



## **REPORT TO EDUCATION & CHILDREN'S SERVICES COMMITTEE – 11 OCTOBER 2018**

### **PRIMARY SCHOOL MANAGEMENT OPTIONS**

#### **1 Recommendations**

**The Committee is recommended to:**

- 1.1 Note the progress of the working group to date.**
- 1.2 Agree to retain current cluster Head Teacher arrangements, pending the outcome of the wider review of management and staffing arrangements in primary schools.**
- 1.3 Request the Director of Education & Children's Services to report back on progress to a future meeting.**

#### **2 Background / Discussion**

2.1 A working group was established in 2016 to review the management and staffing of primary schools. Issues regarding the use of cluster Head arrangements and the changing roles and responsibilities of Head Teachers meant that it was important to review the arrangements.

##### Current Position

- 2.2 Currently, both class teaching staff and management time are allocated to primary schools by way of a formula. This formula has been in place for many years. The number of promoted posts is determined by the school roll. A copy of the formula is attached at Appendix 1.
- 2.3 There is a local agreement in place with Trades Unions on the use of cluster Head Teachers. There were various criteria set for the circumstances in which cluster management arrangements could be used, including:
  - One Head Teacher to be appointed to a cluster of no more than two schools
  - The Head Teacher vacancy has to be advertised on at least three occasions
  - Cluster management arrangements will only be put in place for vacancies in schools with a class-committed Head Teacher (i.e. for schools with a P1-7 roll of 96 or less)
- 2.4 There are cluster management arrangements in place that follow the terms of the local agreement.
- 2.5 Since this agreement was put in place, there have been significant changes to the context in which education is delivered. This includes the significant recruitment issues being experienced in recent years in Aberdeenshire, which

has increased the pressure on Head Teachers and school communities in general.

2.6 Given this changing context, there have been occasions when a pragmatic approach has been taken to a Head Teacher vacancy, with the support of Trades Unions colleagues.

2.7 There are currently cluster Head Teacher arrangements in place at the following schools in Aberdeenshire:

Easterfield and Fisherford  
Crathie and Strathdon  
Logie Coldstone and Tarland  
Dunecht and Monymusk  
Portlethen and Banchory Devenick  
Catterline and Kinneff  
Marykirk and Luthermuir

2.8 Other authorities have reviewed their staffing models for primary schools and introduced cluster arrangements for schools.

#### Options for the Future

2.9 Within the context of the wider review, the working group has considered the issues associated with the current approach to school management and the need for more flexibility.

2.10 The group is developing a set of principles to be applied to future management arrangements. This takes account of a survey of Head Teachers undertaking a cluster Head role, which demonstrates that there are benefits in this approach. Cognisance will also be taken of good practice across Scotland.

2.11 The group have used data on school and nursery rolls to start to model different possibilities for promoted post structures and staffing arrangements for all aspects of primary education.

2.12 There is a link to the report on strategic approach to learning estates. Any new arrangements for management in primary schools would need to be flexible to adapt to any changes in the learning estate.

#### Next Steps

2.13 The working group will further develop possible future models to allow the Director of Education & Children's Services to report back to the Education and Children's Services Committee.

2.14 The Head of Finance and the Monitoring Officer within Business Services have been consulted in the preparation of this report, had no comments to make and are satisfied that the report complies with the Scheme of Governance and relevant legislation.

### **3 Scheme of Governance**

- 3.1 The Committee is able to consider this item in terms of Section E3.4 of Part 2A of the Scheme of Governance as it is a function of the Council under the Education (Scotland) Acts.

### **4 Implications and Risk**

- 4.1 An equality impact assessment is not required because this work is at an investigative stage.
- 4.2 There are no staffing and financial implications arising directly from this report.
- 4.3 The following Risk has been identified as relevant to this matter on a Strategic Level: ECSR002 (Developing Excellence and Equality), as appropriate staffing structures will assist with delivery of this priority.

**Laurence Findlay**  
**Director of Education & Children's Services**

Gillian Milne, Workforce Planning & Staffing Manager  
Date 1 October, 2018



Appendix 1

Staffing Formula

	School Roll**	HT FTE	DHT FTE	Teachers FTE	Total Circular 1029 FTE	Number of Management Days	Management Days FTE
	1-19	1			1	82.00	0.42
	20-47	1		1	2	97.50	0.50
	48-71	1		2	3	108.00	0.55
	72-96	1		3	4	118.00	0.60
*	97-120	1		5	6	No change	
*	121-145	1		6	7	No change	
*	146-171	1		7	8	No change	
	172-198	1		7	8	20.00	0.10
	199-220	1		8	9	40.00	0.20
***	221-252	1	1	8	10	97.50	0.50
***	253-279	1	1	9	11	117.00	0.60
***	280-306	1	1	10	12	136.50	0.70
***	307-325	1	1	11	13	156.00	0.80
***	326-360	1	2	11	14	195.00	1.00
***	361-387	1	2	12	15	214.50	1.10
***	388-415	1	2	13	16	234.00	1.20
***	416-442	1	2	14	17	253.50	1.30
***	443-469	1	2	15	18	273.00	1.40
***	470-496	1	3	15	19	292.50	1.50
***	497-523	1	3	16	20	312.5	1.60
***	524-550	1	3	17	21	332.5	1.70
***	551-577	1	3	18	22	352.5	1.80
***	578-604	1	3	19	23	372.5	1.91
***	605-631	1	3	20	24	392.5	2.01
***	632-658	1	3	21	25	412.5	2.11
***	659+	1	3	22	26	432.5	2.21

\* Includes additional teacher to enable the Head Teacher to be fully non-class committed

\*\* For Teacher Allocation, this does not include Nursery Roll

\*\*\* For allocation of DHT and Management Days, this does include Nursery Roll at 0.5fte