

REPORT TO: East Lothian Council

MEETING DATE: 22 August 2017

BY: Depute Chief Executive (Resources and People Services)

SUBJECT: Outcome of the School Consultation on the Proposed Establishment of a Shared Headship across Innerwick Primary School and Stenton Primary School

1 PURPOSE

- 1.1 To approve the recommendation set out within the non-statutory Consultation Report (Appendix 1) to establish a shared Head Teacher arrangement across Innerwick Primary School and Stenton Primary School.

2 RECOMMENDATIONS

- 2.1 The Council is asked to approve on the basis of the outcome of the non-statutory school consultation and taking account of the educational and social benefits of the proposal that:
- i. a shared Head Teacher arrangement across Innerwick and Stenton Primary Schools to be the preferable option to ensure high quality leadership and provide the Head Teacher with the ability to effectively manage duties associated with recent and planned changes within education at a national level by releasing the Head Teacher from any class teaching commitment.

3 BACKGROUND

- 3.1 Education Authorities have a statutory duty in terms of the Education (Scotland) Act 1980 to make adequate and efficient provision of school education across their area including the provision of education for eligible pre-school children and includes any school or Early Learning & Childcare centre, which are run by the Education Authority. This duty applies in respect of both the current school population and anticipated pattern of demand. In

addition, councils have a statutory duty to secure best value in terms of the Local Government in Scotland Act 2003.

- 3.2 East Lothian Council is committed to raising educational attainment and ensuring that all children and young people have the best start in life and are ready to succeed. The educational benefits that will arise from this proposal for children affected or likely to be affected are outlined in the Consultation Proposal Document.
- 3.3 A paper was presented to the 17 November 2009 meeting of the Council Committee for Education outlining the background and benefits to Joint Headships and seeking to obtain agreement to authorise the then Acting Executive Director of Education and Children's Services to consider a Joint Headship whenever a Primary Head Teacher vacancy arises.
- 3.4 The non-statutory consultation on the proposal to establish shared Head Teacher arrangement across Innerwick Primary School and Stenton Primary School commenced at 6.00pm on Monday 19 June 2017 and lasted until 12.00am on Monday 31st July 2017, being a period of six weeks. The Consultation Document was published on [East Lothian Council's Consultation Hub](#).
- 3.5 Representations were sought from consultees and the wider public by both written submissions and oral responses made at public drop in sessions and a public meeting. The Consultation Hub stored all relevant consultation documentation for public viewing.
- 3.6 East Lothian Council Consultation Hub provided an East Lothian Council email address and postal address, to which representations and any other queries could be submitted.
- 3.7 All submitted representations were analysed by East Lothian Council officers, summarised and answered in the Consultation Report (Appendix 1). The Consultation Report, summarising all representations and East Lothian Council's response, was published on the East Lothian Council Consultation Hub on 2 August 2017.

Summary

- 3.8 The Council received three written responses during the consultation period as well as oral responses from meetings with staff, pupils, parents and the wider public.
- 3.9 Pupils were positive about the proposal and whilst they raised important questions, they could also see the potential benefits that having a shared Head Teacher would bring. Staff across both schools were mostly positive although staff at both schools raised concerns about how the arrangement

would work in practice. The views of parents were mixed with both potential benefits and concerns being highlighted.

3.10 A number of common themes emerged from the written and oral responses, and can be grouped as follows:

- Financial implications
- Head Teacher engagement with children
- Concerns over the consultation exercises with pupils
- Pupil attainment levels
- Staffing concerns
- Role of the Head Teacher
- School Identity
- Connection between the two schools
- Timing of the Consultation
- Recruitment process

East Lothian Council's response to these themes is detailed in Section 7 of the Consultation Report (Appendix 1).

3.11 Following receipt of a total of three written responses and considerations of feedback from consultees, officers from the Council's Education Services, reviewed the proposal.

3.12 Overall, the proposal was received positively by the communities of both Innerwick and Stenton Primary Schools. Whilst stakeholders raised questions about how the arrangement would work in practice, the Education Service is confident that these can be addressed based on our experience of implementing a shared Head Teacher arrangement elsewhere in the county.

3.13 Following the completion of the non-statutory school consultation exercise the Council has 3 options to consider, namely:

- i) adopt the proposal;
- ii) reject the proposal and commence with recruitment campaigns for two separate Head Teachers at Innerwick Primary School and Stenton Primary School;
- iii) undertake a further consultation exercise on a new proposal.

3.14 On the basis of the feedback received and taking account of the educational and social benefits of the proposal, it is concluded that the following proposal remains the most reasonable, viable and appropriate course of action open to the Education Service in providing primary education and early learning &

childcare provision within Innerwick and Stenton Primary School communities.

4 POLICY IMPLICATIONS

4.1 None

5 INTEGRATED IMPACT ASSESSMENT

5.1 The subject of this report has been through the Integrated Impact Assessment process. Potential impacts have been identified and will be addressed.

6 RESOURCE IMPLICATIONS

6.1 Financial – Based on current financial projections there would be a small saving of approximately £5000 to £6000 if a shared Head Teacher arrangement across Innerwick and Stenton Primary Schools is implemented.

6.2 Personnel - Both schools will be staffed according to the existing pupil/staff ratios and, if implemented, will have enhanced Principal Teacher time, to take account of the shared Head Teacher arrangement. The model proposed is based on best practice across Scotland and is in line with the General Teaching Council Scotland's Standards for Leadership and Management.

6.3 Other – None

7 BACKGROUND PAPERS

7.1 Consultation Report on the outcome of the consultation on the proposed establishment of a shared headship across Innerwick Primary School and Stenton Primary School (Appendix 1).

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DATE	8 th August 2017



**EAST LOTHIAN COUNCIL
RESOURCES AND PEOPLE SERVICES
EDUCATION
CONSULTATION REPORT**

**REPORT ON THE OUTCOME OF THE NON-STATUTORY CONSULTATION ON
THE PROPOSED ESTABLISHMENT OF A SHARED HEADSHIP ACROSS
INNERWICK PRIMARY SCHOOL AND STENTON PRIMARY SCHOOL**

August 2017

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EAST LOTHIAN COUNCIL

RESOURCES AND PEOPLE SERVICES

EDUCATION

This report has been prepared following a non-statutory consultation on the following proposal:

To establish a shared headship across Innerwick Primary School and Stenton Primary School.

This proposal **directly affects** the following schools:

- Innerwick School
- Stenton Primary School

Having had regard (in particular) to:

- a) Relevant written representations received by the Council (from any person) during the consultation period
- b) Oral representations made to it (by any person) at the public meeting held on 26th June 2017
- c) Oral representations made to it at the public drop-in session
- d) Oral representations made to it at the staff voice sessions
- e) Oral representations made to it at the pupil voice sessions

1. INTRODUCTION

1.1 The purpose of this report is to:

- Provide a record of the total number of written responses made during the Consultation period;
- Provide a summary of the written responses;
- Provide a summary of oral representations made at the public meeting held on 26th June 2017;
- Provide a statement of the Education Service response to those written and oral representations;
- State how the Education Service reviewed the above proposal following the representations received during the Consultation period

2. BACKGROUND

2.1 Education Authorities have a statutory duty in terms of the Education (Scotland) Act 1980 to make adequate and efficient provision of school education across their area, including the provision of education for eligible pre-school children and includes any school or Early Learning & Childcare centre, which are run by the Education Authority. This duty applies in respect of both the current school population and anticipated pattern of demand. In addition, Councils have a statutory duty to secure best value in terms of the Local Government in Scotland Act 2003. Most importantly, the Education Authority would wish to optimise the educational experience to ensure:

- East Lothian's young people are successful learners, confident individuals, effective contributors and responsible citizens;
- East Lothian's children have the best start in life and are ready to succeed;
- East Lothian's children experience equality of opportunity within an inclusive educational experience'
- East Lothian's children's care, welfare and personal and social development is central to raising their attainment and achievements; and
- In East Lothian we live healthier, more active and independent lives.

2.2 East Lothian Council is committed to raising educational attainment and ensuring that all children and young people have the best start in life and are ready to succeed. The educational benefits that will arise from this proposal for children affected or likely to be affected are outlined in the Consultation Proposal Document.

- 2.3 A paper was presented to the 17 November 2009 meeting of the Council Committee for Education outlining the background and benefits to Joint Headships and seeking to obtain agreement to authorise the Acting Executive Director of Education and Children's Services to consider a Joint Headship whenever a Primary Head Teacher vacancy arises.
- 2.4 The Council is committed to consulting on certain changes in arrangements for educating children and young people in its area before it delivers them.
- 2.5 The proposed establishment of a shared headship across Innerwick Primary School and Stenton Primary School will **directly affect** the following schools and was considered in the Consultation Proposal Document:
- Innerwick Primary School
 - Stenton Primary School

3. RATIONALE FOR CHANGE

- 3.1 East Lothian Council is committed to supporting small rural primary schools and maintaining local provision and high standards of education. The Scottish Government recently announced plans to strengthen the role of Head Teachers as leaders of learning within the Education Governance: Next Steps 15th June 2017 (<http://www.gov.scot/Resource/0052/00521038.pdf>). East Lothian Council places a high importance on supporting our Head Teachers in developing the skills and knowledge to secure improvement in our schools. Over the past few years, the implementation of Curriculum for Excellence and the Scottish Government's new national outcomes for education as set out in the National Improvement Framework have brought about changes to the role of a Head Teacher. East Lothian Council considers a shared headship across Innerwick Primary School and Stenton Primary School to be the preferable option in providing the Head Teacher with the ability to carry out effectively such duties associated with both recent and planned changes within education.
- 3.2 East Lothian Council is also committed to raising educational attainment and ensuring that all children and young people have the best opportunities in life. It is believed that this proposal is the most reasonable, viable and appropriate course of action open to it in providing primary education and early learning & childcare provision within the context of these schools.
- 3.3 A shared headship will provide clear educational benefits:
- This arrangement will allow this Head Teacher to provide a greater proportion of their time to focus upon school management and leadership. This is particularly important at this time of educational change in light of the *Education Governance*:

Next Steps Empowering our teachers, parents and communities to deliver excellence and equity for our children and securing positive outcomes in line with the National Improvement Framework.

- The Head Teacher of two partner schools will be remunerated at a higher level thereby ensuring that a range of high quality candidates would apply for such a post.
- There will be enhanced teaching support with Principal Teachers having additional time out to meet with the Head Teacher to provide collaboration and cross working. The Principal Teachers and Head Teacher will form the Senior Management team across the two schools.
- The increased peer group for pupils will have benefits for extra-curricular and curricular activities and transition to secondary school.
- By relieving the Head Teacher of any teaching responsibilities this will not disrupt the children's learning if the Head Teacher is out of school.
- The rationale of a school's curriculum is built around its context, therefore both schools will retain their separate identities and the uniqueness of their situation.
- Staff in the partner schools will benefit from being part of a larger team and associated staff development opportunities.
- There would be a larger pool of staff within partner schools to deal with emergency situations.

4. THE CONSULTATION PROCESS

- 4.1 The Education Service believes that this report accurately reflects the views of the community, which have been gathered through a range of engagement events and response mechanisms. It is for members of East Lothian Council to decide whether to adopt the proposal, reject it or seek to consult on another proposal.
- 4.2 The Consultation Proposal Document has been issued as a result of a decision made by the Head of Education to consult on the proposal to establish a shared headship across Innerwick Primary School and Stenton Primary School.
- 4.4 The Consultation Proposal Document was published on East Lothian Council's website and paper copies distributed on 19th June 2017.
- 4.5 The consultation period commenced at 6.00pm on **Monday 19th June 2017** and lasted until 12.00am on **Monday 31st July 2017**, being a period of six weeks.
- 4.6 The proposal on which consultation took place was to:

- establish a shared headship across Innerwick Primary School and Stenton Primary School
- 4.7 The complete Consultation Proposal Document was published on East Lothian Council’s Consultation Hub
<https://eastlothianconsultations.co.uk/education/innerwickstenton-sharedheadship/>
- 4.8 If requested, copies of the proposal would have been made available in alternative formats or translated for readers whose first language is not English.
- 4.9 A “Frequently Asked Questions” document was also prepared which was available at the same location on East Lothian Council’s Consultation Hub:
<https://eastlothianconsultations.co.uk/education/innerwickstenton-sharedheadship/>
- 4.10 There were announcements related to the consultation process on East Lothian Council’s website, linked via a Facebook page and Twitter feeds.
- 4.11 The public meeting was held at **Dunbar Grammar School** on **Monday 26th June 2017** at **7.00pm**.
- 4.12 In addition to specific meetings with staff and pupils, a drop-in session was held in respect of the proposal at the venue below, at which any members of the public and staff were welcome to attend:

Venue	Date	Time
Stenton Primary School	20 th June 2017	11:00am – 11:30am
Innerwick Primary School	20 th June 2017	2:30pm – 3:00pm

- 4.13 The following schools are **directly affected** by the proposal:
- Innerwick Primary School
 - Stenton Primary School
- 4.14 Representations were sought from consultees and the wider public in the following ways:
- A specific Education Consultations email inbox was set up to which any queries could be submitted during the consultation period. This information was conveyed through web and social media announcements linked to the Consultation Hub;
 - The Head Teacher of the affected schools used established methods of communication to engage/remind parents about the consultation.
 - In addition to the public meeting and public drop-in session, staff at both the affected schools were also invited to attend a staff voice session held at both Innerwick Primary School and Stenton Primary School to discuss the proposal;

- Pupil voice sessions were held with the pupils of Innerwick Primary School and Stenton Primary School where they were able to express their views on the proposal;
- Meetings were held with Innerwick Primary School Parent Council and Stenton Primary School Parent Council. Both Parent Councils have written records of each of these meetings. Stenton Parent Council also sent a copy of the minutes of their meeting to the Education Service.

4.15 This Consultation Report is the Education Service response to the points raised during the consultation period on the Consultation Proposal Document.

4.16 This Consultation Report will be placed on the Council Consultation Hub for a period of three weeks before a final decision is taken by East Lothian Council on 22nd August 2017.

5. THE PUBLIC MEETING

5.1 A public meeting was held in Dunbar Grammar School on Monday 26th June 2017 which was attended by 13 members of the community. A full note of the meeting is attached at Appendix 1.

5.2 Additionally, a drop-in session was arranged during the consultation period, enabling any member of the public and staff to ask questions and discuss the proposal, the consultation process and how they could make representations.

6. RESPONSES TO THE CONSULTATION EXERCISE

6.1 As part of the consultation process, the Council sought the views of key stakeholders. Information about the consultation was placed on the Council's website and with links to Facebook and Twitter.

6.2 The Education Service received three written submissions to its consultation during the consultation period.

6.3 During the consultation period, Council officers visited Innerwick Primary School and Stenton Primary School providing good opportunities for pupils and staff to discuss their views. Overall, pupils showed support for the proposal. A note of the staff and pupil voice sessions are included as Appendices 2 to 5.

6.4 A number of common themes emerged from the written and oral responses and can be grouped as follows:

- **Financial implications**
- **Head Teacher engagement with children**
- **Concerns over the consultation exercises with pupils**

- **Pupil attainment levels**
- **Staffing Concerns**
- **Role of the Head Teacher**
- **School Identity**
- **Connection between the two schools**
- **Timing of the Consultation**
- **Recruitment process**

7. EDUCATION AUTHORITY RESPONSE TO WRITTEN AND ORAL REPRESENTATIONS

The Education Service values the views of all respondents and has taken account of these within the recommendations presented to the Council.

7.1 Financial implications

7.1.1 Stakeholders asked if the Council would combine the school budgets under a shared Head Teacher arrangement. The budgets of both primary schools would be separate, however there may be occasions when the Head Teacher would want to combine resources to secure best value.

7.1.2 Stakeholders asked about how the Pupil Equity Fund (PEF) would be distributed and whether this would impact on the schools because of a shared headship. The Pupil Equity Fund is allocated to each school through the Scottish Government's Scottish Attainment Fund. The Head Teacher will discuss how best to use this funding to close the poverty related attainment gap with staff, parents and children in line with national guidance. A shared Head Teacher position will not affect the allocation of PEF funding to each school by the Scottish Government or the involvement of relevant stakeholders as to how best to allocate the fund.

7.1.3 Stakeholders asked about the remuneration of the Head Teacher. There is a National Toolkit used which takes in to account pupil roll, size of budget and responsibilities which will then determine the grade and associated salary. There would be additionality to the salary based on the fact that it is a shared headship.

7.1.4 Stakeholders asked about whether this proposal was to realise savings for the Council. As previously stated, the Education Service considers a shared headship across Innerwick Primary School and Stenton Primary School to be the preferable option in providing the Head Teacher with the ability to carry out effectively such duties associated with both recent and planned changes within education. Furthermore, based on current financial projections there would be a small saving of approximately £5000 to £6000.

7.2 Head Teacher engagement with children

7.2.1 Some pupils asked about whether the Head Teacher would know them as individuals. Given the relatively small numbers of pupils in both schools, the Head Teacher will get to know the needs of individual pupils very well. Based on knowledge of both external and internal shared Head Teacher arrangements, there will be many opportunities for the Head Teacher to engage with the pupils, including the potential for greater engagement with children because time will be freed up from teaching one specific class to interact and observe children in different situations.

7.3 Concerns over the consultation exercises with pupils

7.3.1 Some respondents in one school felt that the pupils had been asked leading questions regarding the proposal. Pupils were informed during the school visit that this was not their only opportunity to provide the Council with their feedback. The Acting Head Teacher facilitated a further feedback gathering exercise to collect pupil views regarding the proposal.

7.4 Pupil attainment levels

7.4.1 The Education Service will continue to monitor the performance of both schools through its existing Quality Assurance procedures. Each school will have the same Quality Improvement Officer who, with the Head Teacher, will review the academic progress of pupils. The Education Service will provide the necessary support to the school, if required. The Education Service will support staff to implement the new national standardised assessments.

7.5 Staffing concerns

7.5.1 Staff in both schools asked about how a shared Head Teacher arrangement would affect the staffing of their school. Both schools will be staffed according to the existing pupil/staff ratios and taking account of the shared Head Teacher arrangement. This arrangement will not put additional pressures on existing staff. Principal Teachers will be given additional time out of class to support the Head Teacher but will not assume the role of Head Teacher. The Head Teacher will have a well-designed and planned time allocation for each school and will be able to address any matters which arise during the course of the school week. It is integral to the role of Head Teacher that they provide both good leadership and management. If Council approve the shared Head Teacher arrangement at the next meeting of full Council on 22nd August, a recruitment campaign will commence shortly thereafter. Each school will continue with its existing administration support.

7.5.2 Some respondents questioned why the roles were not being restructured instead of proposing to introduce a shared headship role. The model proposed is based on best

practice across Scotland and is in line with the General Teaching Council Scotland's Standards for Leadership and Management. The Head Teacher needs to be a leader within a school working with others to:

(i) Establish, sustain and enhance the culture of self-evaluation for school improvement;

(ii) Develop staff capability, capacity and leadership to support the culture and practice of learning;

(iii) Ensure consistent high quality teaching and learning for all learners;

(iv) Build and sustain partnerships with learners, families and relevant partners to meet the identified needs of all learners;

(v) Allocate resources effectively in line with identified strategic and operational priorities.

7.6 Role of the Head Teacher

7.6.1 As is noted above, it is proposed that the Head Teacher will not have a formal class commitment. The Head Teacher will still teach, supporting individuals and groups of children and relieving staff on occasions to allow for personal development. The Head Teacher's role would be to support teaching in the schools and there would be the freedom and flexibility to work with teachers and children as required, rather than being committed to one class.

7.6.2 As each school has its own devolved school budget, PEF Funding and Parent Council, this will help ensure that each school retains its unique identity.

7.6.3 There is an existing shared Head Teacher arrangement across two schools in the Local Authority, this has been a positive development and has been well-received. No significant problems have been identified by the previous Head Teacher as a consequence of the arrangement. Furthermore, East Lothian Council has successfully recruited a permanent Head Teacher to the shared Head Teacher post in another community within the county.

7.7 School Identity

7.7.1 The Council is committed to ensuring that its small rural schools continue to serve their communities. It is also committed to ensuring that each retains its individual identity which is unique and reflects its local context.

7.8 Connection between the two schools

7.8.1 The Head Teacher will always be the principal point of contact for parents in each school. The close proximity of Innerwick and Stenton ensures that the Head Teacher can be in either school very quickly if required. If an emergency occurs within one establishment and the Head Teacher is not on the premises, the normal protocols regarding the absence of the Head Teacher will be applied. The Head Teacher's weekly timetable will be based on the individual needs of both schools. The timetable will be communicated to the school communities.

7.9 Timing of the Consultation

7.9.1 Some respondents queried why the consultation had not taken place earlier in the school year. Due to the two recent election periods the Department of Education were unable to move forward with the consultation process.

7.10 Recruitment process

7.10.1 If the right candidate is not found, the post will be re-advertised until a suitable candidate is found and alternative methods of recruitment would be looked at. Current acting Head Teacher arrangements will remain in place until a candidate is appointed.

8. LEGAL ISSUES

8.1 The Council is mindful of its duties in respect of equality and the Equality Impact Assessment did not identify that any parent, child or young person would be treated less favourably as a result of this proposal.

9. PERSONNEL ISSUES

9.1 Any personnel issue that has been identified is addressed above.

10. CONCLUSION

10.1 The Council now has 3 options to consider, namely:

- a) adopt the proposal;
- b) reject the proposal and commence with recruitment campaigns for two separate Head Teachers at Innerwick Primary School and Stenton Primary School;
- c) undertake a further consultation exercise on a new proposal.

10.2 If the Council adopts the proposal, it would be on the basis that the educational benefits set out in the Consultation Proposal Document would materialise.

10.3.1 Pupils were positive about the proposal and whilst they raised important questions, they could also see the potential benefits that having a shared Head teacher would bring. Staff across both schools were mostly positive although staff at both school

raised concerns about how the arrangement would work in practice. The views of parents were mixed with both potential benefits and concerns being highlighted.

10.3.2 Overall, the proposal was received positively by the communities of both Stenton and Innerwick Primary Schools. Whilst stakeholders raised questions about how the arrangement would work in practice, the Education Service is confident that these can be addressed based on our experience of implementing a shared Head Teacher arrangement elsewhere in the county.

11. RECOMMENDATIONS

11.1 East Lothian Council Education Service considers a shared Head Teacher arrangement across Innerwick and Stenton Primary Schools to be the preferable option to ensure high quality leadership and provide the Head Teacher with the ability to effectively manage duties associated with recent and planned changes within education at a national level, by releasing the Head Teacher from any class teaching commitment.

This proposal is the most reasonable, viable and appropriate course of action open to the Education Service in providing primary education and early learning & childcare provision within Innerwick and Stenton Primary School communities.

Fiona Robertson
Head of Education
August 2017

APPENDIX 1 – Note of the Public Meeting

PUBLIC CONSULTATION MEETING

PROPOSED ESTABLISHMENT OF A SHARED HEADSHIP ACROSS STENTON PRIMARY SCHOOL AND INNERWICK PRIMARY SCHOOL

**MONDAY 26TH JUNE 2017
DUNBAR GRAMMAR SCHOOL**

PRESENT

Fiona Robertson, Head of Education

Richard Parker, Education Services Manager

Val McIntyre, Principal Officer

David Scott, Quality Improvement Officer

Katy Johnstone, Graduate Intern

Sally Leighton, Head Teacher, Sanderson's Wynd Primary School (previously Head Teacher of Saltoun & Humbie Primary Schools)

13 members of the Innerwick and Stenton communities

Fiona Robertson introduced herself and outlined the purpose of the meeting:

- To discuss the proposed establishment of a shared headship across Stenton Primary School and Innerwick Primary School

She thanked everyone for coming to the meeting and asked the representatives from East Lothian Council to introduce themselves, which they did in turn.

Fiona confirmed that the consultation was not statutory, but an opportunity for the public to provide thoughts and feedback and to address any concerns regarding the proposed shared headship role. A formal report will be produced by the Education Service and presented to full council for consideration and approval. The report will include views taken by all school community stakeholders.

She explained that the delay in commencing the consultation was due to the recent elections. Previous elected members would not have been able to participate.

She confirmed that Gill Whitford would continue in a shared headship role across West Barns and Stenton until the end of this academic year, and then across three schools (Innerwick, West Barns and Stenton) until a decision is made and a new Head Teacher appointed.

Fiona outlined the recruitment process and confirmed that, following the final decision in August, if an internal candidate was successful they would be put in place very quickly. However, if the successful applicant was from another Authority, negotiations would take place with the relevant council to ensure the appointment was made as quickly as possible.

Fiona Robertson presented the Rationale for Change:

- East Lothian Council is committed to supporting small rural primary schools and maintaining local provision and high standards of education.
- Impact of recent National policy, initiatives and expectations
- Education Governance: Next Steps (15th June 2017) set out the Scottish Government's plans to strengthen the role of Head Teachers, increased accountability.
- East Lothian Council Education Service considers a shared headship across Innerwick PS and Stenton PS to be the preferable option to providing the Head Teacher with the ability to effectively manage duties associated with recent and planned changes within education by releasing the Head Teacher from any class teaching commitment.
- It is believed that this proposal is the most reasonable, viable and appropriate course of action open to it in providing primary education and early learning & childcare provision.

Fiona expanded on the points above by stressing there had been significant changes to Scottish education in recent years, such as the implementation of Curriculum for Excellence and the Scottish Government's new national outcomes for education as set out in the National Improvement Framework , thereby increasing accountability and duties of Head Teachers.

East Lothian Council has carried out a review of the Head Teacher role, considering the different factors and their impact on the role. As a result, the aim is to achieve the goal of non-teaching Head Teachers in schools to allow them time to concentrate on both recent and planned changes within education, and in so doing improve the quality of teaching within schools.

Fiona Robertson then invited questions from the members of the public present:

- **What is being proposed will mean the Head Teacher will no longer be a “teacher” but an “administrator”?**

Fiona confirmed this was not the case. The Head Teacher would be a Professional Leader ensuring quality assurance across the two schools.

Sally Leighton explained that the Head Teacher would still teach alongside staff in schools, supporting individual groups of children and relieving staff on occasions to allow for personal development. The role would be to support teaching in the schools and there would be the freedom and flexibility to work with teachers and children as required, rather than being tied to one class. The needs of classes/schools are very different depending on whether there are straight classes or composite classes, have children with additional support needs etc. and this role allows increased flexibility in teaching support.

- **What problems were encountered in a shared headship role?**

Sally responded by saying she felt there weren't really any problems, but huge benefits e.g. in terms of a greater pool of staff and the ability to pull resources across two schools.

She confirmed that although there was a clearly displayed timetable showing her attendance patterns in both schools, this was not in-flexible and the Head Teacher would have to react to the requirements in each school. There would be an equal distribution of time across the two schools at different times to allow for parents with different work patterns who wanted to meet with the Head.

- **If time is split between two schools there will be less engagement with children and therefore less opportunity get to know individual children and understand their needs?**

Sally confirmed there was a greater engagement with children because time was freed up from teaching one specific class to interact and observe children in different situations. There was more freedom to move around to ensure better planning. She gave assurances that the children had plenty of contact with the Head Teacher and she felt she knew the children very well.

She confirmed that each school would have its own identity and its own Parent Council but that one of the benefits for smaller schools was to bring the children from the two schools together.

A parent said this would not work between Innerwick and Stenton in terms of cost of transporting children. Fiona Robertson proposed the contact would not have to be physical, but could be done electronically, to which the parent replied, this could be done with any school anywhere in the world, not simply because there was a shared headship.

- **If given the choice would you (Sally Leighton) prefer a single or shared headship?**

Sally confirmed she had enjoyed her role as shared head of Humbie and Saltoun but left for her own professional development.

- **Were there any negatives to the role?**

Sally confirmed she could not think of any negative factors, only positive.

- **Would the role lead to duplication of tasks in each school?**

Schools have their own identity so there would be a different focus on each school. Each school has its own parent council so there would be very different tasks depending on the needs of the individual children. Some tasks would obviously be relevant to both schools but this would be an advantage as information could be shared.

- **What feedback has there been from parents re the shared role?**

Sally confirmed that parents were insecure at first but felt well supported and ultimately feedback was positive.

- **If the Head Teacher has no teaching commitment in the schools will additional staff be appointed?**

Fiona Robertson confirmed additionality would be put in to schools.

A parent from Innerwick raised concerns about the significant staff changes there had been at Innerwick Primary School recently and was concerned that supply staff would be used to plug teaching gaps. Both Fiona Robertson and Richard Parker gave assurances that there would be permanent contracted members of teaching staff in each school and supply staff would only be used to cover sickness and long term absences in the usual way. The new role is to lead learning so there would be better professional development opportunities for the existing teaching staff.

- **Would there be additional pressure on existing staff and a risk of disruption to the intimacy of the teacher/pupil relationship in the smaller school?**

Fiona confirmed that teachers would not be pulled out of class any more in a shared headship.

- **Is this just a cost cutting exercise?**

Fiona Robertson and Richard Parker confirmed this is not a cost cutting exercise and that indeed additional teaching time would be put in to both schools to allow the Principal/Class teacher to work in smaller groups and/or with the Head Teacher. Sally Leighton supported the statement by confirming East Lothian Council supported the schools by putting in additional resource.

- **If not a cost cutting exercise, why? What is the reason for the shared headship?**

Fiona Robertson reiterated that the role of the Head Teacher has become very challenging and many find the new duties and resulting workload extremely intensive. Nationally there is a huge crisis in a lack of Head Teachers because the workload is too great. The Head Teacher needs to be freed up from the classroom.

- **Would it not make more sense to restructure the roles rather than the schools i.e. should the teaching and administrative roles be separated?**

Fiona Robertson confirmed this is not how it's being rolled out nationally. The Head needs to be a leader within a school as well as meeting national requirements.

- **Would Stenton be at a disadvantage being the smaller school e.g. when standardised assessments are introduced?**

Sally Leighton confirmed the time split would be equitable and balanced out over the two schools. Fiona Robertson confirmed the authority would help staff manage the new assessments.

- **Would it be a single budget for both schools or two separate budgets?**

The budgets would be independent, however there may be occasions when the Head would want to combine resources.

- **How will Pupil Equity Funding be affected?**

The Head Teacher would discuss this with parents at both schools to agree which pupils would best benefit from the funding so the shared headship would have no significance.

- **Is there a risk of Stenton Primary School closing?**

Fiona Robertson confirmed this would not be the case and that East Lothian Council is committed to supporting rural schools.

- **Did Saltoun and Humbie Primary Schools keep their own identity (question directed to Sally Leighton)?**

Fiona Robertson and Sally Leighton confirmed the schools did indeed keep their own identity. The chairs from the two parent councils would be involved in the recruitment process, ensuring each community is represented.

- **Is there a difference in the remuneration for a shared Head Teacher role in order to attract candidates?**

Fiona Robertson and Richard Parker confirmed the remuneration is greater. Richard explained that there is a National Toolkit used which takes in to account pupil role, size of budget etc. which will then determine the grade and associated salary. There would be additionality based on the fact that it is a shared headship.

There were no further questions.

Fiona summed up the meeting by reiterating that this was not a cost cutting exercise but a means of ensuring a high quality education by providing the Head Teacher with the ability to carry out effectively such duties associated with both recent and planned changes within education.

Fiona Robertson confirmed she would be attending Parent Council Meetings at Stenton and Innerwick on Wednesday 28 June 2017. Gill Whitford will also be in attendance at these meetings to answer further questions on shared headship. She invited all interested parties to complete the Consultation Hub on the East Lothian Council website.

APPENDIX 2 – Note of staff voice session – Innerwick Primary School

Innerwick Primary School Staff Voice 20/06/2017

David Scott, Val McIntyre, Lesley Brown and Katy Johnstone met with all staff. David Scott outlined the proposal and then there was a group discussion around questions that the staff had prepared.

Thoughts

- It would be good to have cross working on the big occasions such as sports day and trips e.g. share coaches
- It would be good to undertake training together, as there are no stage partners at Innerwick it would be interesting to work with others on things like School Improvement Plans
- Some staff unsure as to how one head teacher would be better than two

Questions

- Will there be a shared admin and what will it mean? Both schools have an entitlement to a Grade Six admin assistant and there are no plans to change this.
- Will there be a shared budget? – Each school will continue to have their own devolved school management budget. However resources may be shared over both schools as appropriate.
- The current Head Teacher spends a lot of time as the main point of contact, how will that work with a shared head? – The Parental Engagement Strategy places a duty on all staff to ensure parents and carers are welcomed into the school. Schools will be required to put in place a robust monitoring system to record their parental engagement.

It is envisaged a weekly timetable will be produced highlighting which school the Head Teacher is in over the week and contact details will be made available. This can be shared with pupils, staff and parents.

- Flexibility regarding staffing, at the moment the Head Teacher fills any gaps that arise from illness or appointments, how would this work - The Head Teacher will have no class commitment time, the Principal Teacher will be given additional time out of class to carry out management duties and we will put in place enhanced teaching time. The Head Teacher will make arrangements for cover to be provided.
- Worried about the lack of contact time with H.T. if there is an emergency - The Principal Teacher, as a member of the Senior Management Team, will deal with the urgent matter

and if they felt the Head Teacher should be in school they would be contacted and could return to the school immediately.

- Worried about the distance between the two schools – (Post Meeting: Map data indicates a distance of 6.2 miles and a journey time of 14 minutes.)

- Concerns that there are not enough educational benefits – Under Education Governance: Next Steps there will be more responsibilities placed upon Head Teachers. A shared headship will release the head teacher from class committed time to undertake the duties and responsibilities set out in the National Improvement Framework.

East Lothian Council is committed to engaging with all stakeholders.

APPENDIX 3 – Note of staff voice session – Stenton Primary School

Stenton Primary School Staff Voice 20/06/2017

David Scott, Val McIntyre, Lesley Brown and Katy Johnstone met with all staff. David Scott outlined the proposal and intimated that there were no significant savings to be made. There then was a group discussion.

- Staff felt that the children had been asked leading questions

- Can't get their heads around how it is not a cost saving exercise – Two Principal Teachers will be re job sized to take account of their additional responsibility and we will provide additional class teaching time in order to release the PTs across both schools from class for more management duties. In addition the Head Teacher position will also require to be job sized to account for increased management responsibilities.

(During the discussion the following statements, the views were noted and where appropriate, they have being responded to in the final consultation report)

- In relation to cross working opportunities would the schools be given additional funding to meet the cost of transport, we are the smaller school so will always have to do the travelling

- It was the staff's perception that the visit to West Barns Primary School was a social exercise and did not have an educational benefit

- Stenton pupils have a high expectation of learning and staff are worried that the standard will drop.

- Major implications for Principal Teacher and PT needs to think about this and discuss time/pay

- Would staffing change at all? – The Head Teacher will have no class commitment time, the Principal Teacher will be given additional time out of class to carry out management duties and we will put in place enhanced additional teaching time
- Feel they can't be off sick and there is more pressure on staff, would prefer that the enhanced teaching time would be a permanent member of staff and not supply, due to the lack of continuity for the pupils.
- Concerned about the distance between the two schools - (Post Meeting: Map data indicates a distance of 6.2 miles and a journey time of 14 minutes.)
- Feel the community in Innerwick is very different to that in Stenton
- Feel that it is more difficult to have a relationship with an acting Head Teacher than with a permanent Head Teacher.
- Don't have a problem with a shared headship in general but there are areas that need to be addressed.

East Lothian Council is committed to engaging with all stakeholders.

APPENDIX 4 – Note of pupil voice session – Innerwick Primary School

Innerwick Pupil Voice 20/06/2017

David Scott, Val McIntyre, Lesley Brown and Katy Johnstone met with groups of pupils. David Scott outlined the proposal and a group discussion followed. The children had prepared some thoughts and questions.

P1/2/3

Thoughts

- I think they won't be able to take an interest in all our learning
- They may get caught at the other school if there is bad behaviour, a child is injured, or parents are visiting
- It will be good to have a new head teacher with new ideas
- I hope the new Head Teacher will listen to us and our good ideas for the school
- The new Head Teacher would have to spend less time at our school

- Not sure about the situation because we don't know what's going to happen, we need to work it out
- Don't know if they will do it our way or their way

Prepared Questions

- When will the new Head Teacher be appointed? – Following the informal consultation which closes on 31st July a report will be prepared which will incorporate the various responses to our consultation and the Head of Education will prepare a proposal to take to a meeting of the full council in August 2017 for them to consider. Once the elected members make a decision the Education Service will begin a recruitment campaign to fill the post.
- Will the new Head Teacher still take our assemblies? – Yes, the Head Teacher will take assembly.
- What would happen if the Head teacher was at the partner school and something happened at our school? – The Principal Teacher, as a member of the Senior Management Team, will deal with the urgent matter and if they felt the Head Teacher should be in school they would be contacted and could return to the school immediately.

P3/4/5

Thoughts

- We need a Head Teacher for Friday assemblies
- Stenton is far away from here
- If there is an argument in the playground and the Head Teacher isn't here then it takes teachers away from teacher time
- The Head Teacher won't know us as well as they do now
- They may get confused with different rules in different schools
- We are our own school so shouldn't we have our own identity
- We could do things together and it would be fun

Prepared Questions

- If we needed the Head Teacher here and they were at Stenton, what would happen? – The Principal Teacher, as a member of the Senior Management Team, will deal with the urgent matter and if they felt the Head Teacher should be in school they would be contacted and could return to the school immediately.

- How will they divide their time between the two schools? – There will be a set of protocols put together that will inform this.
- Would the new Head Teacher teach us at any time? – The Head Teacher will have no class committed teaching responsibilities but it may happen from time to time.
- Would Stenton join us for special events? – You’ve told us that it would be fun to join another school for special events and there will be opportunities for this.

P6

Thoughts

- A shared Head Teacher won’t be here all the time
- A shared Head Teacher won’t just be thinking about our school
- You could share ideas between schools more easily - if one school has a good idea it can be shared
- The new Head Teacher should be kind, fair, funny and patient

Prepared Questions

- When will the new Head Teacher be appointed? - Following the informal consultation which closes on 31st July a report will be prepared which will incorporate the various responses to our consultation and the Head of Education will prepare a proposal and it is hoped this will go to the first meeting of the full council in August 2017 for them to consider. Once Council make a decision the education service will begin a recruitment campaign to fill the post.
- Who will be doing the things Mrs Gordon does e.g. assemblies? – The new Head Teacher.
- Who is going to cover teachers when they are out or sick? – The Head Teacher will have no class commitment time, the Principal Teacher will be given additional time out of class to carry out management duties and we will put in place enhanced teaching time. The Head Teacher will make arrangements for cover to be provided.
- Will the school change with a new Head Teacher? – We would anticipate that all the good things that happen in Innerwick PS will continue and the new Head Teacher will bring some new ideas with them.
- Will a new Head Teacher still arrange trips? – Yes, the new Head Teacher may still arrange trips.

- Will the curriculum change? – The curriculum is always changing as you move through school.

East Lothian Council is committed to engaging with all stakeholders.

APPENDIX 5 – Note of pupil voice session – Stenton Primary School

Stenton Primary School Pupil Voice 20/06/2017

David Scott, Val McIntyre, Lesley Brown and Katy Johnstone met with all pupils. David Scott outlined the proposal and then there was a group discussion around the following questions.

What's good about Stenton Primary School?

- It's small and everyone knows each other
- It's fun
- If someone does something mean they won't get away with it
- We go on a lot of school trips
- We get to do an end of year show.

What do you think of the current arrangement with an acting shared Head Teacher?

- Feel the current situation works well
- Good because we went down to West Barns
- Positive thing because we have more opportunities
- Head Teacher is not be at school as much

What do you think about having a shared Head Teacher with Innerwick Primary School?

- Would be fun to work with children from the other school
- Think it would be better to do activities with people who are the same age
- We could do a big school play altogether

Pupils were informed that there would be other opportunities for them to share their views with their class teacher.

Mrs Whitford, Acting Head Teacher joined the meeting

*Mrs Whitford has been acting Head Teacher of Stenton Primary School since mid-February 2017, in addition to her substantive post as permanent Head Teacher of West Barns Primary School. From August 2017 Mrs Whitford will also take up the role of acting Head Teacher of Innerwick Primary School **on a temporary basis** until such time a decision is taken by East Lothian Council elected members and a subsequent recruitment campaign is put in place. Whilst Mrs Whitford is overseeing Innerwick, Stenton and West Barns Primary Schools the proposal for a shared headship is only in relation to Innerwick and Stenton Primary Schools.*

- Mrs Whitford spoke to the children about her role as acting Head Teacher and asked the children if they had enjoyed their day out to West Barns Primary School.
- She then suggested that it may be possible for some pupils to join together for activities such as football as it is very difficult to form a team from a small school.
- Mrs Whitford also suggested that a new Head Teacher would have the opportunity to plan two school diaries effectively to avoid any significant clashes.
- Mrs Whitford offered to run a Carousel with the children in order for them to further share any views they may have.

East Lothian Council is committed to engaging with all stakeholders.

APPENDIX 6 – Written Response from Innerwick Parent Council

Proposed shared headship across Innerwick and Stenton Primary Schools

Following three meetings attended by Fiona Robertson on 22.6.17, 26.6.17 and 28.6.17 at which parents were given the opportunity to ask questions about this proposal, Innerwick Primary School Parent Council has drawn up the following list of points which we would ask you to take into consideration when discussing the proposed shared headship at Innerwick and Stenton Primary Schools.

- The primary concern of parents throughout the school is about continuity for our children. Prior to Mrs Gordon's appointment in 2012 the school went through a period of extreme disruption to staffing and consequently to our children's education. In addition, the post of Principal Teacher has been erratic since 2008. With the appointment of Mr Cain to the Principal Teacher post in December, we were looking forward to a period of stability, particularly for those older children whose education was disrupted previously. Parents of that cohort of children have expressed concern that as a result of this proposal the Principal Teacher will have less contact-time with P6-7, to the detriment of those pupils yet again.

- The Parent Council is concerned that staff's views and their desired professional development are taken on board and that no existing member of staff is forced to take on any enhanced role against their wishes.
- As the result of the Educational Governance Next Steps we understand that ultimately Head Teachers will move to fully non-teaching roles in all schools to enable them to take on the increased management requirement, but it strikes us that Principal Teachers in joined schools are going to move into that same unsatisfactory role that Teaching Heads found themselves in previously – to the detriment of their role as a class teacher.
- There is a concern amongst parents that without a full-time Head Teacher in the main Leadership role in our school, Attainment and School Development may not progress at the same pace as they would have done under the status quo.

We would also like you to consider the following proposals.

- In the event of the proposal for a shared headship being accepted by the authority, we would ask you to seriously consider making it a pre-requisite for the appointee to have previous experience as a Head Teacher given the increased complexity and demands of a shared headship.
- In the event of the proposal for a shared headship being accepted by the authority, we would ask you to consider the appointment of a Business Manager to support Heads in joint schools (perhaps collectively across all the schools concerned).

A number of parents have told us that they did not take part in the meetings with Fiona Robertson and will probably not submit their own views via the Consultation Hub because they felt that this is a 'done deal'. However informal discussion has confirmed that concern about continuity for our children is held across our entire parent body. We hope that the Council will not merely rubber-stamp this proposal, but give serious thought as to how it can be made to positively benefit the pupils at both Innerwick and Stenton Primaries.

Innerwick Primary School Parent Council