



**REPORT TO: EDUCATION, CHILDREN'S AND LEISURE SERVICES
COMMITTEE ON 7 JUNE 2023**

**SUBJECT: LEADERSHIP AND MANAGEMENT ARRANGEMENTS FOR
PRIMARY SCHOOLS**

**BY: DEPUTE CHIEF EXECUTIVE (EDUCATION, COMMUNITIES AND
ORGANISATIONAL DEVELOPMENT)**

1. REASON FOR REPORT

- 1.1 To seek Committee approval to review the current policy and adopt this for future vacancies across Primary schools.
- 1.2 This report is submitted to Committee in terms of Section III (D) (1) of the Council's Scheme of Administration relating to all the functions of the Council as an Education Authority.

2. RECOMMENDATION

2.1 It is recommended that Committee considers and agrees the following options:

- i) that a full review of the policy to be taken back to a future meeting of this Committee;**
- ii) a Federation model for Newmill, Botriphnie and Rothiemay Primary Schools; and**
- iii) to consider a paired headship when a class-committed Head Teacher post becomes vacant from August 2023**

3. BACKGROUND

- 3.1 As part of a review of Leadership and Management arrangements in Primary Schools in 2016, the Federation Headteacher Policy for Primary Schools was adopted by the Children and Young People's Services Committee on 22 June 2016 (para 14 of the minute refers).
- 3.2 As a result of the adoption of this policy and in line with section 2.2, where there was a vacancy in a schools with fewer than 145 pupils the post of Head Teacher was advertised as a single post initially and where there was difficulty

in filling the post, a paired headship was considered. Five pairings were put in place across 10 primary schools:

Newmill and Botriphnie (Keith Associated Schools Group)
Rothiemay and Crossroads (Keith Associated Schools Group)
Glenlivet and Tomintoul (Speyside Associated Schools Group)
Knockando and Inveravon (Speyside Associated Schools Group)
Portgordon and Portnockie (Buckie Associated Schools Group)

- 3.3 Of the 5 pairings, Crossroads primary has been mothballed as well as Inveravon which was considered for closure, with Council approval agreed at the meeting on 24 May 2023 (para 14 of the draft minute refers). The post of paired head teacher has become a normality across Scotland and a viable career path for Head Teachers who have a passion for leading small schools in particular. Research has been undertaken by Aberdeen University at the request of the Northern Alliance and provides evidence of the success of this leadership post within Education (see background papers).
- 3.4 Appointments to Head Teacher posts in Moray have been historically problematic with many posts being re-advertised multiple times. The General Teaching Council for Scotland (GTCs) also requires Head Teachers to hold the Standard for Headship by undertaking appropriate qualifications including Into Headship. Appointment on a permanent basis to a Head Teacher post is conditional with candidates requiring to hold a necessary Scottish or equivalent qualification.
- 3.5 Looking back over this session, 8 Acting HT posts have been advertised 3 of which have been re-advertised with 2 of these still being vacant. Officers had to initiate exigencies of the service for one post with a Depute Head Teacher (DHT) from another school in the Associated Schools Group (ASG) providing support until the post is filled on a permanent basis. Since August 2022, 6 permanent HT posts have been advertised with 3 being re-advertised. Two posts remain unfilled and are currently re-advertised on a permanent basis.
- 3.6 The currently policy (**Appendix 1**) is in need of review and officers will undertake this and bring full amendments back to a future meeting of this Committee.
- 3.7 In the meantime, Committee is requested to consider a Federation Headship model in Moray. There is currently a vacancy at Rothiemay Primary School with a roll of 58, which has been advertised on an Acting Head Teacher basis as a secondment opportunity. The current policy requires a post to be advertised permanently prior to moving to a potential joint model. However, in this case, approval is sought for a federation model to be considered for Newmill, Botriphnie and Rothiemay Primary Schools to secure leadership and management across all 3 schools. This would require a new management structure however until this is brought to Committee, an interim position would be to have:
- Head Teacher
 - Retain Principal Teachers (PTs) at Rothiemay, Newmill and Botriphnie

- 3.8 In addition, there are several Head Teacher posts which could become vacant in session 2023/24 and approval is sought from Committee to amend the policy whereby when a school with a roll of 145 pupils or below has a vacancy, a pairing with another school in the ASG is considered initially rather than go ahead to advertise. This is in consideration that 4 Head Teacher posts within primary schools are currently vacant and have been advertised several times with no successful appointment made.

4. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

This report was informed by the priorities within the Corporate Plan and 10 Year Plan and in particular to Our People, Building a better future for our children and young people in Moray.

(b) Policy and Legal

There are no legal implications arising directly from this report.

(c) Financial implications

The proposed Federation model at Rothiemay will result in:

- Removal of HT at Rothiemay
- Job-sizing of HT for Federation Model
- Introduction of DHT across Federation

Resulting in a net saving across the Federation

However, the detailed work on the costings have not been possible at this stage as the job sizing is not yet completed and so it is not possible to indicate the saving that will be generated. This will be completed as part of the next stage if Committee agrees to proceed with the review of the leadership model.

(d) Risk Implications

The change to policy will reduce the number of Head Teacher posts in Moray however with posts vacant and unfilled the move to federation or additional paired headships will mitigate gaps in leadership and management with existing head teachers providing leadership across more than one school.

(e) Staffing Implications

Removal of HT at Rothiemay and all other staffing the same until updated policy brought back to Committee.

(f) Property

There are no property issues arising from this report.

(g) Equalities/Socio Economic Impact

There are no implications arising directly from this report, however, equalities impacts and considerations have been taken into account in the previous deployment of resources to support the Covid impacts and

would be factored into any development of options directed by the committee beyond the budget pressures set out.

(h) Climate Change and Biodiversity Impacts

None

(i) Consultations

The Head of Education Resources and Communities, the Head of Financial Services, Head of HR, ICT and OD, Quality Improvement Managers, Business Support Team Manager, Head Teachers in the Keith Associated Schools Group and Tracey Sutherland, Committee Services Officer, have been consulted on this report and agree with the sections of the report relating to their areas of responsibility.

5. CONCLUSION

- 5.1 Securing stable and high quality leadership across schools in Moray is a key priority in order to ensure that schools are well led, managed and that the needs of learners are met. With increasing difficulties being experienced in recruiting Head Teachers to small schools, a move to federation models allows opportunities to maintain and continue leadership and management arrangements, whereby posts are hard to fill. This also allows paired Head Teachers a career pathway which does not involve moving to a large primary school.**

Author of Report: Vivienne Cross, Head of Education Background
Papers: Northern Alliance Research on Paired Headships
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