

The Highland Council

Education, Children and Adult Services Committee 1 March 2017

Agenda Item	9
Report No	ECAS 17/17

Management of Schools Update

Report by Director of Care and Learning

Summary

This report provides Committee with amended proposals for implementation of the Management of Schools programme and a further update on progress. It:

- gives further detail relating to the proposals for the two Associated School Groups of Farr and Mallaig, which were first submitted to the ECAS Committee on 26 January 2017, and details the further consultation that has taken place to arrive at the amended proposals now presented;
- sets out the agreement reached with the trade unions in relation to the new post of Principal Teacher Primary (Cluster/3-18 Grouping);
- provides updates on the Business Support and Early Years workstreams, with particular emphasis on the arrangements for 3-18 ASGs and 3-18 campus arrangements to be implemented in August 2017;
- includes proposals for the Phase 2 (August 2018) Consultation and Implementation Plan.

1. Background

- 1.1 Proposals regarding the Management of Schools were first presented to the Education, Children and Adult Services Committee in October 2015. These 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 At the Committee meeting on 26 January 2017, approval was granted for the implementation of new management structures across 6 Associated School Groups from August 2017. There will therefore be: 3-18 ASGs formally established in Kinlochbervie, Dornoch and Kilchuimen; a 3-18 campus formally established in Plockton with new primary groupings also established in that same ASG; and the establishment of new primary groupings in Lochaber and Millburn ASGs.
- 1.3 Proposals were also presented for 3-18 ASGs to be established for Farr and Mallaig. However, following representation from local members, parents and community groups, it was agreed that the decision on these two ASGs be deferred to the 1 March meeting to allow further consultation to take place.

2. Farr High Associated School Group

- 2.1 Since 26 January, there has been further engagement and consultation as follows:

- a meeting with local members
- a meeting with the Headteachers in the ASG
- a meeting with the Parent Council Chairs
- a public meeting
- continuing exchange of views through emails and telephone calls.

- 2.2 Officers have taken account of the views of the various groups and individuals who have been consulted, both preceding and following the January Committee. This has led to an affirmation of the value and need for a cluster arrangement, but with additional management support at DHT level, taking account of the complexities of this ASG.
- 2.3 An alternative option discussed in the local meetings, involved delaying for a further year, which would have created significant management challenges during 2017/18. There was also discussion about various possible different combinations of management.
- 2.4 The preferred recommendation is supported by many of those who have been consulted, but not by all. Officers believe that it provides a sustainable and resilient infrastructure to support the delivery of education from 3 to 18 years of age in this extremely rural ASG. It is set out in **Appendix 1** as Option 1.
- 2.5 It will be important to engage with all communities across the ASG, as we move towards implementation.

3. Mallaig High Associated School Group

- 3.1 There have been further meetings with representatives from the local communities, acknowledging the complex issues involved in managing this unique combination of mainland and small island schools.
- 3.2 Further consultation should continue with these communities, to take particular account of the needs of the very small school rolls on the Small Isles, including further development and testing of the technology required to support any new management arrangement.
- 3.3 There is a Head Teacher vacancy at Mallaig Primary School, and local discussion should also inform whether this should be addressed in a primary cluster arrangement or as a 3-18 campus with Mallaig High. An update will be provided at the next Committee in June.

4. Agreement with Local Negotiating Committee for Teachers (LNCT)

- 4.1 The Primary School promoted structure in Highland comprises Headteachers and Depute Headteachers (where the school roll is above 171) forming the senior management team. There are also Principal Teacher Primary posts, which have a curricular development remit, but are not part of the Senior Management Team and do not have a management responsibility. These posts are graded on the first point of the salary scale, and the non-class commitment is set at half a day per week.
- 4.2 The development of 3-18 ASG management arrangements and the formalising of primary cluster management as part of the Management of Schools programme, highlighted that a different promoted post should be added to the promoted

structure in Highland – that of Principal Teacher Primary (Cluster/3-18 Grouping). Although this is a post that is deployed in other local authorities, it is currently not incorporated in Highland school structures.

- 4.3 The postholder would still not be a member of the Senior Management Team (SMT) or deputise for members of the SMT, but would have an on-site management responsibility for staff and resources and manage and quality assure allocated curricular areas across the ASG or cluster. This post would attract a higher salary placing and greater amount of non-class commitment than the existing Principal Teacher Primary post. Both posts would be retained in the promoted structures.
- 4.4 The existing post is most suited to larger schools where there is a single head teacher or senior management team and a team of teaching staff; while the new post will address the requirements of the new management arrangements, where we have smaller, often single, or two, teacher schools within the 3-18 ASG and primary cluster arrangements.
- 4.5 The establishment of this new post has been agreed with the LNCT.

5. Progress to Date

5.1 Workstream 3 - Support to Schools

- 5.1.1 Consultation with staff, Redesign Board and ICT colleagues is still under way to develop appropriate models for joint office working arrangements and school support to enhance the newly agreed management structures for 3-18 ASGs and the 3-18 campus. Initial consultation meetings with administration and clerical staff in Kinlochbervie and Dornoch ASGs have already taken place, and meetings will be held with Kilchuimen and Plockton staff in early March.
- 5.1.2 This piece of work will also inform a new approach to primary cluster groupings in terms of office arrangements and on-site general support.
- 5.1.3 Facilities Management arrangements in the new structures will be progressed over the next few weeks.

5.2 Workstream 4 - Early Learning and Childcare

- 5.2.1 The implementation of the new management arrangements in August 2017 will require no changes to existing early learning and childcare provided in schools. Where there are partner centres, there will require to be local consultation to decide if the current arrangements should remain, or if there would be benefit in bringing the provision under the management of the new 3-18 ASG structure.
- 5.2.2 As has been previously stated, there is no one size fits all model, and therefore there is no assumption that one arrangement is more beneficial over another. Partner centres in rural areas have generally been in existence for the last 20 years, because there were already strong community groups before funded pre-school education was introduced, or because there was no available accommodation in the local school to have a school nursery.
- 5.2.3 Members will be aware that funding for partner centres featured in the Council's budget proposals, and a written briefing will be provided regarding this. As made clear at the Council meeting, we need to ensure that the voices of children, families

and communities are taken account of in the consideration of any rationalisation of these services – and there will always be a continuing local service. Area Care & Learning Managers will hold discussions with members in any wards where changes are being considered.

5.2.4 The numbers of current Partner Centres to be consulted with as part of the new 3 - 18 ASG arrangements, are as follows: -

- Kilchuimen – none
- Kinlochbervie – 3
- Dornoch – none

5.2.5 At Plockton 3 -18 campus, the early learning and childcare is already established at Plockton Primary.

5.2.6 In the two 3 -18 ASGs still being considered, there is one partner centre in the Farr ASG and none in the Mallaig ASG.

6. ICT in Learning

6.1 Members are aware of the criticality of the ICT in Learning strategy to the enhancement of learning and teaching in schools across the authority. Further, for some schools, it is critical to their sustainability.

6.2 An update was provided at the last Committee, and also at the Resources Committee, on the various aspects of this programme. Concern was expressed at the Resources Committee about the progress of the necessary infrastructure work, and the level of preparedness in schools for the roll out of personal devices.

6.3 Schools have now been provided with Year One of the proposed roll out timetable, from August, involving over 30 schools in 3 ASGs before the end of this year.

Dates	Timeline – ASG
August – October 2017	<ul style="list-style-type: none"> • Millburn
Phased Roll-out November 2017 – June 2018	<ul style="list-style-type: none"> • Dingwall • Portree
	<ul style="list-style-type: none"> • Kinlochleven • Kingussie • Gairloch • Mallaig • Lochaber
	<ul style="list-style-type: none"> • Grantown Grammar • Ardnamurchan • Dornoch • Invergordon • Plockton

6.4 The order takes account of various factors – school readiness, G Suite for Education usage, technical readiness, CAT F schools, schools with hostels and new builds. This remains subject to change, given the ongoing work to ensure SWAN roll out and network development, but this is presently on schedule. A verbal update will be provided at the Committee.

7. Phase 2 Consultation and Implementation

- 7.1 The proposed timetable for Phase 2 Consultation and Implementation is set out in **Appendix 2**. By starting the in-depth process in May 2017, it should ensure that there is full local consultation and consideration before any proposals for Phase 2 are presented for approval in January 2018, for August 2018 implementation.
- 7.2 In addition, many of the new approaches, structures and remits introduced in Phase 1 will be in place and will be reviewed, to ensure that they provide a sound basis for building the further development of school management structures across the authority.

8 Implications

- 8.1 **Resources** - Year one of this project will be delivered from existing resources, also achieving agreed savings.
- 8.2 **Legal** - There are no legal implications.
- 8.3 **Risk** – If this programme is not delivered successfully, there is a risk regarding the long term sustainability of some of our educational provision.
- 8.4 **Climate Change/Carbon Clever** – Increased use of technology both in curricular and business support terms should reduce current travel requirements.
- 8.5 **Gaelic** - It is envisaged that this programme of work will enable us to progress our objectives for the enhancement of Gaelic medium education.
- 8.6 **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.

9. Recommendation

- 9.1 Members are asked to approve:
- The proposal for the Farr ASG as set out in **Appendix 1**
 - That a proposal for Mallaig ASG will be presented to ECAS Committee in June
 - The progress to date and the plans for Phase 2 Consultation and Implementation Plan

Designation: Director of Care and Learning

Date: 24 February 2017

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Management of Schools Project – proposed delivery August 2017

Farr ASG - Option 1

School	Roll 16/17	Current Management Entitlement	Proposed Management Entitlement
Farr High	72	1 Acting Headteacher 1 Acting Depute Headteacher 3 Principal Teachers	1 Headteacher (3 -18) 2 Depute Headteachers (3 -18) 5 Principal Teachers
Farr Primary	25	1 Acting Headteacher	
Altnaharra Primary	0	1 Acting Headteacher - no pupils as of 10/2/17 – Acting Headteacher redeployed	
Melvich Primary	22	1 Acting Headteacher	
Tongue Primary	21	1 Headteacher	
	140		

Management of Schools Project

Phase 2 (August 2018) - Consultation Plan

Month	Event	Target Group
March 2017	Review progress to date in Area HT Seminars	
May 2017	Phase 2 ASG Area Workshops <ul style="list-style-type: none"> • Original proposal for ASG • Remits/structures developed for Phase 1 • Development of new ASG proposal • Details of LNCT 33 Agreement 	School SMTs from: - West – Ardnamurchan Gairloch Kinlochleven North – Golspie Wick Thurso Mid – Invergordon Tain Dingwall South – Inverness High Nairn Inverness Royal Culloden
June 2017	Area Briefings <ul style="list-style-type: none"> • Details of August 2017 Implementation Plan • Collation of the Staff Workshops re Phase 2 proposals 	New Council Members
August – December 2017	Initial consultation across the Phase 2 ASGs followed by more detailed consultation once outline plan has been agreed	Parents, members , staff
January 2018	ECAS Committee Submission of proposals for implementation of Phase 2 in August 2018	