

<b>MEETING</b>	Gwynedd Council Cabinet
<b>DATED</b>	13 September 2016
<b>CABINET MEMBER</b>	Cllr Gareth Thomas
<b>OFFICER</b>	Arwyn Thomas
<b>ITEM</b>	Moving towards an Education Area Offices Model

## 1. THE DECISION SOUGHT

- 1.1 The Cabinet's support to implement an Education Area Offices model;
- 1.2 The Cabinet's support for the request for costs in the region of £275,000 by authorizing the Head of Finance in consultation with the Head of Corporate Support and the Cabinet Member for Resources to confirm the total following appraisal of posts.
- 1.3 The Cabinet's support to enable the Corporate Support Dept. and the Education Dept. to create a Service Level Agreement in relation to Human Resources to define the nature of the service.

## 2. INTRODUCTION

2.1 Gwynedd Council Cabinet have already supported a recommendation whereby consultations are held with schools and governors on the core principles that will lay the foundations for the establishment of a 'Fit For Purpose Education' system for Gwynedd'.

The following priorities for implementation of the system are identified:

- An excellent professional workforce and leaders at every level who provide mutual collaboration, assistance and challenge;
- Outstanding schools that will have future viability; and
- A collaborative management structure at a catchment-area and area level that will free up time for headteachers to provide effective leadership and for teachers to focus on teaching.

2.2 Recommendations contained in the county's recent independent report on 'Leadership and Management' tie in with the principles of the document '*Qualified for Life – education improvement plan for 3-19 year old learners*' and newly establishes the 'Gwynedd School' principle.

2.3 In practice, this implies developing leaders understanding that they are responsible for, and are part, of a broader school system, and not only their own school, with such a successful system existing through the establishment of a mature, open partnership between the schools, LEA and GwE officers, based on an agreed understanding of functions, system level performance and development requirements. Leaders require the

time, and they are expected to work at their school and across the 'school system' in a structured manner that has been planned so as to create a robust 'Gwynedd School' rather than a series of individual schools working in isolation.

### **3. REASONS FOR RECOMMENDATION OF THE DECISION**

A large number of Gwynedd schools in both sectors are categorized as 'small'. Over the years, primary headteachers have raised an increasing amount of concerns in particular about their working conditions in trying to perform an administrative, managerial and educators role in the classroom. There are now increasing concerns in schools of every size or is an usual occurrence in the medium sized and smaller schools.

A low level of managerial collaboration is a feature of schools in both sectors and headteachers and classroom staff face an increasing workload.

When following the 'Gwynedd School', approach, changes are required in schools' managerial and governance system and promoting a system of governance that encompasses a school and an entire system.

A structure of effective Area Offices will promote this model of collaboration through rationalization and sharing the managerial demands, thus releasing headteachers to provide effective leadership.

Through collaboration with GwE, combining the requirements of the proposed ALN model as well as the schools modernization model, we aim to establish an action structure that matches the Area model.

The application for additional resources of about £275,000 in order to support Area Offices staffing arrangements appears in **(Annexe 1)**. This additional staff will enable us to support schools at a more local level so as to reduce administration at our schools, thus enabling our headteachers to provide leadership in education and our teachers to teach. The Cabinet is requested to provide a temporary budget allocation for the Education Service in order to fund the change. The Education Service will be required within three years time, to review the effectiveness of the new Area Office arrangements and if the model is to be retained, the Education Service will need to fund the arrangements.

Establishing area offices will form part of the Education Department's strategic and managerial review structure in Gwynedd that is currently being implemented. This includes re-structuring the inclusion and additional learning needs services that is already underway.

#### **4. OPPOSING POINTS OR COMMENTS**

#### **5. NEXT STEPS AND TIME-TABLE**

- Direct consultations with headteachers and the individual services.
- Sort the support Services, at a county, area and local level.
- Conduct a review of the Education Department's strategic and managerial structure in Gwynedd
- Establish the Area Offices in the 2016 Autumn term

#### **6. VIEW OF LOCAL MEMBERS**

Not a local matter.

##### Chief Executive:

The Cabinet Member and Headteacher have identified the requirement to release headteachers to provide leadership at their schools and the amended Area Office model provides a means to do so. There is a firm rationale for doing so and the model provides the opportunity to rationalize responsibilities that are possibly being currently duplicated across schools. That should free up time within the schools through ameliorating schools administrative workload, enabling teachers to mainly focus on teaching and ensuring better conditions for headteachers to provide a lead in education; all of this should therefore lead to focussing on teaching and raising standards, the main focus of the service. Obviously, considerable further internal discussion is required on the plans implementation details and that will be focussed upon over the next few months. I assume that the aim will be to ensure that this is self-funding in due course but, in the meantime, a one-off investment is required. Such an investment would provide time to assess whether or not the new model provides value for money.

##### The Monitoring Officer:

It is noted that the principal work involved will be the setting up of the new system and create links with the schools and relevant stakeholders. No comments regarding suitability.

### Head of Finance:

The report submitted and Annexe 1 details the application in the region of £275,000 of additional staff resources to support schools and reduce the administrative burden in the schools, so that teachers can be released to provide leadership. It is for the Members, with the Chief Executive's guidance, to prioritize the Council's resources, and funding of the amended Area Office model will require due consideration, weighing this (and the expected outcomes) up in the context of other requirements.

Part 3 of the report contains an application for the Cabinet to allocate an annual temporary budget allocation in the region of £275,000 for up to three years for the Education Service to fund the change. If the Cabinet is to support this request, then funding this could be considered through identifying one-off funding in the second quarter review of the revenue budget for 2016/17 (and underwrite it from general balances unless there is flexibility), and prejudge a one-off bid in the Financial Strategy for the following years.

## **PROPOSED EDUCATION AREA OFFICES STRUCTURE**

### **7. The Vision**

The Cabinet of Gwynedd Council have already supported a recommendation where schools and governors will be consulted on the core principles that will lay the foundations for establishing a 'Fit for Purpose Education system for Gwynedd'.

The following priorities for implementation of the system are identified:

- **An excellent professional workforce and leaders at every level who provide mutual collaboration, assistance and challenge;**
- **Outstanding schools which will have future viability; and**
- **A collaborative management structure at a catchment-area and area level that will free up time for headteachers to provide effective leadership and for teachers to focus on teaching.**

Recommendations contained in the recently published county 'Leadership and Management' independent report, tie in with the principles of the document '*Qualified for*

*Life- an education improvement plan for 3-19 year olds'* and establishes a new 'Gwynedd School' principle.

In practice, this involves developing leaders understanding that they are responsible for, and form part, of a broader school system, and not only the system implemented at their school, with such a successful system established through forging a mature, open partnership between the schools, LEA officers and GwE, based on an agreed understanding of functions, system level performance and development needs. Leaders need to have the time to, and they are expected to work at their school and across the 'school system' in a structured manner that has been planned to create a robust 'Gwynedd School' rather than a series of individual schools working in isolation.

## **8. Purpose**

Through following the 'Gwynedd School' method, changes are required as regards schools managerial and governance arrangements and promoting a system of governance that encompasses a school and entire system.

An effective Area Offices structure will promote this model of collaboration through rationalization of and sharing managerial requirements thus releasing headteachers to provide effective leadership.

Through collaboration with GwE, and combining the needs of the proposed ALN model and the schools modernization model, the aim is to ensure an implementation structure that corresponds to the Area model.

The advent of a new data unit at a county level will facilitate the officers work.

## **9. Area Office Model**

The main task of the Area Office will be on the one hand, to rationalize and share schools managerial, administrative and governance requirements and, on the other, ensure that the Education Department's strategies for improving schools are effectively implemented and that there are higher standards of achievement through channeling support, instructions and challenge at appropriate levels through effectively utilizing the available resources at the school, locally and at a county level.

The request for additional resources in the region of £275,000 to support the staffing of the Area Offices can be seen in **Annexe 1**. These additional staff will enable us to support schools in a more local way to reduce administration in our schools whilst enabling our headteachers to lead education and our teachers to teach.

It is intended to establish schools in the north east, north west and South of the county under the leadership of a designated 'Area Education Officer' (AEO) (**Annexe 1**) and 'Business and Services Officers' (BSO) will co-ordinate the support services and facilitate working in partnership at a local level.

**(a) Management, Administration and Governance – Business and Services Officers (BSO)**

Several services support schools at various levels and for several purposes.

The main purpose of the post of Business and Services Officer (BSO) is to improve the effectiveness of area schools management arrangements and make a substantial contribution to continuous improvement to school services. They directly report to the AEO.

The BSO is in charge of the day to day running of the Area Education Office and serves as main contact for schools within the catchment-area regarding managerial matters. He/she will have responsibility for ensuring an excellent administrative service for schools and their Governors and to the AEO.

The BSO is expected to provide support, and managerial advice for governing bodies and senior leadership teams at all of the area's schools.

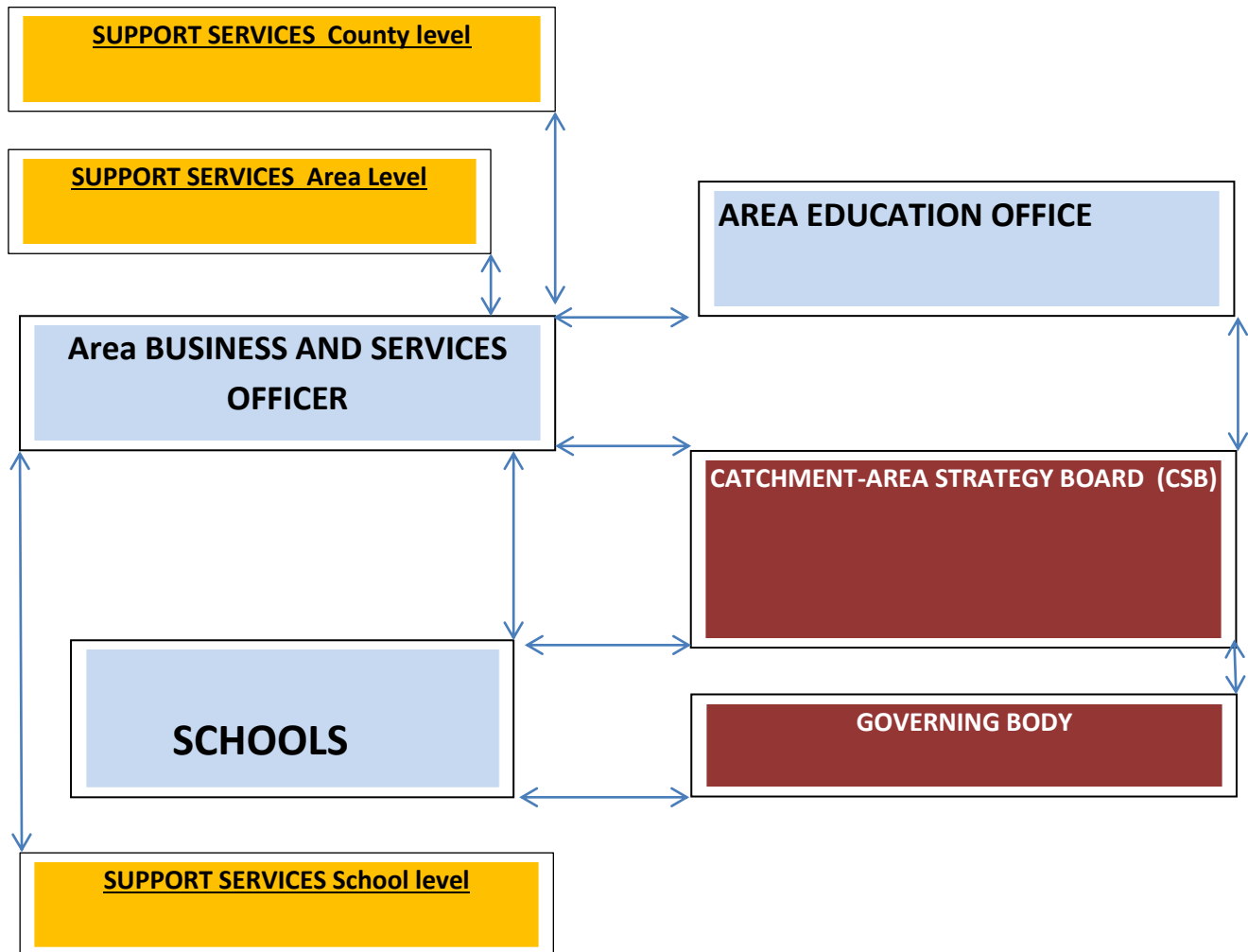
Through direct consultation with headteachers and the individual services, it is intended to sort the services at a county, area and local level, based on their priorities and hold a review of the Education Department's strategic and managerial structure in Gwynedd.

Governors will receive direct and local support, assistance and training. Through establishing a 'Catchment-area Strategy Board' (**BAS**) for chairpersons, the SBG and the SAA, training can be tailored in specific fields, promote strategic collaboration and strengthen accountability and work in partnership in response to 'Gwynedd School' principles.

**(Table 1) Management, Administration and Governance**

**TABLE 1**

**MANAGEMENT, ADMINISTRATION AND GOVERNANCE**



**(b) Education Quality Improvement – Area Education Officers (AEO)**

The principal work of the AEO will be to support and set a challenge, either directly or indirectly, for schools to contribute towards a climate of continuous improvement through challenging schools to raise standards, promote self-improvement strategies and ‘School to School’ collaboration, and effectively collaborate with other agencies who are active in the field.

An AEO will be expected to specifically collaborate with the SBG, GwE Senior Challenge and Support Advisers (UYHCh), Education Modernization Lead Officer (EMLO) and the

Performance Management Officer (PMO) and be accountable to, and form part of the Education Department Management Team under the chairmanship of the Head of Education through team meetings.

The AEO will be a member of the Catchment-area Strategy Board (CSB), County Quality Board (CQB) and the Area Scrutiny Committee (ASC).

The Catchment-area Strategy Board (CSB) will hold an overview of the performance of every school in the county as regards pupils well-being and education, agree on the work programme and monitor implementation.

The Area Scrutiny Committee (ASC) will provide opportunities for chairpersons and headteachers of individual schools, as well as the relevant Challenge and Support Adviser, to highlight those good practices that are implemented at the school, and their responsibilities and roles in achieving that. The local members and area officers will have an opportunity to develop and strengthen the element of area scrutiny with specific schools or with regard to themes that become evident: support, assistance, responsibility and scrutiny.

Accountability. (Table 2)

**TABLE 2**

**CQB County Quality Board**

<b>Membership</b>	3X Area Education Officers	3X Business and Services Officers	Performance Management Officer
	2x Senior Challenge and Support Advisers		
<b>Remit</b>	Overview of County Quality and Well-being – report to the Education Management Team  Commission the Area Scrutiny Committee – specific schools and themes  Approve and respond to Area Scrutiny Committee reports		

**ASC Area Scrutiny Committee**

<b>Membership</b>	Area Education Officer	Business and Services Officer	Elected Members (2)
	Challenge and Support Adviser	School Chairman	School Headteacher



<b>Remit</b>	Scrutinize specific schools and themes Report to the County Quality Board
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**CSB Catchment-area Strategy Board**

<b>Membership</b>	AEO	BSO	Chair of Governors
	SAMA		
<b>Remit</b>	Training in specific fields Promote strategic and School-School collaboration Strengthen accountability		

**HEADTEACHERS MEETINGS**

**ASG: Area Strategy Group**

<b>Membership</b>	AEO	BSO	Headteacher from every catchment-area
<b>Remit</b>	Steer <b>CBA</b> agendas Confirm <b>ABM</b> decisions		

**ABM: Area Business Meeting**

	PA	SAA	BSO
	Area Headteachers	Presenters	
<b>Remit</b>	Introduce, discuss and decide on matters relating to the Area and County		

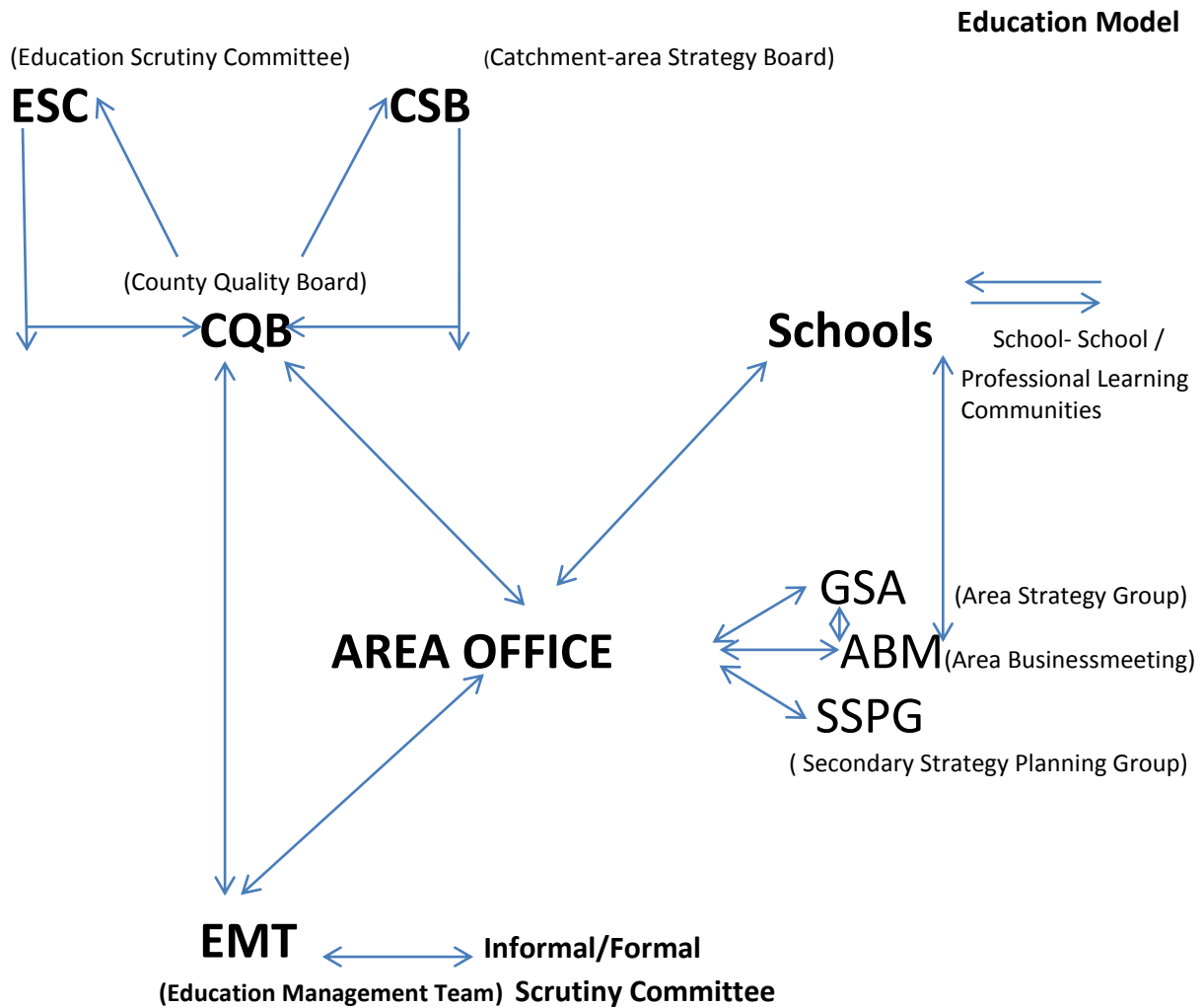
**SSPG: Secondary Strategy Planning Group**

<b>Membership</b>	PA	3XSAA	3XSBG
	PMO	Secondary School Headteachers	UHYCh
<b>Remit</b>	Present, discuss and decide on Secondary Sector related matters		

Officers will present, discuss and decide on secondary school related matters at the Secondary Strategy Planning Group (SSPG) and likewise at the Area Business meetings with area heads with the Area Strategy Group (ASG) steering the agendas.

**(Table 3) Education Model**

**TABLE 3**



Through establishing such a model, strategic collaboration can be promoted and strengthened with other stakeholders and agencies such as Health, Social services, UCNW Bangor and further education establishments.

## Annexe 1

### Review of Gwynedd Strategic Structure and Education Management

	NIFER	
Head of Education Service	1	
Senior Manager Education	2	
Area Education Officer	3	
Area Business and Services Officer	3	
Performance Management Officer	1	
Assistant Education Quality Improvement Officer	2	
Education Modernization Programme Manager	1	
Education Modernization Officer	3	
Data Officer	1	
Child Protection Officer	1	
Ancillary Services Officer	1	
Finance Officer	2	
Human Resources Advisory Officer	2	
<b>TOTAL</b>	<b>23</b>	<b>£1,354,523</b>

<b>Review – additional posts</b>		Total cost of highest point of scale including superannuation and National Insurance
Human Resources Advisory Officer	1	£47,658
Business and Services Officer	3	£172,908
Performance Management Officer	1	£47,658
DATA Officer	1	£47,658
<b>TOTAL</b>	<b>6</b>	<b>£315,882</b>
<b>Review- posts that will be lost</b>		
Assistant Education Quality Improvement Officer	-1	-£42,438
Net Current Structure vs Amended Structure		<b>(In the region of) £273,444</b>

**AREA EDUCATION OFFICES****Education Office East Gwynedd****Education Officer:** *Diane Jones***YSGOL DYFFRYN  
OGWEN**Ysgol Bodfeurig  
Ysgol Pen-y-Bryn  
Ysgol LlanllechidYsgol Rhiwlas  
Ysgol Abercaseg  
Ysgol Llandygai

Ysgol Tregarth

**YSGOL  
BRYNREFAIL**Ysgol Gwaun Gynfi  
Ysgol Llanrug  
Ysgol BethelYsgol Cwm y Glo  
Ysgol Dolbadarn  
Ysgol Gymuned  
Penisarwaun

Ysgol Waunfawr

**YSGOL TRYFAN  
AND  
YSGOL FRIARS**Ysgol Glanadda  
Ysgol Glancegin  
Ysgol Babanod  
CoedmawrYsgol y Garnedd  
Ysgol y Felinheli  
Ysgol HiraelYsgol y Faenol  
Ysgol Llandygai  
Ysgol Cae Top  
Our Lady's School**YSGOL SYR  
HUGH OWEN**Ysgol y Gelli  
Ysgol Felinwnda  
Ysgol RhosgadfanYsgol Rhostryfan  
Ysgol yr Hendre  
Ysgol BontnewyddYsgol y Felinheli  
Ysgol Maesincla  
Ysgol Llandwrog  
Ysgol Santes Helen**Education Office West Gwynedd****Education Officer:** *Keith Parry***YSGOL  
DYFFRYN  
NANTLLE**

Ysgol Brynaerau

Ysgol Llanllyfni

Ysgol  
Baladeulyn  
Ysgol Nebo

Ysgol Bro Lleu

Ysgol Talysarn

Ysgol Bro Llifon

**YSGOL  
EIFIONYDD**Ysgol  
BeddgelertYsgol  
Borthygest

Ysgol Trefferthyr

Ysgol  
GarndolbenmaenYsgol Eifion  
Wyn

Ysgol y Gorlan

Ysgol  
Llanymstumdwy**YSGOL GLAN Y  
MÔR**Ysgol Gynradd  
Nefyn

Ysgol Abererch

Ysgol Chwilog

Ysgol Bro Plenydd

Ysgol  
Llanaelhaearn

Ysgol Llanbedrog

Ysgol Llangybi

Ysgol Babanod  
Morfa Nefyn  
Ysgol Pentreuchaf

Ysgol yr Eifl

**YSGOL  
BOTWNNOG**Ysgol Gynradd  
Nefyn

Ysgol Abersoch

Ysgol Crud y  
Werin

Ysgol Edern

Ysgol Llanbedrog

Ysgol Babanod  
Morfa Nefyn

Ysgol Sarn Bach

Ysgol Tudweiliog

Ysgol Pont y Gôf

Ysgol Foelgron

**Ysgol  
Pendalar**

## Ysgol Cymerau

### Education Office South Gwynedd

Education Officer: *Garem Jackson*

<b>YSGOL Y GADER</b>	<b>YSGOL Y MOELWYN</b>	<b>YSGOL UWCHRADD TYWYN</b>	<b>YSGOL Y BERWYN</b>	<b>YSGOL ARDUDWY</b>	<b>Ysgol Hafod Lon</b>
Ysgol Gynradd Dolgellau Ysgol Brithdir	Ysgol Bro Cynfal  Ysgol Edmwnd Prys Ysgol Manod	Ysgol Dyffryn Dulas  Ysgol Pennal  Ysgol Penybryn	Ysgol Bro Tegid  Ysgol O M Edwards  Ysgol Bro Tryweryn Ysgol Ffridd y Llyn Ysgol Beuno Sant	Ysgol y Traeth  Ysgol Dyffryn Ardudwy Ysgol Llanbedr Ysgol y Garreg Ysgol Talsarnau Ysgol Tan y Castell  Ysgol Cefn Coch	