

NAME OF SCRUTINY COMMITTEE	Services Scrutiny Committee
DATE OF MEETING	22 September 2015
TITLE OF ITEM	Conditions for Leadership and Alternative Models
CABINET MEMBER	Cllr Gareth Thomas

Improving Conditions for Leadership Project – Briefing Paper

1 Background, principles and vision

1.1 The remit of the above-mentioned Project is to improve conditions for leadership so as to raise standards. The project will implement proposals leading to improved leadership and management, with the aim of ensuring that school head teachers are non-contact.

1.2 Leadership within the county's schools will be of a higher quality in future. In addition, a clearer career structure for teachers will be put in place. This will have a key role in ensuring that children and young people benefit from more consistent standards in our schools. Such leadership will have a positive impact on the attainment of children and young people within the education system in Gwynedd.

1.3 This project consists of five specific fields, namely:

- Commission a report on conditions of leadership and management in schools within the county and implement the agreed recommendations;
- Monitor and set a challenge for every school and use all the powers at the LEA's disposal for improved leadership and management at underperforming schools;
- Develop managers and prospective managers within services and identify future leaders;
- Develop a robust 'School-to-School' system and ensure that there are arrangements in place to share good practice so as to avoid duplication; and
- Ensure that capital investments lead to improved conditions for leadership and management.

1.4 The remit of this briefing paper is to report to the Services Scrutiny Committee on the Education Department's aims regarding the initial field specifically, namely 'Commission a report on conditions for county schools leadership and management and implementing the agreed recommendations'. This is done in response to the Services Scrutiny Committee's request for specific information on:

- What problems are currently encountered with regard to schools recruitment and leadership and teaching in specialist fields within the county?
- Having accepted the Head teacher's higher level vision, what, in practice, are the specific proposals to address the challenge in the field (for leading schools and learning in specific fields)?

- Will the 'School-to-School' schemes and head teacher sharing patterns be the future 'norm' for the county?
- Within the vision for the future, what will be the next steps for Schools re-organization? What specifically, is the situation regarding the Schools Re-organization Working group?

2 The current situation and next steps

- 2.1 An initial meeting has been held (16 June – Alun Morgan and Leyton Jones (independent advisers who have International experience), Arwyn Thomas and Garem Jackson) to discuss the work's purpose, contents and time-table, and Alun Morgan and Leyton Jones have agreed to undertake the work on behalf of Gwynedd.
- 2.2 Arwyn Thomas and Garem Jackson have held further meetings to discuss the work's requirements and structure and to complete the specification, and discussed it with Alun Morgan and Leyton Jones.
- 2.3 The Education Department's Support Officer and the Leader of the School Pay-roll and Contracts Unit Team have collaborated to produce a data pack (pupil numbers, management team structures etc.) for Alun Morgan and Leyton Jones to complete initial work and identify schools to target for enquiries/visits.
- 2.4 Enquiries/visits will be held as follows, with the Education Department to receive a report and recommendations by November:
- **October 7-9:** meeting held with LEA officers, and visit secondary schools which follow very good practice (Ysgol Y Moelwyn, Ysgol Dyffryn Ogwen).
 - **October 12-15:** meeting with a sample of head teachers from core departments (in schools), and meet head teachers of secondary schools cluster groups with fewer than 500 pupils.
 - **October 20-21:** intention is to interview the Leader/ Chief Executive/Cabinet Member /**Member(s) of the Services Scrutiny Committee/SMT** LEA/Consortium SMT.
- 2.5 The report will respond to the first three questions included in the Service Scrutiny Committee's request for specific information, namely:
- What are the current school recruitment and leadership problems and teaching in specialist fields in the county?
 - Having accepted the Head teacher's higher level vision, what, in practice, are the specific proposals submitted to address the challenge in the field (to lead schools and learning in specialized fields)?
 - Will the 'School-to-School' plans and head teachers sharing patterns be the future 'norm' for the county?
- 2.6 Alun Morgan and/or Leyton Jones would welcome a member or members of the Services Scrutiny Committee to feature in their research. **The Service Scrutiny Committee will also have an opportunity to suggest questions for inclusion in the research at the meeting held on 22 September.**
- 2.7 The specification for the research work includes the following:

- Evaluate different patterns of schools;
- Impact of class sizes on learning;
- Specific focus on any positive impact that schools or new buildings have on standards and outcomes;
- Scrutinize examples of strategic collaboration that has worked well, and examples of unsuccessful collaboration, and why;
- Investigate any pattern of type/size of establishments that are adjudged by Estyn as having robust leadership, and any similar pattern with the LEA/GwE support categories;
- Context of the schools, namely:
 - Pupil numbers/schools;
 - Head teachers – number/age-group;
 - Management teams – number/age-group; and
 - Governors;
- Current infrastructure arrangements;
- County budget;
- Profile of current conditions;
- Conclusions, namely:
 - Possible new conditions;
 - Different patterns of leadership; and
 - Training programme for head teachers and prospective head teachers.

2.8 The information below is presented in relation to the fourth question included in the Services Scrutiny Committee's request for specific information, namely:

- Within the vision for the future, what will be the future steps for schools re-organization? Specifically, what is the position as regards Schools Re-organization Working-group?

2.9 The Future of Schools Reorganisation:

Since 2012, the Programme has implemented a work programme put in place by the Cabinet, namely:

- To conduct background research and develop educational delivery models;
- To ensure the completion of relevant statutory processes through engagement and consultation; and
- To attract capital funding through developing business cases which secure Government contributions.

During this period, the Programme has:

- attracted over £18.9m of Welsh Government capital funding;
- already ensured £430,000 of savings (with further savings of at least £365,000 from projects currently underway);
- responded to the Welsh Government's challenge regarding surplus places; and

- ensured that every proposal submitted to the Government has been approved. The Authority has been successful with all its business cases, securing nearly £39 million to improve the organisation of the County's education.

The independent Gateway review Team stated in November 2014 that, "The Review Team found that the Programme had made excellent progress towards achieving its vision for the reorganisation of schools in Gwynedd".

The strategy for the remaining Programme will strive to ensure continuing success in very challenging financial contexts. Schools reorganisation has been acknowledged as a work stream which will directly contribute to the Department's targets. It will also improve the environment for head teachers to enable them to manage and lead in an effective way, also contributing to pupils' experiences.

2.10 Next Steps:

Current Programme projects which are underway:

- Ysgol Bro Llifon: the work was completed in line with the timetable. The new school opened for the first time in September.
- Ysgol Hafod Lon, Y Gader Catchment and Ysgol Glangegin: work has begun at the site of the new Ysgol Hafod Lon and work will begin shortly at the Gader Catchment and Glancegin sites.
- Y Berwyn Catchment: a report will be submitted to the Cabinet on 15/09/15 regarding the future of the Berwyn catchment which includes a proposed investment of £10.27 million in the area.

The reorganisation process will continue to improve the effectiveness of the schools in the county. The Programme continues to seek to contribute effectively to the necessary savings required from the Education Department. The process will also ensure better resources for children and young people in Gwynedd.

21st Century Schools Band B:

The Government has begun the background work for planning Band B – the next funding window for the 21st Century Schools Programme for the period 2019 to 2024. The Government has yet to announce the exact starting date for Band B but there is a possibility that it could start before 2019. The exact sum for the County will depend on future plans and how much will be expected from local government as part of the Programme. However, there will be a need to benefit from these opportunities to ensure improvements for our schools and also for the local economy to benefit from the side effects of the investment. It will be necessary to ensure that the Council has the capacity, understanding, and experience of the Government's funding regimes to ensure the optimum investment for Gwynedd in the future.

2.11 Reorganisation Work Group

The Reorganisation Work Group was established at the beginning of the Programme to enable the receipt of wide ranging advice regarding the direction and the scope of the work. The Work group has visited sites and provided input which has assisted with the process of shaping the Programme and the development of comprehensive operational plans. By now, through building on lessons learned, there is a much more

mature understanding of the Programme's strategic and operational work. As such, the original remit of the Work Group has now been achieved.