



## Community Services: Education

Argyll House  
Alexandra Parade  
Dunoon PA23 8AJ

To: Heads of all Educational Establishments

Dear Colleague

### **Scheme for promotion of teachers to posts of responsibility in secondary schools: structure of promoted posts**

This circular outlines the grades of promoted posts applicable to secondary schools and the basis for calculating the establishment of such posts.

- 1 This paper outlining the process which informs the creation of the promoted post structures in secondary schools was agreed by the Local Negotiating Committee for Teachers (LNCT) in April 2004 and has been issued to all secondary schools for head teachers' implementation.
- 2 Establishment of posts**
  - 2.1 Before any appointment can be made a vacancy must exist within the agreed establishment staffing complement.
  - 2.2 For the purpose of calculating each school's entitlement to promoted posts the roll taken into account will normally be the roll as at the September census date of the current session and the school's agreed projected roll for the two following sessions.
  - 2.3 If the entitlement to any particular post is expected to last for a period less than two years then the post will be filled on an acting basis for a period not exceeding 23 months from the date of appointment. Applications will, in the first instance, be invited from teachers employed in the school where the vacancy is identified.
  - 2.4 In the case of any teacher not currently employed by Argyll and Bute Council being offered any new post this would be subject to standard disclosure procedures; see education management circular 1.56.

### **3 Allocation of posts**

- 3.1 In addition to classroom teacher, the following grades of posts are applicable: principal teacher, depute head teacher and head teacher.
- 3.2 This circular supersedes the following standard circulars:
  - 2.04 Duties of principal teachers - equalisation (secondary);
  - 2.05 Structure of promoted posts in secondary schools.
- 3.3 For each school the establishment of posts will be determined by the head teacher after full consultation with the teaching staff of the school and with the appropriate head of service. The establishment of promoted posts will be incorporated into the school management plan. The establishment of posts should reflect local circumstances and specific school needs but should, in all circumstances, be such as to allow the school to carry out the curricular and other policies of the authority and to conform to national agreements, for example on class sizes and maximum class contact time.
- 3.4 Schools' establishment of promoted posts will be determined in accordance with a pointage system. The total number of structure points available to each school will depend upon its roll. The number of structure points available will be directly related to the financial cost of the schools' promotion structure. From August 2004, the structure points entitlement will exclude any cost of supernumerary posts, former senior teacher posts and any points entitlement which relates to conserved salaries.
- 3.5 In relation to the number of promoted posts to be established within a school's management structure the minimum which must be achieved is set out in the table in appendix 1. This relates to the paper on promoted post structures agreed by the Council in February 2003.
- 3.6 The structure points system will be directly related to the pay ranges listed in *A Teaching Profession for the 21st Century*. The system is based on 100 points being allocated to the top salary on the unpromoted teacher scale with a proportional allocation of points to all other salaries on both the principal teacher scale and the depute and head teacher scale. The management structure points allocation will be recalculated in line with such increases to salary levels as may be applied. A table with the structure point allocation per post is shown in appendix 2. Appendix 2 will be reviewed in line with agreed salary increases.

The structure points formula for promoted posts in secondary schools is  $110 + (\text{school roll} \times 0.7)$ . This provides the structure points envelope within which the head teacher will establish the school's promoted post structure.
- 3.7 In determining the structure of promoted posts, head teachers must ensure that specific responsibility is allocated at an appropriately senior level for every area of

the curriculum whether identified in subject specific, faculty or thematic terms, and for pupil support whether learning support, behaviour support or guidance. No area should be unmanaged or left under the control of an unpromoted member of staff. In determining the allocation of posts due regard should be paid to the curricular policies of the authority and national guidelines particularly in the following areas:

- (a) the management structure must be directed to securing improvement in pupil achievement through the implementation of the key principles and guidance outlined in *Teaching for effective learning*;
- (b) the management structure should be capable of providing a lead to and support for school improvement as identified by the quality indicators in *How Good is our School?* 3 (HGIOS3);
- (c) the management structure should assist the school in achieving the objectives established in the school improvement plan;
- (d) the management structure should offer a best value approach to the delivery of a high quality educational provision for all pupils.

3.8 The school's establishment of promoted posts cannot exceed the total number of structure points available. If the structure points value of a school's existing promoted posts structure exceeds the available structure pointage, additional promoted posts cannot be created. During the transition period in the implementation of the national agreement, as structure points become available the head teacher may decide after consultation with staff to fill a promoted post on a temporary basis not exceeding 23 months, in order that a more extensive revision to the promoted post structure can be considered when another promoted post falls vacant and more points are available.

3.9 The responsible head of service may allocate additional structure points to schools to enable the creation of temporary, fixed term or substantive promoted posts to implement specific national initiatives or Council policies as required.

3.10 In designing management structures for secondary schools within the structure points envelope allocated, head teachers should aim to retain a modest balance of points to provide some flexibility in responding to change in pupil rolls and in ensuring that the required management capacity is achieved in the school.

Annually the balance of structure points remaining may be allocated to supporting the management capacity of the school as follows:

- (a) by increasing the main grade teaching FTE to increase management time in specific subject areas or faculties;
- (b) by providing or increasing the availability of staff time to enhance pupil support structures;

- (c) by supplementing the total amount of class non-contact time for distribution to promoted postholders for management tasks;
- (d) by creating additional short term temporary promoted posts to take the lead in new developments or specific initiatives.

Head teachers should consult education personnel to determine the budgetary value of the balance of structure points in question. The full costs of additional staffing will require to be funded from the points balance, including all on-costs. Head teachers should also take advice from education personnel on the implications of continuing temporary posts created from the structure points balance beyond the academic year.

#### **4 Management time**

- 4.1 Within the overall staffing entitlement, the sub-formula for calculating management time in secondary schools is  $2.05 \text{ FTE} + 0.0046 \times \text{school roll}$ .
- 4.2 Within the structure points envelope for promoted posts, each structure point will carry an allocation of 0.15 periods based on a 55 minute period design. From the total management time available each promoted post will have a stated minimum management time entitlement in addition to agreed class non-contact time. The balance of the total management periods remaining will be allocated at the discretion of the head teacher in line with the school's planned priorities. The minimum times are shown in appendix 3.
- 4.3 Head teachers will have the discretion from the total staff FTE entitlement to add to the management time of members of staff as head teachers feel appropriate for the efficient management of the school.

#### **5 The school management plan**

- 5.1 The head teacher, after full consultation with his or her staff, should submit to the responsible head of service the plan for the management structure of the school detailing the proposed deployment of the promoted posts. Each plan must ensure that specific responsibility is allocated for each area of the curriculum and for pupil support as indicated in paragraph 3.7.
- 5.2 The management structure of each school must be capable of being implemented within the total number of structure points available. Projected rolls used as the basis for forward planning must be agreed with the responsible head of service.
- 5.3 In some instances there will be insufficient points available to make new appointments identified by the school as a priority. In such cases the school may decide to make temporary appointments until further points become available through natural wastage of posts not in the school plan (see paragraph 2.3). Once a school reaches its maximum allocation of points following a new appointment, no

further new posts can be created until points are available within the envelope allocated.

## **6 Implementation**

In implementing the promoted post structure the following arrangements applied for the transition period August 2004 to July 2006; thereafter arrangements will be continually subject to review.

### **6.1 Head teachers will be appointed as follows:**

- (a) in the initial round the substantive head teacher will be matched in to the head teacher post in the new structure;
- (b) after the initial round all vacant head teacher posts will be advertised concurrently internally within the Council and nationally.

### **6.2 Depute head teachers will be appointed as follows:**

- (a) the substantive formal depute head teacher will be matched in to the formal depute head teacher post as defined in point 1.4 of the job sizing toolkit;  
where a vacancy exists within the agreed complement of depute head teacher posts the post will be advertised concurrently internally within the Council and nationally;
- (b) where the remaining number of depute head teacher posts in the revised structure is greater than the number of substantive depute head teachers remaining in any establishment, the substantive postholders will be matched in to the posts subject to substantive postholders confirming their acceptance of the person and job specifications as job sized;  
any remaining vacancies will be advertised concurrently internally within the Council and nationally;
- (c) where the remaining number of depute head teacher posts in the revised structure is the same as the number of substantive depute head teachers remaining in any establishment the substantive post holders will be matched in to the posts subject to the substantive postholders confirming their acceptance of the person and job specifications as job sized;
- (d) where the remaining number of depute head teacher posts in the revised structure is less than the number of substantive depute head teachers remaining in any establishment the substantive postholders will continue in post and undertake senior management duties within their current contracts and conditions of service until circumstances permit the implementation of the agreed promoted post structure.

6.3 Principal teachers will be appointed as follows:

- (a) in the initial round of appointments, within defined curricular areas of the agreed management structure for the establishment, or within the structure agreed for pupil support, substantive principal teachers will be matched in to the nearest comparable post in the new structure subject to the substantive postholders confirming their acceptance of the job and person specifications as job sized;
- (b)
  - i where the number of new principal teacher posts is greater than the number of substantive principal teachers, substantive postholders will be matched in to the restructured posts subject to the substantive postholders confirming their acceptance of the job and person specifications as job sized;
  - ii where the number of new principal teacher posts is less than the number of substantive principal teachers, substantive postholders will continue in post and undertake all relevant management duties within their current contracts and conditions of service until circumstances permit the implementation of the agreed promoted management structure in question;
- (c) where, after matching in, there are no suitably qualified applicants remaining for restructured posts within the establishment, the post(s) will be advertised concurrently internally within the Council and nationally;
- (d) where surplus principal teacher posts remain, after matching in and/or recruitment has been completed, these retained postholders will undertake defined and complementary management duties within the faculty or on a whole school basis eg development of learning and teaching, appropriate to their status as conserved principal teachers; appropriate management time will be provided to allow the retained postholder to undertake the duties of the post; retained principal teacher posts will not be included in the structure points envelope established for the school and will not be replaced when the retained postholder leaves;
- (e) where partial implementation of agreed promoted post structures would assist the head teacher in addressing more effectively the management tasks required for the efficient working of the establishment, interim appointments on a temporary fixed term basis not exceeding 23 months may be made during the transitional period.

- 6.4 (a) Where current substantive postholders apply for a post, or request to be matched in to a restructured post within their own establishment and the restructured post is at a salary level below the postholder's current salary, their salary will be conserved in accordance with national agreements.

(b) Where current substantive postholders apply for a post or request to be matched in to a restructured post within their own establishment and the restructured post is at a salary level above the postholder's current salary, their current salary will not be conserved but their new salary will be conserved in accordance with national agreements.

6.5 As implementation of this education management circular will largely be devolved to school level, the rate at which posts in new management structures are implemented may vary from school to school.

## **7 Future arrangements**

7.1 The establishment of management structures for each school as described above may be subject to further adjustment by decision of the Council or following national agreements, by the LNCT, as appropriate.

7.2 Progress towards implementing revised structures should be reviewed annually and the structure itself reviewed after five years. Any proposed amendments to the structure outlined in the school management plan should be submitted to the appropriate head of service for prior approval.

Yours sincerely

Executive Director of Community Services

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## Appendix 1

### The minimum promoted post structure as agreed by the Council in February 2003

School	Roll	Teaching staff FTE	Support staff FTE	Total	Principal teacher posts	Depute head teacher posts
Campbeltown GS	575	44.6	11.9	56.5	10	2
Dunoon GS	994	70.6	16.7	87.3	16	3
Hermitage Ac	1447	95.9	20.7	116.6	22	4
Islay High	263	26.6	8.8	35.4	6	1
Lochgilphead HS	502	42.0	10.3	52.3	9	2
Oban High	1070	75.1	14.7	89.8	16	3
Rothesay Ac	443	37.6	10.8	48.4	9	2
Tarbert Ac	147	18.3	7.4	25.7	5	1
Tiree HS	55	12.5	5.4	17.9	3	1
Tobermory HS	167	19.5	7.4	26.9	5	1

## Appendix 2

### Management structure points calculation

<b>McCrone base 28707</b>				
<b>Principal teachers</b>				
Scale point	Salary	Calculation	Points	Structure points
0	28,707	100.0000	100	0
1	31,299	109.0292	109	9
2	32,601	113.5646	114	14
3	33,900	118.0897	118	18
4	35,199	122.6147	123	23
5	36,501	127.6147	127	27
6	37,800	131.6752	132	32
7	39,099	136.2002	136	36
8	40,401	140.7357	141	41

<b>Actual</b>				
<b>Principal teachers</b>				
Scale point	Salary	Calculation	Points	Structure points
0	28,707	100.0000	100	0
1	32,388	112.8227	113	13
2	32,817	114.3171	114	14
3	33,459	116.5535	117	17
4	35,548	120.3470	120	20
5	35,613	124.0569	124	24
6	36,705	127.8608	128	28
7	37,782	131.6125	131	31
8	40,401	140.7357	141	41

<b>Head teachers and deutes</b>				
Scale point	Salary	Calculation	Points	Structure points
1	35,500	123.6632	124	24
2	36,600	127.4950	128	28
3	37,800	131.6752	132	32
4	39,099	136.2002	136	36
5	40,401	140.7357	141	41
6	41,499	144.5606	145	45
7	42,699	148.7407	149	49
8	43,899	152.9209	153	53
9	45,099	157.1011	157	57
10	46,299	161.2812	161	61
11	48,300	168.2516	168	68
12	50,301	175.2221	175	75
13	52,299	182.1820	182	82
14	54,300	189.1525	189	89
15	57,300	199.6029	199	99
16	60,300	210.0533	210	110
17	63,300	220.5037	220	120
18	66,300	230.9541	231	131
19	69,300	241.4045	241	141

<b>Head teachers and deutes</b>				
Scale point	Salary	Calculation	Points	Structure points
1	35,565	123.8896	124	24
2	36,411	126.8367	127	27
3	37,263	129.8046	130	30
4	38,964	135.7300	136	36
5	39,810	138.6770	139	39
6	40,656	141.6240	142	42
7	41,508	144.5919	145	45
8	42,369	147.5912	148	48
9	43,389	151.1443	151	51
10	44,814	156.1083	156	56
11	46,218	160.9991	160	60
12	47,640	165.9526	166	66
13	49,053	170.8747	171	71
14	50,469	175.8073	176	76
15	51,888	180.7503	181	81
16	54,714	190.5946	191	91
17	58,962	205.3924	205	105
18	61,797	215.2681	216	116
19	64,263	223.8583	224	124

### Appendix 3

#### Minimum management time entitlement

<b>Principal teachers</b>			
Scale point	Structure points	Management time (structure points x 0.15)	Periods
1	9	1.35	1
2	14	2.10	2
3	18	2.70	3
4	23	3.45	3
5	27	4.05	4
6	32	4.80	5
7	26	5.40	5
8	41	6.15	6

<b>Head teachers and deposes</b>			
Scale point	Structure points	Management time (structure points x 0.15)	Periods
1	24	3.60	4
2	28	4.20	4
3	32	4.80	5
4	36	5.40	5
5	41	6.15	6
6	45	6.75	7
7	49	7.35	7
8	53	7.95	8
9	57	8.55	9
10	61	9.15	9
11	68	10.20	10
12	75	11.25	11
13	82	12.30	12
14	89	13.35	13
15	99	14.85	15
16	110	16.50	17
17	120	18.00	18
18	131	19.65	20
19	141	21.15	21