

South Ayrshire Council

Report by Director of Educational Services to Leadership Panel of 28 November 2017

Subject: Pilot Management Structure Ayr Academy and Kyle Academy

1. Purpose

- 1.1 To seek approval to revise the Shared Headship arrangements in place between Ayr Academy and Kyle Academy.

2. Recommendation

2.1 It is recommended that Panel:

- 2.1.1 **Approve the appointment of individual Head Teachers into posts at Kyle Academy and Ayr Academy commencing end of February 2018;**
- 2.1.2 **Approve reconfiguration of management and staffing structures in Ayr Academy and Kyle Academy by end of June 2018.**

3. Background

- 3.1 On 1 November 2016, Leadership Panel approved the pilot of a Shared Headship between Ayr Academy and Kyle Academy due to a variety of factors which had resulted in pupil attainment in National 5 and Highers being significantly lower than virtual comparators. The purpose of the Shared Headship was to ensure sharing of practice and standards in order to raise attainment.
- 3.2 It was agreed that the revised management structures would run from November 2016 until June 2018 with an assessment of the pilot being provided to Leadership Panel by no later than September 2018.
- 3.3 The pilot has proved successful in addressing the areas identified within the November 2016 report to Leadership Panel. There has been an increase in attainment at every level within Ayr Academy with the exception of advanced higher; the decline in pupil roll is reversing with less placing requests being made out of Ayr Academy, an improvement in pupil attendance and exclusion figures has been seen at Ayr Academy over the last year. Due to greater community and parental engagement, transitions from primary to secondary are more effective; there is greater pupil participation in initiatives such as Scottish Rugby School of Rugby and SFA School of Football and project working with Community Learning

and Development. In the midst of all of this there has also been a successful decant to a new fit for purpose Ayr Academy school building.

- 3.4 The current Shared Head Teacher has recently been successful in obtaining a Headship post in another Authority and will leave South Ayrshire in February 2018. She has done an exceptional job in achieving the successes shown in Section 3.3 above but despite this it is her view and that of the Directorate that it is in the best interest of both schools that each of the two schools now makes a permanent Head Teacher appointment. This would provide greater leadership capacity to build on current strengths and would allow each Head Teacher to develop appropriate curricular experiences in their different schools whilst maintaining and improving the current high standards set.
- 3.5 Schools are staffed annually based on pupil roll projections and pupil subject choices. The staffing exercise commences in February each year when pupil roll data is received and finishes in September at the national annual census. Therefore, in order to ensure that the appropriate staffing and management capacity is in place for August 2018, it is necessary that a decision on the management structure arrangements in Ayr Academy and Kyle Academy is reached before February 2018.
- 3.6 The substantive post holder of the Head Teacher post at Ayr Academy has mutually agreed with the Director of Educational Services that she will not exercise her right to request a return to the post. She will, at the end of her current secondment, transfer to a vacant Quality Improvement Officer post.
- 3.7 The Parents in Ayr Academy acknowledge the significant improvement made during the Shared Headship pilot and recognise this has been achieved through the knowledge and experience of the current post holder. They have however indicated to the current Shared Head Teacher that it would be their preference for a new Head Teacher to be appointed to Ayr Academy, who can continue the positive changes in the new school building and continue to retain its own identity. The parents of Kyle Academy also welcome the prospect of having a dedicated Head Teacher at Kyle.

4. Proposals

- 4.1 In order to create the management and leadership capacity to continue the current improvements in Ayr Academy it is proposed that a permanent Head Teacher be appointed at the same time as a new Head Teacher is appointed to the vacant post of Head Teacher at Kyle Academy. It is proposed that both posts are advertised at the earliest opportunity with a view to both appointees taking up post by end of February 2018.
- 4.2 In order to minimise disruption to pupils and staff, it is proposed that the management arrangements put in place within both schools to support the Shared Head pilot remain in place until the end of term in June 2018. This includes the retention of the Executive Depute Head Teacher post in each school

5. Legal and Procurement Implications

- 5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 There are no additional costs arising as a result of these proposals and any changes will be managed within existing educational services resources.

7. Human Resources Implications

7.1 The staffing implications have been discussed with the Head of Employee and Customer Services and will be implemented in accordance with agreed policies and procedures.

8. Risk

Risk Implications of Adopting the Recommendations

8.1.1 There are no risks associated with adopting the recommendations.

Risk Implications of Rejecting the Recommendations

8.2.1 The risks associated with rejecting the recommendations are that the Council's key principle of "making education fairer and working towards equity in the classroom and effective participation in the community" may not be achieved. Continuing the Shared Headship may lead to an inability to sustain the current improvements in attainment and participation thereby reducing the key commitment for "every child to achieve their full potential".

9. Equalities

9.1 This report provides an update on progress of a recent Leadership Panel report which was assessed for potential equality impacts, and the relevant documentation is attached as Appendix 1.

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to the Council strategic objective of 'Maximising the Potential of Our Children and Families' and within that to the outcome 'more children and young people are successful learners, confident individuals, responsible citizens and effective contributors'.

13. Results of Consultation

- 13.1 There has been no formal public consultation on the contents of this report however Parent Council Chairs in both Ayr Academy and Kyle Academy have indicated to the current Shared Head Teacher that they fully support the proposal to move to dedicated Head Teachers in each school.
- 13.2 Consultation has taken place with Councillor Grant, Portfolio Holder for Lifelong Learning and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking

- 14.1 If the recommendations above are approved by Members, the Director of Educational Services will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Leadership Panel in the 'Council and Leadership Panel Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Appointment of two Head Teachers	February 2018	Director of Educational Services
Reconfiguration of management. staffing arrangements at Kyle Academy and Ayr Academy	August 2018	Senior Education Manager

Background Papers **Leadership Panel Report November 2016 – Pilot Management Structure Ayr Academy and Kyle Academy**

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