

4 Jan 22 (as amended 28 Feb)

REVIEW OF CYPRUS EDUCATION DELIVERY MODEL PHASE 2 - TERMS OF REFERENCE

Background

1. Following detailed engineering structural studies of MOD school buildings, as part of the wider seismic review of all MOD buildings in Cyprus under Strategic Command's Project APOLLO¹, it has been established that both of the existing secondary school buildings² are not compliant with current regulations and are not designed to withstand an earthquake. Neither school can be structurally strengthened to comply with the seismic regulations and, consequently, it is necessary to identify alternative accommodation in which to deliver secondary education. This has provided an opportunity for DCS to review its future delivery model for secondary education in Cyprus.

Aim and Objective

2. The aim of the review will be to analyse how secondary education might be delivered in Cyprus and to provide options and recommendations for the Sponsor Group to consider. The review will include the views of key stakeholders and will provide regular communications and undertake necessary consultations as required.
3. The objective of the review is to consider all possible options for the future delivery of secondary education to the children of Service personnel and entitled civilians³ stationed in Cyprus and to provide a full analysis, inclusive of educational benefits, risks and cost of the recommended options.

Scope

4. The review will examine all options for on-island education across Year 7 – Year 13 age range in Cyprus (Key Stages 3, 4 and 5) including new build, Early Middle and Upper schooling, together with opportunities for on-island or UK boarding and outsourcing.

Sponsor Group

5. The Sponsor Group for this review will comprise the Head Defence Children Services, the Director Overseas Basing StratCom, Commander British Forces Cyprus, GOC Regional Command and Director Cyber Intelligence & Information Integration StratCom.

Review Team

6. The Review Team leader will report to the Sponsor Group and the Chief Education Officer (CEO) DCS monthly, to review progress and receive direction and guidance. Day-to-day oversight of the review will be provided by CEO, DCS.
7. The Review Team will comprise:

¹ Project APOLLO is a funded project within the Defence Capital Infrastructure Programme (DCIP), with a requirement to provide seismically compliant schools, SFA, and SLA across BFC.

² St John's School in Episkopi and King Richard School in Dhekelia

³ Civil Servants and those working for sponsored organisations

- Projects Team Leader, DCS;
- ACEO, Cyprus;
- SO1 Projects, DCS;
- SO1 Infra -Ops & Projects, DCS;
- SO1 School Business Team, DCS;
- SIA Cyprus
- SO2 Projects, DCS

The Review Team will enlist the help of Subject Matter Experts (SME), as required including the CBF's Education Advisor within BFC.

Stakeholders

8. The following stakeholders have been identified:

- Dir OB, Strategic Command; (sponsor)
- Comd, British Forces Cyprus; (sponsor)
- Director Cyber Intelligence & Information Integration (DCI3); (sponsor)
- GOC Regional Command; (sponsor)
- COS, HQ Air Command;
- CEO DCS ;
- Hd Armed Forces Families & Safeguarding (AFFS);
- DIO (role(s) to be advised);
- Prospect TU (who may choose to discuss with related teaching unions);
- LEC and UKDA representatives (through BFC);
- Staff all Schools;
- School Governance Committees;
- Station Commanders and Commanding Officers.
- Families of students / Service families' federations.
- Students

Stakeholders will be engaged, consulted, or informed as necessary.

Deliverables:

9. The Review Team is to produce:

- An initial outline interim study report by end Mar 22.
- A final report with costings by end Apr 22.

Implementation

10. To be determined by the selected option.

Enclosures

- A. Review of Cyprus Education Delivery Model Phase 2 – Assumptions.
- B. Review of Cyprus Education Delivery Model Phase 2– Options.

REVIEW OF CYPRUS EDUCATION DELIVERY MODEL PHASE 2 - ASSUMPTIONS

General

1. This review is to inform wider work being undertaken by UKStratCom/BFC, who will lead on any holistic Ministerial and TU engagement that is necessary. Consultation responsibilities for the implementation of any decisions will be agreed at the time.
2. COVID restrictions on Island may limit the depth of analysis possible on some options.
3. This review will not produce detailed implementation programmes for each option. These will be developed once options have either been selected or at least short listed.

Education

4. A minimum of a good⁴ standard of Secondary education will be delivered in a secure and safe environment, irrespective of location. This includes appropriate safeguarding, non-selective access, as inclusive as practicable and an acceptable breadth curriculum that does not disadvantage pupils.
5. Resourcing levels, including staff:pupil ratios, will be appropriate to providing a good quality education that is widely accessible and able to mitigate demographics, isolation and high mobility within the overseas environment.
6. UK Department for Education guidance on acceptable travel times and distances for children are to be adhered to.
7. The impact of change on all DCS activities in Cyprus are to be considered including but not limited to MoD schools and settings, specialist pupil support services and forward deployed HQ.
8. Following the Integrated Review 2021, confirmation has been received of enduring numbers of personnel. Therefore, the following numbers of entitled children (i.e. excluding fee payers) are assumed to be enduring in the respective age ranges and locations:

	KS3 Yrs 7/8	KS3 Yr 9	KS4	KS5
Akrotiri	74	52	79	52
Episkopi	52			
ESBA	67	18	39	18

Average nos over past 5 academic years
Tolerance 8%

9. Any major changes in education provision will take place between academic years in order to minimise disruption. However, if new builds are available in between academic years, a risk based decision will be made on an earlier move at that time.

Infrastructure

10. The seismic risk associated with extant school buildings should be managed in such a way as it is ALARP⁵ and Tolerable.

⁴ Equivalent to Ofsted education requirements for England

⁵ As low as reasonably practicable.

11. Based upon previous analysis (principally Project APOLLO), the SJS and KRS school buildings are not suitable for seismic strengthening due to the likely costs and disruption that that would entail.

12. School building areas are to be broadly consistent with UK Department for Education guidance as set out in Area Guidelines for Mainstream Schools: Building Bulletin 103.

Costing

13. All costs are to be presented over a 20-year period starting with FY 23/24.

14. Where possible, relevant costs from organisations other than DCS are to be included.

15. Where appropriate, costs for repurposing or demolishing surplus buildings are to be included.

REVIEW OF CYPRUS EDUCATION DELIVERY MODEL PHASE 2 (SECONDARY SCHOOLING) OPTIONS

Introduction

1. The options for Secondary education to be evaluated retain current age group boundaries, assess the merits of changing them and/or removing some or all provision. The options listed below are the main permutations however further permutations can be presented, building on these initial options and their constituent parts, in follow up work.

Secondary: Age range KS3, KS4, KS5

2. The following options are to be evaluated and presented:
- a. Baseline: Each of the two extant secondary schools remains operational.
 - b. Reduce: One secondary school, with a boarding wing to facilitate weekly boarding, with the analysis determining which of the current locations is most suitable to house the remaining provision.
 - c. Variant 1: For each of the options 1 and 2 limit the age range to KS3 and KS4 with KS5 being met through a combination of local international schools or UK boarding through CEA [percentage split to be agreed with BFC].
 - d. Variant 2: For each of the options 1 and 2 limit the age range to KS3 Yr 9 only plus KS4 and KS5. This option will need to evidence the effect on Primary provision.
 - e. Variant 3: For each of the options 1 and 2 limit the age range to KS3 Yr9 only plus KS4 with KS5 being met through a combination of local international schools or UK boarding through CEA [percentage split to be agreed with BFC]. This option will need to evidence the effect on Primary provision.
 - f. Remove: Secondary school provision is removed completely and parents rely upon a combination of local international schools or UK boarding through CEA. Percentage split with be agreed with BFC.
 - g. Outsource staffing: All buildings to be MOD owned but staffing for Secondary to be contractor provided.