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**REPORT TO: CHILDREN AND YOUNG PEOPLE'S SERVICES COMMITTEE  
ON 27 MAY 2015**

**SUBJECT: MANAGEMENT AND LEADERSHIP ARRANGEMENTS IN  
MORAY PRIMARY SCHOOLS**

**BY: CORPORATE DIRECTOR (EDUCATION AND SOCIAL CARE)**

**1. REASON FOR REPORT**

- 1.1 The reason for this report is to invite Committee to approve a draft policy for leadership and management arrangements for Moray's primary schools and to approve further consultation on this policy with relevant groups.
- 1.2 This report is submitted to Committee in terms of Section III C (1) of the Council's Scheme of Administration relating to exercising the functions of the Council as Education Authority.

**2. RECOMMENDATION**

**2.1 It is recommended that Committee agrees:-**

- (i) the draft policy as outlined in Appendix 1 and the Change Management Plan as outlined in Appendix 2 be submitted to The Moray Council for approval;**
- (ii) that a recommendation to the Council is put forward that a Steering Group be established to oversee the Change Management Plan;**
- (iii) that a full consultation with relevant groups (staff, parents, Parent Councils, young people) is undertaken on the draft policy and a further report presented to a future meeting of this Committee to enable Committee to make recommendations on the proposal to the Council; and**
- (iv) to any agreed changes post consultation being implemented across Moray from August 2016 once approval has been sought from the Council.**

**3. BACKGROUND**

- 3.1 School management and leadership are vitally important to school improvement and to raising standards of attainment and achievement among young people. Providing sustainable models of leadership is a challenge,

particularly for rural authorities and this was subject to a report to this Committee on 25 February 2015 (para 8 of the draft minute refers).

- 3.2 Over recent years, The Moray Council, like other authorities, has moved increasingly to review senior management posts with a number of establishments now having shared headships. This has been undertaken to date for “hard to fill” posts. The current paired arrangements in Moray are;
- Tomintoul and Glenlivet Primary Schools
  - Inveravon and Knockando Primary Schools
  - Portknockie and Portgordon Primary Schools
- 3.3 It can prove very difficult to recruit Head Teachers to small rural schools and even to slightly larger schools for a variety of reasons which were outlined in the previous report submitted to this Committee on 25 March 2015 (para 8 of the draft minute refers). The draft policy outlined in **Appendix 1** aspires to create a more attractive and progressive career pathway for aspiring school leaders which may alleviate some of our current recruitment challenges at senior management level.
- 3.4 This policy, if approved, would mean that almost all Head Teachers in Moray’s 45 primary schools would be non class committed and would have a management and leadership structure around them which would enable them to focus on leading learning and teaching and developing the curriculum across a learning community. This has been an aspiration of the service for many years and would have a significant impact on the service’s capacity for improvement.
- 3.5 Whilst there would be fewer Head Teachers in Moray, this policy would see an increase in the number of Principal and Depute Head Teacher posts which would be required to provide appropriate leadership and management support to Head Teachers, particularly in a partnership model. At its meeting on 25 March 2015, this Committee approved a Leadership and Management pathway for education staff (para 8 of the draft minute refers). Principal and Depute Head Teachers are central to this pathway being successful for education professionals.
- 3.6 Officers have spoken to colleagues in other local authority areas who have moved to paired/partnership school management and leadership arrangements and the following useful feedback has been received which we will consider as we move forward;
- Extensive consultation with parents is required to ensure all parents are aware of what the service is aiming for and what the benefits will be for schools and for learners.
  - A steering group should be set up to oversee the move towards a paired/partnership model and to prepare an induction for Head Teachers who will take on the new roles.
  - Communication with all Head Teachers is vital throughout the change process, including those who are not directly affected.

- Some areas have moved to having a Head Teacher leading three schools, largely for geographical reasons, and this has proved to be problematic, two would appear to be the optimum number for a partnership.
- Clear guidelines and job descriptions must be prepared for those taking on new headship posts. This must include guidance for Parent Councils outlining how to work effectively with a Head Teacher within a partnership model of school leadership and management.
- Once new leadership and management arrangements are introduced, significant support is initially required from the Education authority.

3.7 Once consultation has been carried out and any amendments made and reported back to a future meeting of this Committee and then to The Moray Council for approval, it is recommended that any changes are effected from August 2016 which will allow time for the feedback from other areas as outlined in paragraph 3.6 above to be considered and acted upon as appropriate.

#### 4. **SUMMARY OF IMPLICATIONS**

(a) **Moray 2023: A Plan for the Future/Service Plan**

This paper has been informed by Moray 2023: A Plan for the future in so far that it refers to Ambitious and Confident Young People.

(b) **Policy and Legal**

In terms of the Standards in Scotland's Schools etc Act 2000 the authority "shall endeavour to secure improvement in the quality of school education which is provided in the schools managed by them" and as set out within this report.

(c) **Financial implications**

The draft policy would have financial implications and these would be dependent on job sizing. Whilst there may be small savings accrued from a reduction of Head Teacher posts, the increase in Principal and Depute Head Teacher posts will have an impact dependent on job sizing.

Early estimates are that the new arrangements as indicated in section 8 of the draft policy would cost in the order of £200,000 per annum. Whilst preparing the draft policy it has been noted that a fuller review of the Devolved School Management (DSM) scheme is required. The Committee is reminded that the Council faces a challenging few years in relation to balancing its budget and is expected to need to reduce annual operating costs by £15M by 2017/18.

(d) **Risk Implications**

There are risks that if leadership and management in primary schools is not addressed, we will continue to struggle to provide sustainable leadership and a career structure for primary school teaching staff which in turn will have an adverse effect on raising standards of attainment and achievement and on national policy such as Curriculum for Excellence and Getting it Right for Every Child.

**(e) Staffing Implications**

There are staffing implications in relation to the number of Head Teachers, Depute Head Teachers and Principal Teachers deployed in Moray's primary schools. The work required to be undertaken with regards to the draft policy, Change Management Plan and resulting recruitment procedures will require a significant amount of input from officers over the next year and may have an impact on other projects.

**(f) Property**

Not applicable

**(g) Equalities**

None arising from this report

**(h) Consultations**

Senior Officers in Education and Social Care, Deborah Brands, Principal Accountant, Margaret Forrest, Legal Services Manager (Litigation and Licensing), Grant Cruickshank, Human Resource Manager, Don Toonen, Equal Opportunities Officer and been consulted and are in agreement with the contents of this report as regards their respective responsibilities.

**5. CONCLUSION**

**5.1 It is recommended that Committee approves the recommendations as outlined in Section 2 with regards to the future of leadership and management arrangements in Moray's primary schools and submits these to The Moray Council for final approval.**

Author of Report: Laurence Findlay, Corporate Director (Education and Social Care)

Background Papers:

Ref: