

**The Highland Council**  
**Education, Children and Adult Services Committee**  
**26 January 2017**

Agenda Item	11.
Report No	ECAS 07/17

**Management of Schools – Proposals for Implementation**

**Report by Director of Care and Learning**

**Summary**

This report:-

- provides Members with the background on the Management of Schools programme and an update on the progress to date;
- sets out the new approaches and management structures in eight Associated Schools Groups that are proposed to be developed and taken forward for August 2017; and
- provides details of the further development of these approaches across all other ASGs over the next 3 years.

**1. Background**

- 1.1 Proposals regarding the Management of Schools were first presented to the Education, Children and Adult Services Committee in October 2015. This involved enhancing support for Head Teachers, and new arrangements for the organisation of education and school management across the authority. Members agreed that these ideas should form the basis of more detailed discussions with Head Teachers and other stakeholders. This accorded with the 'Highland First' commitment to 'work collaboratively with Head Teachers to provide them with the best opportunity to maintain standards, reduce unnecessary bureaucracy and to drive further improvement.'
- 1.2 Six workstreams were established to progress the various aspects of this complex programme, in the knowledge that over time they would all come together to deliver and support any new structures. The workstreams are: -
1. Curriculum Delivery
  2. Management Structures and School Groupings
  3. Support to Schools
  4. Early Learning and Childcare
  5. Workforce Planning and Recruitment
  6. Workforce Planning and Staff Development
- 1.3 Regular updates on progress were presented to Committee through to May 2016, and, since then, there have been two Member Briefings (in August and October) and a series of Head Teacher Workshops to consider, and contribute to, the proposals for new management arrangements across all 29 ASGs.

**2. Progress to Date**

**2.1 Workstream 1 - Curriculum Delivery**

**2.1.1 By August 2017**

- All secondary schools are moving to a 33 period condensed week.

- All five Inverness secondary schools have agreed a common timetabling format to create increased opportunity for partnership working across schools, college and employers.
- Increase the number of courses available by virtual or on-line delivery.

## **2.2 Workstream 2 – Management Structures and School Arrangements**

- 2.2.1 Changes to management structures and school arrangements have been scoped over a three year period. By taking time and continuing to consult locally, the issues and solutions can be worked through over the next few years, based on the Council's objectives and agreed basic principles for the new structures.
- 2.2.2 Priority has been given in Year 1 (August 2017) to ASGs that have significant difficulties in recruiting Head Teachers, or where there are low or declining school rolls.
- 2.2.3 There are 8 ASGs included in the proposals for Year 1. Six have the features identified above: Kilchuimen, Kinlochbervie, Farr, Mallaig, Dornoch and Plockton. A further two large ASGs, Lochaber and Millburn (Inverness), each include one or two small Primary Schools, where there is an opportunity to group schools together to introduce the non-teaching Head Teacher role that Committee has previously agreed, and also to review the current secondary management structures.
- 2.2.4 Work has commenced with staff side representatives on the new remits for the promoted posts in these 3-18 arrangements, and on the staffing structures that are required below that. A Structures Working Group has been set up, chaired by the Head of Education, and involving a wide range of representation, including LNCT, HR, Head Teachers, Finance, Workforce Planning and the Quality Improvement Team. This group is meeting on a monthly basis.

## **2.3 Workstream 3 – Support to Schools**

- 2.3.1 The office support proposals have begun to be developed through targeted solutions for the new proposed structures, which will in turn inform wider ranging proposals, potentially culminating in the establishment of Business Manager posts where appropriate. This activity is now being led through the Council's Redesign Board.
- 2.3.2 A Business Support Working Group has been established, and has picked up on the work done for the School Office Review in 2014, and the ongoing pilots in Ardnamurchan and Charleston ASGs. The initial focus of the group is to address the school office needs of a 3-18 ASG or campus arrangement, and create a new and effective team approach to ensure that the Head Teacher of a 3-18 arrangement, although responsible over several sites, will have the information and staff reporting to them as if it was a single office approach. The groundwork is currently underway to identify the tasks that have to be done on each individual site, and those that can be combined and carried out off-site or in an "ASG office". The creation of new systems and processes and digital working will therefore be a large part of the consideration and work required.
- 2.3.3 This will be a considerable task, not least because of the previous projects that have stalled before implementation in the past, but that will also have to acknowledge and address the dissatisfaction that a number of existing clerical staff hold regarding the current school clerical post and grading.

2.3.4 Finding a solution and structure for the smaller 3-18 arrangements in the first instance, will inform how this approach can be “scaled up” in larger settings. However, it is not intended that a solution across all school settings will be available for August 2017. Instead, it is intended that time is taken to ensure that the solution for the new and innovative 3–18 approach is the priority for August 2017, and that approaches for larger schools and settings will be considered as the project progresses and is informed by this initial piece of work.

2.3.5 The Facilities Management and janitorial support arrangements will be considered as part of the transfer of this function to Development and Infrastructure, and are not now part of the Business Support Working Group remit.

## 2.4 **Workstream 4 - Early Learning and Childcare**

2.4.1 The first significant changes to School Management structures were implemented from April 2016, with the appointment of 10 Childcare Managers in schools that were leading on the expansion of Flexible Early Learning and Childcare. It has been a challenging period since the start of the current school year, in terms of the administrative and systems required to support this increase in flexibility. Without these new managers in post, it would have not been possible to take this first step in preparing for the expansion to 1140 hours.

2.4.2 Although the Childcare Managers are the line managers of the nursery staff in their base school, they also provide support to other schools offering flexible Early Learning and Childcare, in terms of support to clerical staff and managing the systems for the billing process. There are now 48 schools across Highland providing additional, chargeable, flexible Early Learning and Childcare. The amount of income generated from this activity from August–October 2016 (8 weeks) was approximately £172,000.

2.4.3 Schools that do not have Childcare Managers but are operating a flexible service, were allocated a negotiated amount of additional management time, depending on the level of flexibility being delivered. This seems to have worked well for these schools, particularly as they also have administrative support from the Childcare Managers. It is proposed that no further Childcare Manager posts are created for session 2017/18, to allow time to consolidate the existing posts and systems, and to enable schools to manage the increase in flexible early learning and childcare at a pace that they can set themselves.

## 2.5 **Workstream 5 - Workforce Planning and Recruitment**

2.5.1 The Workforce Planning Team is carrying out various areas of work as part of the Management of Schools Programme. These are:

- linking with the teaching unions
- developing the new management post remits with the Area Personnel and union representatives,
- carrying out the job sizing of posts in these new proposed structures
- working with the unions on the process for achieving the new structures i.e. transfer and redeployment of staff
- co-ordinating a recruitment drive in early February to secure staff ahead of the new session starting in August 2017

## 2.6 **Workstream 6 - Workforce Planning and Staff Development**

- 2.6.1 The focus for this workstream is ensuring that these innovative new 3-18 management arrangements are well supported and have a clear focus before the start of session 2017/18. This involves:-
- setting out a three year strategic plan for delivering the training requirements for existing and future Head Teachers.
  - providing those ASGs in Year 1 implementation with bespoke training programmes. Training programmes will be developed in conjunction with the existing, and any new, management staff and the good practice that already exists within the authority.
  - providing training starting in April to July 2017. Further training will be provided during session 2017-18.
  - reviewing the training programmes at the end of session 2017-18.
- 2.7 As can be seen from the above, all six workstreams are working on the premise that in the short timescale for implementation, they need to work on solutions for 3-18 management arrangements in the first instance. This will in turn, inform our approach to later developments in the 3 year programme.

### **3. Revised Management Structures and School Groupings**

3.1 The 3 year programme for implementation is set out in **Appendix 1**.

#### **3.2 Year 1 Proposals**

- 3.2.1 8 Associated School Groups (ASGs) are included –
- Five are 3-18 ASG arrangements – Kilchuimen, Kinlochbervie, Farr, Mallaig and Dornoch
  - One includes a 3-18 campus and new primary groupings for the remainder of the ASG – Plockton
  - The remaining two ASGs are Lochaber and Millburn where the majority of schools have rolls over 100 and therefore there are no 3 -18 arrangements proposed. The proposal is to group 2 small schools in the Millburn ASG and 3 in the Lochaber ASG and also to take the opportunity to review current secondary management structures.

3.2.2 The detailed proposals are set out in **Appendix 2**.

#### **3.3 Remits**

- 3.3.1 Generic remits exist nationally but still have to be agreed locally for the following: -
- Headteacher (3 -18)
  - Depute Headteacher (3 -18)
  - Principal Teacher Primary – Management
- 3.3.2 The following are established in Highland and will remain unchanged in the new arrangements:
- Principal Teacher Secondary
  - Principal Teacher Support Secondary
  - Principal Teacher Primary
- 3.3.3 Consideration is being given to a new post of Principal Teacher Primary - Management in 3–18 ASGs, 3-18 campuses, and cluster groupings. There is a strong case for this role including an on-site day to day management responsibility,

without the expectation for strategic or senior management team input across the ASG or cluster. This post would not be expected to deputise for the Head Teacher. That responsibility would sit with a Depute Head Teacher 3 -18.

3.3.4 This proposed structure would address many of the issues that have arisen in the current cluster arrangements, where there has previously been no promoted postholder on site.

3.3.5 It is also envisaged that by creating the post of Principal Teacher with a day to day management responsibility, a clear career progression is identified which should in turn improve recruitment to Head Teacher posts, particularly in rural areas.

3.3.6 This development is under discussion with staff side representatives. It is proposed that agreement is given in principle, subject to the conclusion of these discussions.

### 3.4 **Costings**

3.4.1 While the management of schools project sets out to deliver a sustainable and more effective education delivery model, a key parameter in achieving this objective is to do so within a reduced budget.

3.4.2 Initial work has been completed on modelling the cost difference of the new management structures against the old management structures. While calculating accurate savings across the authority remains complex at this early stage, it is already clear that the envisaged savings can be achieved. The initial projected saving across all ASGs, subject to the various caveats included in this report, would be around £750,000.

### 3.5 **Years 2 and 3 Proposals**

3.5.1 Although initial proposals have been drawn up for all 29 ASGs to ensure that a logic in approach and management structures runs through the whole exercise, it is intended that the proposals for subsequent years need to be subject to following initial implementation.

3.5.2 The following factors need to be considered in taking the Management of Schools project forward for subsequent years:

- The initial ideas established at the area seminars require further work with all key stakeholders to ensure they work for the local context and also fit within the agreed parameters.
- The existing staffing entitlements for schools need to be reviewed and revised to ensure they reflect the developments, parameters and logic set out for taking these plans forward.
- Examples of good practice both within Highland and in other local authorities need to be developed and promoted.

3.5.3 This stage will require further work to be carried out in a number of areas:

- Engagement with the General Teaching Council for Scotland around some of the new roles being created by the restructuring.
- A strong joint working relationship with the teaching and non-teaching unions.
- School support developments both in terms of Business Support and FM/janitorial need strong joint working links with Redesign Board and Development and Infrastructure

- Detailed costings are required for all 29 ASGs.
- A communication strategy will be required to be developed to ensure all key stakeholders are fully informed.

3.6 As we move forward towards session 2018 – 2019 and the development of revised and new innovative approaches that will exist in Highland schools in the future, it is vital that further intensive engagement takes place with the teachers unions, the non-teaching unions, schools in other authorities, pupils, Education Scotland and the General Teaching Council for Scotland.

#### 4 Implications

4.1 **Resources** - Year one of this project will be delivered from existing resources.

4.2 **Legal** - There are no **Legal** implications.

4.3 **Risk** – If this project is not delivered successfully there is a risk regarding the long term sustainability of some of our educational provision.

4.4 **Climate Change/Carbon Clever** – This project may initially increase the levels of travel in some of the ASGs. This will hopefully be minimised over time by the increased use of technology.

4.5 **Gaelic**: It is envisaged that this programme of work will enable us to progress our objectives for the enhancement of Gaelic medium education.

4.6 **Equalities and Rural**: It is important that these plans maintain/enhance the equity of educational provision across the Highland area. In particular, the revised delivery model must ensure sustainable provision for children, families and staff.

#### 5. Recommendation

5.1 Members are asked to agree:-

- The strategic direction set out for Members in this paper.
- The proposals for the eight ASGs set out in the paper.
- In principle to the post of Principal Teacher Primary – Management, subject to the conclusion of discussions with the LNCT.

Designation: Director of Care and Learning

Date: 17 January 2017

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Management of Schools Project							Appendix 1			
Draft Priorities and Timescales										
ASG	Secondary Roll	No of primaries	Primary Roll	Aug-17	Aug-18	Aug-19				
Kilchuimen Academy	45	1	56	•						
Kinlochbervie High	53	3	45	•						
Farr High	77	4	68	•						
Ardnamurchan High	97	5	151		•					
Mallaig High	120	8	115	•	•		Over 2 years			
Gairloch High	140	5	129		•					
Kinlochleven High	146	5	175		•					
Glen Urquhart High	226	3	196			•				
Ullapool High	237	6	204			•				
Dornoch Academy	245	2	215	•						
Golspie High	250	6	322		•					
Plockton High	285	8	224	•						
Grantown Grammar	334	4	400			•				
Invergordon Academy	369	4	456		•					
Kingussie High	400	5	558			•				
Alness Academy	420	5	711			•				
Tain Royal Academy	460	8	677		•	•	Over 2 years			
Inverness High	470	5	977		•					
Portree High	500	13	647			•				
Fortrose Academy	650	7	712			•				
Wick High	658	9	985		•					
Nairn Academy	737	4	861		•					
Charleston Academy	758	7	888			•				
Thurso High	785	7	901		•		Area	Aug-17	Aug-18	Aug-19
Lochaber High	842	9	1083	•						
Inverness Royal Academy	990	9	1422		•		North	3	3	0
Dingwall Academy	1075	9	1228		•		Mid	0	3	3
Culloden Academy	1100	6	1353		•		South	1	4	4
Millburn Academy	1140	7	1550	•			West	4	4	2
Totals	13609	174	17309	8	14	9		8	14	9

## Management of Schools Project – proposed delivery August 2017

8 Associated School Groups (ASGs) are included in the proposals –

5 are 3 -18 ASG arrangements – Kilchuimen, Kinlochbervie, Farr, Mallaig, Dornoch

1 includes a 3 -18 campus and new primary groupings for the remainder of the ASG – Plockton

2 have the establishment of a new primary grouping in each, all other primary school arrangements in the ASG remain the same – Lochaber, Millburn

### Proposed Management Structures for 3- 18 ASG arrangements

The remits for new Principal Teacher posts in Primary schools are still under discussion with staff side representatives.

#### Kilchuimen ASG

School	Roll 16/17	Current Management Structure	Proposed Management Structure
Kilchuimen Academy	46	Is a temporary 3 -18 campus with: - 1 Headteacher 1 Secondary Depute Headteacher (Vacant) 2 Principal Teachers	1 Headteacher (3 -18) 1 Depute Headteacher (3 -18) 3 Principal Teachers
Kilchuimen Primary	56	1 Depute Headteacher	
	102		



## Kinlochbervie ASG

School	Roll 16/17	Current Management Structure	Proposed Management Structure
<b>Kinlochbervie High</b>	47	1 Acting Cluster Headteacher 1 Depute Headteacher 2 Principal Teachers	1 Headteacher (3 -18) 1 Depute Headteacher (3 -18) 5 Principal Teachers
<b>Kinlochbervie Primary</b>	24	Acting Cluster Headteacher (as above)	
<b>Durness Primary</b>	11	Acting Cluster Headteacher (as above) 1 Acting Depute Headteacher (temp arrangement)	
<b>Scourie Primary</b>	9	1 Acting Headteacher (perm HT left July 16)	
<b>Achfary Primary</b>		MOTHBALLED	
	91		

## Farr ASG

School	Roll 16/17	Current Management Structure	Proposed Management Structure
<b>Farr High</b>	72	1 Acting Headteacher (since May 15) 1 Acting Depute Headteacher (since Nov 13) 3 Principal Teachers	1 Headteacher (3 -18) 1 Depute Headteacher (3 -18) 5 Principal Teachers
<b>Farr Primary</b>	25	1 Acting Headteacher	
<b>Altnaharra Primary</b>	3	1 Acting Headteacher	
<b>Melvich Primary</b>	22	1 Acting Headteacher	
<b>Tongue Primary</b>	21	1 Headteacher	
	143		

## Mallaig ASG

School	Roll 16/17	Current Management Structure	Proposed Management Structure
Mallaig High	126	1 Headteacher 1 Depute Headteacher 3 Principal Teachers	<b>Two stage/year implementation</b>  <b>Year 1 – High School &amp; Mainland Primaries (Mallaig, Lady Lovat, Inverie and Arisaig) as a 3 -18 arrangement</b> 1 Headteacher (3 -18) 2 Depute Headteachers (3 -18) 7 Principal Teachers  <b>Year 1 – Island Schools of Rum, Canna, Muck &amp; Eigg</b> 2 joint Cluster Headteachers – to cover current operational and curricular issues along with development of strategy for the management of remote island schools which will inform changes to the 3 -18 Mallaig ASG management structure to bring these island schools in as part of that arrangement in Year 2.
Mallaig Primary	45	1 Acting Headteacher	
Lady Lovat Primary	22	1 Cluster Headteacher	
Inverie Primary	6		
Arisaig Primary	28	1 Cluster Headteacher	
Rum Primary	4		
Canna Primary	3		
Muck Primary	8	1 Cluster headteacher	
Eigg Primary	5		
	247		

## Dornoch ASG

School	Roll 16/17	Current Management Structure	Proposed Management Structure
<b>Dornoch Academy</b>	222	1 Headteacher 1 Depute Headteacher 5 Principal Teachers	1 Headteacher (3 -18) 3 Depute Headteacher (3 -18) 6 Principal Teachers
<b>Dornoch Primary</b>	180	1 Acting Headteacher (perm HT retired July 16)	
<b>Bonar Bridge Primary</b>	37	1 Acting Cluster Headteacher (in another ASG)	
	439		

## Proposed Management Structure for 3 -18 Campus and other Groupings across the ASG

## Plockton ASG

School	Roll 16/17	Current Management Structure	Proposed Management Structure
Plockton High	283	1 Headteacher (3 -18) 1 Depute Headteacher 5 Principal Teachers	1 Headteacher (3 -18) 1 Depute Headteacher (3 -18)
Plockton Primary	26	Headteacher (3 -18) (as above)	6 Principal Teachers
Applecross Primary	8	1 Cluster Headteacher (post being interviewed)	1 Cluster Headteacher
Lochcarron Primary	43		1 Principal teacher
Kyle Primary	42	1 Cluster Headteacher (also covering above cluster temporarily) 1 Principal Teacher	1 Cluster Headteacher
Kyleakin Primary	21		1 Principal Teacher
Auchtertyre Primary	66	1 Cluster Headteacher	1 Cluster Headteacher 2 Principal Teachers
Loch Duich Primary	16	1 Principal Teacher	
Glenelg Primary	13	1 Headteacher	
	518		

## Proposed Management Structure for new Primary Groupings across the ASG

## Lochaber ASG

School	Roll 16/17	Current Management Structures	Proposed Management Structures
Lochaber High	830	1 Headteacher 3 Depute Headteachers 12 Principal Teachers	Review of promoted posts to be undertaken in 17/18
Spean Bridge Primary	102	1 Cluster Headteacher 1 Principal Teacher	1 Cluster Headteacher 3 Principal Teachers
Roy Bridge Primary	7		
Invergarry Primary	32	1 Headteacher	
Lundavra Primary	228	1 Headteacher 1 Depute Headteacher 1 Principal Teacher	No change
Caol Primary	224	1 Headteacher 1 Depute Headteacher 1 Principal Teacher	No change
Inverlochy Primary	175	1 Headteacher 1 Depute Headteacher 1 Principal Teacher	No change
Banavie Primary	137	1 Headteacher 1 Principal Teacher	No change
St Columba's RC Primary	100	1 Headteacher 1 Principal Teacher	No change
BSGL	69	1 Headteacher 1 Principal Teacher	No change
	1904		

## Millburn ASG

School	Roll 16/17	Current Management Structures	Proposed Management Structures
<b>Millburn Academy</b>	1102	1 Headteacher 4 Depute Headteachers 15 Principal Teachers	Review of promoted posts to be undertaken in 17/18
<b>Daviot Primary</b>	18	1 Headteacher	1 Headteacher 1 Principal Teacher
<b>Strathdearn Primary</b>	43	1 Headteacher	
<b>Raigmore Primary</b>	214	1 Headteacher 1 Depute Headteacher 1 Principal Teacher	No change
<b>Drakies Primary</b>	230	1 Headteacher 1 Depute Headteacher 1 Principal Teacher	No change
<b>Crown Primary</b>	294	1 Headteacher 1 Depute Headteacher 2 Principal Teachers	No change
<b>Inshes Primary</b>	363	1 Headteacher 1 Depute Headteacher 3 Principal Teachers	No change
<b>Milton of Leys Primary</b>	378	1 Headteacher 1 Depute Headteacher 4 Principal Teachers	No change
	2642		