

# Education, Children and Families Committee

10am, Tuesday, 21 May 2013

## Report on the Implementation of Revised Secondary School Management Structures

Item number	7.5
Report number	
Wards	All

### Links

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Coalition pledges	<a href="#">P5</a> , <a href="#">P26</a> , <a href="#">P30</a>
Council outcomes	<a href="#">CO2</a> , <a href="#">CO25</a> , <a href="#">CO26</a>
Single Outcome Agreement	<a href="#">SO3</a>

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# Executive summary

## Report on the Implementation of Revised Secondary School Management Structures

### Summary

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This report provides information on the progress of motions agreed at the Education, Children and Families Committee on 11<sup>th</sup> December 2012 i.e.

- Address the issues raised in the surveys of teachers outlined in the Directors report and in the recent EIS paper
- Provide a full financial breakdown of savings delivered

### Recommendations

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1. The Education, Children and Families Committee notes this report
2. The Children and Families Department and Teacher Trade Unions continue their ongoing work to implement the agreed action points from the teacher surveys in session 2013/14
3. The Children and Families Department and Teacher Trade Unions review the long term impact of the revised secondary management changes on attainment and staff morale, and report back before the end of December 2014

### Measures of success

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The Revised Secondary School Management Structures have been fully implemented as of August 2012.

Projected budget savings have been and will be achieved on an annual basis.

A Review of Pupil Support in Secondary Schools has been carried out and a consistent approach implemented.

## Financial impact

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The revised Secondary Management Structures targeted annual savings of £2.4 million. The new staffing structures will achieve these savings targets in full after one off costs have been removed.

## Equalities impact

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There is no equality impact

## Sustainability impact

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Not applicable

## Consultation and engagement

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From December 2012 to April 2013:

- Ongoing consultation and joint working with Children and Families, HR and representatives from Teachers Trade Unions
- Ongoing consultation and discussion with Head Teachers
- HT Executive and Head Teacher meetings and additional meetings to discuss the outcome of Children & Families and EIS surveys including responses from additional neighbourhood meetings
- Attendance of the Director of Children and Families and Head of Schools and Community Services at Head Teacher meetings to discuss and progress the issues raised in Children and Families and EIS surveys.

## Background reading / external references

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Links to the EIS Surveys

<http://www.eis.org.uk/edinburgh/images/teachers%20survey.pdf>

<http://www.eis.org.uk/edinburgh/images/teacher%20response%20to%20question%202.pdf>

<http://www.eis.org.uk/edinburgh/images/teacher%20response%20to%20question%209.pdf>

<http://www.eis.org.uk/edinburgh/images/dept%20cl's%20survey.pdf>

<http://www.eis.org.uk/edinburgh/images/sfl%20and%20sfp%20leaders.pdf>

Children and Families survey summary

<http://www.edinburgh.gov.uk/downloads/download/2674/summary>

## Report on the Implementation of Revised Secondary School Management Structures

### 1. Background

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- 1.1 This report provides an update on the progress of addressing issues raised in the Children and Families and EIS surveys and a financial breakdown of the savings delivered as agreed at the Education, Children and Families Committee, 11 December 2012.

### 2. Main report

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- 2.1 In September/October 2012, the Children and Families and Teacher Trade Unions issued separate questionnaires to teaching staff to secure feedback on the implementation of Revised Secondary Management Structures. The EIS survey results were issued to members of the Education, Children and Families Committee prior to the meeting on 11 December and the Children and Families survey results were available (due to the size of the report) in hard copy at Waverley Court.
- 2.2 It was agreed to progress the issues raised in these surveys jointly by Children and Families and the Teacher Trade Unions at our ongoing joint meetings
- 2.3 The outcomes of the surveys were also issued to Secondary Head Teachers and their views were sought at an additional Head Teacher meeting held in March 2013 with a Teacher Trade Union representative as an observer.
- 2.4 The Director of Children and Families and Head of Schools and Community Services also attended a Head Teacher meeting in January 2013 to seek responses from Head Teachers to address the issues raised in the teacher surveys. This was extended to a series of questions to Head Teachers which were addressed at neighbourhood Head Teacher meetings.
- 2.5 At subsequent meetings from January to April 2013 with Teacher Trade Unions, HR and Children and Families staff, the following issues from the surveys were agreed for action in all 23 Secondary Schools:
- Subject specific training for Curricular Leaders to be provided for those CLs whose new remits include unfamiliar subjects. Providers

could be drawn from SQA personnel or others with relevant knowledge. This is to be initiated during 'exam leave' May 2013.

- All schools are required to undertake a review of their behaviour management policy to reflect the reduced number of Curricular Leaders and Depute Head Teachers. The Children and Families department will commit to support sharing examples of good practice e.g. Duty Head rotas and "on the floor support" arrangements. The Children and Families department will also support the provision of appropriate CPD opportunities e.g. restorative practice
- Head Teachers to review with Curriculum Leaders the allocation of adequate management time to reflect number of subjects, numbers of staff and pupils and geographical location of subjects within school building. This is to be completed by start of new timetables for session 2013/14
- Joint work streams organised through the LNCT will monitor and address the impact on attainment and workload resulting from the implementation of Curriculum for Excellence and the new National Qualifications

2.6 Detailed costings of the new management structure, including changes to guidance arrangements show that the new staffing structures will deliver the approved £2.4m savings target in full. There are, however, a number of one off and other costs associated with the reduction in management resource.

These are detailed below, together with the funding treatment for each cost.

(i) **One off costs relating to the voluntary release of depute head teachers and principal teachers**

In August 2011, the 6 depute head teachers and 52 principal teachers were released under the Council's Voluntary Early Release (VERA) scheme. A further 29 PTs have been released in 2012/13. These costs were funded corporately under the VERA funding arrangements for approved savings.

(ii) **Transition costs**

The budget saving was approved from August 2011. However the detailed consultation and planning required as part of a phased implementation meant that the new management model was not fully in place until March 2012. The outcome of the separate review of guidance arrangements, resulted in further staffing realignments which were fully implemented by August 2012. Transition costs were incurred where acting up arrangements were needed in advance of the implementation of the new structure.

(iii) **Conservation costs**

These costs have occurred when principal teachers have been moved to a mainstream teaching post or a promoted post in the new structure on a lower salary scale following the restructure. The principal teachers (subject) are entitled to retain a conserved salary at the pre restructure level for a defined period of time. In accordance with teachers' terms and conditions this conserved salary will remain in place until either February 2015 or March 2016, dependent on the original date of appointment. The principal teachers of Guidance/Support for Learning are entitled to retain a conserved salary at the pre structure level until August 2015 or March 2016, dependent on the original date of appointment.

It should be noted that projected costs will reduce over time through natural turnover.

Due to the phased implementation of the secondary management restructuring and the combination of one off and recurring conservation costs, an overview of the financial outcome of the restructuring can best be presented by looking at the costs and savings over five years, i.e. up to the point that the conservation costs come to an end. This is shown in Table 1 below.

**Table 1**

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>TOTAL</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Savings</b>	<b>(1.492)</b>	<b>(2.400)</b>	<b>(2.400)</b>	<b>(2.400)</b>	<b>(2.400)</b>	<b>(11.092)</b>
<b>Costs</b>						
VERA payments	1.533	0.782	0	0	0	2.315
Transition	1.140	0.020	0	0	0	1.160
Conservation	0	0.767	0.635	0.635	0	2.037
<b>Total Costs</b>	<b>2.673</b>	<b>1.569</b>	<b>0.635</b>	<b>0.635</b>	<b>0</b>	<b>5.512</b>
<b>Net cost (saving)</b>	<b>1.181</b>	<b>(0.831)</b>	<b>(1.765)</b>	<b>(1.765)</b>	<b>(2.400)</b>	<b>(5.580)</b>

This shows that over the five year period the projected position is that net savings totalling £5.580 million will be delivered and that by 2015/16 all conservation costs will have ceased and the annual saving of £2.4m will be achieved in full.

### 3. Recommendations

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- 3.1 The Education Children and Families Committee notes this report.
- 3.2 The Children and Families Department and Teacher Trade Unions continue their ongoing work to implement the agreed action points from the teacher surveys in session 2013/14
- 3.3 The Children and Families Department and Teacher Trade Unions review the long term impact of the revised secondary management changes on attainment and staff morale, and report back before the end of December 2014

### Gillian Tee

Director of Children and Families

### 4. Links

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<b>Coalition pledges</b>	P5. Seek to ensure the smooth introduction of the Curriculum for Excellence and that management structures within our schools support the new curriculum P26. Establish a policy of no compulsory redundancies P30. Continue to maintain a sound financial position including long-term financial planning
<b>Council outcomes</b>	CO2. Our children and young people are successful learners, confident individuals and responsible citizens making a positive contribution to their communities CO25. The Council has efficient and effective services that deliver on objectives CO26. The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives
<b>Single Outcome Agreement</b>	SO3. Edinburgh's children and young people enjoy their childhood and fulfil their potential
<b>Appendices</b>	None