: 47/2007	Inclusion and Pupil Support
Circular No: 36/2007	Procedures for Whistleblowing in Schools and Model Policy
Circular No: 12/2007	Parents and Parental Responsibility
Circular No: 39/2006	Guidance for School Governing Bodies on Procedures for Complaints Involving Pupils
Circular No: 42/2006	Guidance for Governing Bodies on the Establishment and Operation of School Councils

Circular No: 01/2004	Exclusion from Schools and Pupil Referral Units
Circular No: 03/2004	School Governing Body Complaints Procedures
Circular No: 45/2004	Staff Disciplinary Procedures in Schools
Circular No: 46/2003	Guidance on the Establishment of School Councils
Circular No: 15/2001	Governors Annual Reports: guidance for governing bodies
Circular No: 14/2001	School Prospectuses: Guidance for Headteachers & Governing Bodies

Guidance for Governing Bodies on Charging for School Activities

Information Document: 093/2010                      Opening Schools in Extreme Bad Weather

Guidance Document: 041/2010                      Safe and effective intervention – use of reasonable force and searching for weapons

The School Effectiveness Framework

### **CODES OF PRACTICE**

Special Educational Needs (2004)

LEA-School Relations (1999)

School Admissions Code (2009)

School Admission Appeals Code (2009)

### **SCHOOL GOVERNORS GUIDE TO THE LAW**

### **PERFORMANCE MANAGEMENT GUIDANCE, MAY 2002**

1. Principles and procedures
2. Schools' Performance Management Policies
3. Guidance for governors
4. Objective Setting

# 5. GOVERNORS WALES PUBLICATIONS

Principles of Conduct for Governors of Schools in Wales

## Fact Files

01/04	List of Policies and Documents
01/05	Teacher and Staff Governors
02/05	Parent Governors
03/05	NPQH
04/05	Revised National Standards for Headteachers
01/06	Jargon Buster
02/06	LA Governors
01/07	Complaints Procedures
02/07	Staff Disciplinary Procedures
01/08	Governors Annual Report to Parents/Annual Parents Meeting
02/08	Pupil Participation, Associate Pupil Governors and School Councils
01/09	The Critical Friend
02/09	Modern Foreign Languages (MFL)
03/09	Community Governors
03/09	Additional Community Governors
04/09	Foundation Governors
01/10	Important Changes to Education Legislation in Wales

## Gov Guides

Governor Guide on Preventing Bullying  
Governor Guide on Community Focused Schools  
Governor Guide on the Appointment of Headteachers/Deputy Headteachers  
Governor Guide on the Effective Governing Body  
Governor Guide on the Role of the Chair  
Governor Guide on Self Evaluation

The Disability Discrimination Act Part 4 (Special Educational Needs and Disability Act 2001). Published by the Disability Rights Commission and Governors Wales.

## 6. SERVICES PROVIDED BY GOVERNORS WALES

### **Our role:**

- Encouraging efficient and effective governance of schools;
- Providing advice and guidance;
- Identifying training needs;
- Promoting the entitlement of governors to training;
- Disseminating best practice;
- Raising their profile and status;
- Helping them to focus on the consequences of their work for children;
- Representing their views, concerns and aspirations to policy-makers.

### **The services we offer include:**

- An Independent, confidential, bilingual helpline (0845 60 20 100 – local rate);
- A website;
- A Handbook for Governors of Schools in Wales;
- Published guidance (fact files, governor guides);
- Developing a Quality Mark for governing bodies with Local Authorities;
- Encouragement and support for local associations of governors;
- Regular conferences;
- Development support;
- Reflect the concerns of governors by influencing policy development.

## **JARGON BUSTER – ACRONYMS**

You will find that in your role as governor, you will come across a bewildering array of educational jargon from time to time.

A glossary of many of the abbreviations and acronyms is provided below which you are likely to encounter in meetings.

### **ORGANISATIONS**

<b>ACAS</b>	-	Advisory Conciliation and Arbitration Service
<b>ACE</b>	-	Advisory Centre for Education
<b>ADEW</b>	-	Association of Directors of Education in Wales
<b>CES</b>	-	Catholic Education Society
<b>CCET</b>	-	Community Consortium for Education and Training
<b>CETW</b>	-	Council for Education and Training Wales
<b>DDE</b>	-	Diocesan Director of Education
<b>DCELLS</b>	-	Department for Children, Education, Lifelong Learning & Skills
<b>DfE</b>	-	Department for Education
<b>EFQM</b>	-	European Foundation for Quality Management
<b>EHRC</b>	-	Equality and Human Rights Commission
<b>ESRC</b>	-	Economic and Social Research Council
<b>ESTYN*</b>	-	Her Majesty's Inspectorate for Education and Training in Wales
<b>GTCW</b>	-	General Teaching Council for Wales
<b>HMSO</b>	-	Her Majesty's Stationery Office
<b>HSE</b>	-	Health & Safety Executive
<b>IIS</b>	-	Independent Investigation Service
<b>LA</b>	-	Local Authority
<b>NAC</b>	-	National Assembly Commission
<b>NAfW</b>	-	National Assembly for Wales
<b>NASEN</b>	-	National Association for Special Educational Needs
<b>NCPTA</b>	-	National Confederation of Parent Teacher Associations
<b>NFER</b>	-	National Foundation for Educational Research
<b>NGA</b>	-	National Governors Association
<b>NGFL</b>	-	National Grid for Learning
<b>NS</b>	-	National Society
<b>OfSTED</b>	-	Office for Standards in Education
<b>OPSI</b>	-	Office of Public Section Information
<b>SNAP</b>	-	Special Needs Advisory Project
<b>STRB</b>	-	School Teacher Review Body
<b>TES</b>	-	Times Educational Supplement
<b>WG</b>	-	Welsh Government
<b>WJEC</b>	-	Welsh Joint Education Committee
<b>WLGA</b>	-	Welsh Local Government Association

\* Estyn is not an acronym. It is a Welsh word meaning to reach/extend

## **LOCAL AUTHORITY**

<b>CEO</b>	-	Chief Education Officer
<b>CSO</b>	-	Chief Schools Officer
<b>DOE</b>	-	Director of Education
<b>ESP</b>	-	Education Strategic Plans
<b>EWO</b>	-	Education Welfare Officer
<b>GSU</b>	-	Governor Support Unit
<b>ITT</b>	-	Initial Teacher Training
<b>LAC</b>	-	Looked After Children
<b>NNEB</b>	-	National Nursery Examination Board
<b>PGR</b>	-	Parent Governor Representative
<b>PRU</b>	-	Pupil Referral Unit
<b>SSA</b>	-	Standard Spending Assessment
<b>VA</b>	-	Value Added

## **INSPECTION**

<b>HMI</b>	-	Her Majesty's Inspector of Schools
<b>PIC</b>	-	Pre-Inspection Commentary
<b>RI</b>	-	Reporting Inspector
<b>SAP</b>	-	School Action Plan
<b>SER</b>	-	Self-Evaluation Report

## **UNIONS**

<b>ASCL</b>	-	Association of School and College Leaders
<b>ATL</b>	-	Association of Teachers and Lecturers
<b>GMB</b>	-	Britain's General Union
<b>NAHT</b>	-	National Association of Headteachers
<b>NASUWT</b>	-	National Association of Schoolmasters and Union of Women Teachers
<b>NUT</b>	-	National Union of Teachers
<b>UCAC</b>	-	National Association of Teachers in Wales
<b>UNISON</b>	-	Union of Public Service Employees
<b>UNITE *</b>	-	Union formed by the merger of T&G and Amicus
<b>Voice *</b>	-	The Union for Education Professionals

\* Not an acronym

## **LEGISLATION/INITIATIVES**

<b>CRB</b>	-	Criminal Records Bureau
<b>DDA</b>	-	Disability Discrimination Act
<b>ELLC</b>	-	Education and Lifelong Learning Committee
<b>FOIA</b>	-	Freedom of Information Act
<b>IIP</b>	-	Investors in People
<b>ISA</b>	-	Independent Safeguarding Authority
<b>PFI</b>	-	Private Finance Initiative
<b>SENDA</b>	-	Special Education Needs and Disability Act
<b>SI</b>	-	Statutory Instrument
<b>SSFA</b>	-	Schools Standard and Framework Act
<b>SENDIST</b>	-	Special Educational Needs and Disability Tribunal
<b>STP&amp;CD</b>	-	School Teachers' Pay and Conditions Document

## **SCHOOL-RELATED/GENERAL**

<b>'A' Level</b>	-	Advanced Level
<b>ADD</b>	-	Attention Deficit Disorder
<b>ADHD</b>	-	Attention Deficit Hyperactivity Disorder
<b>AEN</b>	-	Additional Educational Needs
<b>ALS</b>	-	Additional Literary Support
<b>ALN</b>	-	Additional Learning Needs
<b>ALNCO</b>	-	Additional Learning Needs Co-ordinator
<b>AN</b>	-	Admission Number
<b>APM</b>	-	Annual Parents' Meeting
<b>APR</b>	-	Annual Parents' Report
<b>APG</b>	-	Associate Pupil Governors
<b>'AS' Level</b>	-	Advanced Subsidiary Level
<b>AT</b>	-	Attainment Target
<b>AWPU</b>	-	Age-Weighted Pupil Unit
<b>BSF</b>	-	Better Schools Fund
<b>BTEC</b>	-	Business and Technology Education Council
<b>CIF</b>	-	Common Inspection Framework
<b>CFR</b>	-	Consistent Financial Reporting
<b>CPD</b>	-	Continual Professional Development
<b>CSI</b>	-	Core Subject Indicator
<b>EAL</b>	-	English as an Additional Language
<b>EBD</b>	-	Emotional and Behavioural Difficulties
<b>EMAs</b>	-	Education Maintenance Allowances
<b>EMAS</b>	-	Ethnic Monitoring Advisory Service
<b>EPD</b>	-	Early Professional Development
<b>EWO</b>	-	Education Welfare Officer
<b>FE</b>	-	Further Education
<b>FEI</b>	-	Further Education Institution
<b>FSM</b>	-	Free School Meals
<b>FTE</b>	-	Full Time Equivalent
<b>GB</b>	-	Governing Body
<b>GCE</b>	-	General Certificate of Education
<b>GCSE</b>	-	General Certificate of Secondary Education
<b>GNVQ</b>	-	General National Vocational Qualification
<b>HE</b>	-	Higher Education
<b>HLTA</b>	-	Higher Level Teacher Assistant
<b>HOD</b>	-	Head of Department
<b>HOY</b>	-	Head of Year
<b>HSA</b>	-	Home-School Agreement
<b>ICT</b>	-	Information Communications Technology
<b>IEP</b>	-	Individual Education Plan
<b>INSET</b>	-	In-Service Education and Training
<b>ISF</b>	-	Innovative Schools Fund
<b>ISR</b>	-	Individual School Range
<b>ITT</b>	-	Initial Teacher Training
<b>KS</b>	-	Key Stage
<b>LAC</b>	-	Looked After Children
<b>LAP</b>	-	Language and Play

## **SCHOOL-RELATED/GENERAL**

<b>LPSH</b>	-	Leadership Programme for Serving Headteachers
<b>LSA</b>	-	Learning Support Assistant
<b>MLD</b>	-	Moderate Learning Difficulties
<b>MFL</b>	-	Modern Foreign Languages
<b>NC</b>	-	National Curriculum
<b>NDC</b>	-	National Data Collection
<b>NOR</b>	-	Number on Roll
<b>NPQH</b>	-	National Professional Qualification for Headship
<b>NQT</b>	-	Newly Qualified Teacher
<b>NRA</b>	-	National Record of Achievement
<b>NVQ</b>	-	National Vocational Qualification
<b>OSHL</b>	-	Out of School Hours Learning
<b>PGCE</b>	-	Post-Graduate Certificate of Education
<b>PHIP</b>	-	Professional Headship Induction Programme
<b>PI</b>	-	Performance Indicator
<b>PLC</b>	-	Professional Learning Community
<b>PLASC</b>	-	Pupil Level Annual School Census
<b>PPA</b>	-	Preparation, Planning and Assessment time
<b>PRP</b>	-	Performance Related Pay
<b>PSHE</b>	-	Personal, Social and Health Education
<b>PTA</b>	-	Parent Teacher Association
<b>PTR</b>	-	Pupil Teacher Ratio
<b>QTS</b>	-	Qualified Teacher Status
<b>RE</b>	-	Religious Education
<b>ROA</b>	-	Record of Achievement
<b>SATs</b>	-	Standard Assessment Tasks
<b>SBIG</b>	-	School Buildings Improvement Grant
<b>SDP</b>	-	School Development Plan
<b>SEF</b>	-	School Effectiveness Framework
<b>SEN</b>	-	Special Educational Needs
<b>SENCO</b>	-	Special Educational Needs Co-ordinator
<b>SIMS</b>	-	School Information and Management System
<b>SIP</b>	-	School Improvement Plan
<b>SL</b>	-	Subject Leader
<b>SLA</b>	-	Service Level Agreement
<b>SLD</b>	-	Severe Learning Difficulties
<b>SLMs</b>	-	School Leadership Modules
<b>SMT</b>	-	Senior Management Team
<b>STA</b>	-	Statutory Teacher Assessments
<b>S3i</b>	-	Supported School Self-Improvement
<b>TLR</b>	-	Teaching and Learning Responsibility
<b>UPN</b>	-	Unique Pupil Number
<b>UPS</b>	-	Upper Pay Scale
<b>VA</b>	-	Voluntary-Aided
<b>VC</b>	-	Voluntary Controlled
<b>WED</b>	-	Welsh Examinations Database
<b>WIMD</b>	-	Welsh Index of Multiple Deprivation
<b>WRE</b>	-	Work Related Education