



Leadership and Management Arrangements in Primary Schools

Consultation

The Moray Council already has shared headships in six of its 45 primary schools. It is proposed to extend this to other primary schools in Moray with rolls under 145 and where the schools to be paired are within the same Associated Schools Group (ASG) and within a reasonable travelling distance of each other. Other rural local authority areas in Scotland already have significant paired headship arrangements in place which have been created to make the school system at primary level more sustainable for the future.

Moray struggles to attract suitable candidates for headship in our small schools and this is due to a combination of factors such as:

- Those appointed sometimes use the post as a “stepping stone” to a bigger school and as such there can be a discontinuity of educational experience for young people.
- These posts are “teaching headships” and thus Head Teachers do not have the necessary time required to lead and develop the curriculum.
- The salaries, determined through nationally agreed job sizing, are often not sufficient to attract the best candidates as they are often below the salary scale for Depute Head Teachers in larger schools.
- The role can be seen as quite isolated as the Head Teacher does not have a management team to support them in the day-to-day running of the school.

The Moray Council is committed to sustainability in terms of its educational provision and sustainable models of leadership are central to this aim. It is hoped that the proposals below will:

- Provide more sustainable leadership and management arrangements for Moray primary schools.
- Provide greater support to Head Teachers by introducing more Principal Teacher and Depute Head Teacher posts.
- Allow more time for leading and managing schools because the paired posts will be non-teaching.
- Make it easier for parents to see Head Teachers in paired schools because the posts will be non-teaching.
- Provide more time for Head Teachers to focus on quality assurance, improvement planning, raising standards of attainment and achievement and the implementation of the Named Person legislation.

The Proposals

The first table indicates the possible pairings where appropriate.

The second table indicates proposed leadership and management arrangements to take effect from August 2016. Those marked as * indicate no change to the status quo. The first column indicates the total school roll (including nursery where appropriate) in September 2014.

Possible Pairings

Associated Schools Group (ASG)	Schools	Total Roll
Buckie	Findochty/Portessie	151
	Portgordon/Portknockie*	133
Forres	Logie/Dyke	120
	Alves/Dallas	78
Keith	Rothiemay/Crossroads	67
	Newmill/Botriphnie	71
Lossiemouth	Burghead/Hopeman	357
Speyside	Aberlour/Rothes	288
	Mortlach/Craigellachie	211
	Inveravon/Knockando*	59
	Glenlivet/Tomintoul*	72

Possible Leadership Structure

Total Roll		HT	DHT	PT
	Buckie ASG			
339	Cluny*	1	2	1
127	Cullen*	1	0	0
151	Findochty/Portessie	1	0	2
298	Millbank*	1	2	1
133	Portgordon/Portknockie*	1	0	2
175	St Peters*	1	0	1
	Elgin Academy ASG			
359	Bishopmill*	1	2	1
243	East End*	1	1	1
234	West End*	1	1	1
205	St Sylvesters*	1	1	1
358	Seafield*	1	1	1
	Elgin High School ASG			
551	New Elgin*	1	4	1
331	Greenwards*	1	2	1
49	Mosstowie*	1	0	0
	Forres ASG			
257	Andersons*	1	1	1
280	Applegrove*	1	2	1
181	Pilmuir*	1	1	1
120	Logie/Dyke	1	0	2
78	Alves/Dallas	1	0	2
268	Kinloss*	1	1	1
	Keith ASG			
380	Keith*	1	3	1
101	St Thomas*	1	0	0
67	Rothiemay/Crossroads	1	0	2
71	Newmill/Botriphnie	1	0	2
	Lossiemouth ASG			
357	Burghead/Hopeman	1	2	2
310	St Gerardine's*	1	2	1
306	Hythehill*	1	2	1
	Milnes High ASG			
225	Lhanbryde*	1	1	1
225	Milnes PS*	1	1	1
150	Mosstodloch*	1	0	1
	Speyside ASG			
288	Aberlour/Rothes	1	2	2
72	Tomintoul/Glenlivet*	1	0	2
59	Inveravon/Knockando*	1	0	2
211	Mortlach/Craigellachie	1	1	2

Questions for Parents and Carers

	Question	Response
1	Which proposed pairings, if any, affects you/your children?	
2	Do you support this pairing? If no, please provide reasons.	
3	What alternative pairing arrangement would you like to see considered for your school?	
4	Do you agree with the implementation date of August 2016? If no, please provide reasons.	
5	Do you have any questions you would like answered? We will provide answers to all the frequently asked questions at the end of the consultation period.	

Thank you for taking the time to complete this consultation.

Please return to primarylmconsult@moray.gov.uk by 7 October 2015.

Questions for Staff

	Question	Response
1	Which proposed pairings, if any, affects you?	
2	Do you support this pairing? If no, please provide reasons.	
3	What alternative pairing arrangement would you like to see considered for your school?	
4	Do you agree with the implementation date of August 2016? If no, please provide reasons.	
5	Do you have any questions you would like answered? We will provide answers to all the frequently asked questions at the end of the consultation period.	

Thank you for taking the time to complete this consultation.

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Questions for Pupil Councils

Focus Group led by Head Teacher/Officer

	Question	Response
1	Are you aware of the schools in your area?	
2	Can you name them?	
3	Do you know anyone who attends another school?	

Interviewer to explain role of class committed head teacher. Then explain paired headship and there are several schools in Moray/Scotland where one head teacher leads and manages both schools. Explain benefits i.e. head teacher non-class committed, teachers and pupils can work together.

4	What do you think of this?	
5	What do you think of the proposed pairing?	
6	Do you have any other suggestions?	
7	Do you think there would be any problems?	
8	Do you have any questions?	
9	Do you have any concerns?	
10	Would you like to know any more about this?	

Report to be submitted to primarylmconsult@moray.gov.uk by 7 October 2015.