

## ABERDEEN CITY COUNCIL

---

|                 |   |
|-----------------|---|
| COMMITTEE       | <b>Education, Culture and Sport</b>                                 |
| DATE            | <b>24<sup>th</sup> March 2011</b>                                   |
| DIRECTOR        | <b>Annette Bruton</b>   |
| TITLE OF REPORT | <b>Single Management Structure for Kincorth and Torry Academies</b> |
| REPORT NUMBER   | <b>ECS/11/019</b>   |

---

### **1. PURPOSE OF REPORT**

To provide information to allow members to consider the benefits and disadvantages of a single integrated management structure for Kincorth and Torry Academies.

### **2. RECOMMENDATION(S)**

It is recommended that Committee instructs officers to continue to encourage joint working practices between Kincorth and Torry Academies in preparation for a unified school and, in the interim, retain existing independent management structures at the two schools.

### **3. FINANCIAL IMPLICATIONS**

There are no significant financial implications as a result of the recommendation.

The financial implications of a decision to implement a single management structure are outlined below.

### **4. OTHER IMPLICATIONS**

Legal – the proposal to bring the two management structures together would result in a highly unusual structure within local authority managed secondary schools in Scotland.

Regulation 4 of the Parental Involvement in Head Teacher and Deputy Headteacher Appointment (Scotland) Regulations 2007 require an education authority, when preparing (a) strategies and (b) job or person specifications in relation to making a relevant appointment, to consult

with any Parent Council established for that school to which a relevant appointment is to be made, and must have regard to the views of that Parent Council when preparing any strategies and specifications.

Resource – there are no additional resource implications associated with this proposal.

Personnel - the main implications on resources are the staffing issues detailed above. It may prove challenging to recruit to posts under these arrangements.

Property - there are no additional property implications associated with this proposal.

Equipment - there are no additional equipment implications associated with this proposal.

Sustainability - there are no additional sustainability implications associated with this proposal.

Environmental – there may be minor negative impact on the environment due to increased travel by promoted staff between the two schools.

Health and safety – there may be minor negative Health and Safety implications due to increased travel by promoted staff between the two schools.

Policy implications - there are no policy implications associated with this proposal.

Risks – there are significant adverse outcomes should the proposal to implement a single integrated management structure for Kincorth and Torry Academies be implemented, as described above.

## 5. BACKGROUND/MAIN ISSUES

The Special Meeting of Education, Culture and Sport Committee on 28<sup>th</sup> October 2010 resolved (iii) (d) to instruct officers to bring a further report to this Committee as soon as possible for discussion of a single management structure, to include financial implications.

There are two main elements to this proposal.

(i) **Educational benefit:** Education, Culture and Sport Committee resolved in October, 2010 to instruct officers as soon as practicable to fully develop the proposal to replace Torry Academy and Kincorth Academy with one single larger school of up to 1,300 capacity on an appropriate site to accommodate all existing secondary pupils and any

pupils generated by the development proposed at Loirston. However, no specific timescale was identified.

Both existing secondary schools are currently working together to provide an enhanced range of subject choices for pupils, particularly in the upper stages.

This has resulted in joint working on curricular issues and it is proposed that to enhance this to include policy and procedure development, consideration of joint appointments across the two schools and in-service involving staff from both schools.

This way of working would have significant benefits for both schools in the short term as well as assisting with preparation for a single, new school.

However, it is proposed that the management structures remain independent at this stage due to the complexity of operating two schools on two sites.

**(ii) Budgetary:** The promoted elements of annual staffing costs (management costs) at the two academies are currently:

|                  |          |
|------------------|----------|
| Kincorth Academy | £325,127 |
| Torry Academy    | £284,237 |
| Total            | £609,364 |

Establishment of a single management structure would require sufficient management entitlement based upon, amongst other factors, the combined roll of the two schools.

The estimated roll is likely to be approximately 1130 pupils.

The management structure would have to reflect the requirements of the school and there are a number of different models which could be implemented.

The most likely model would be composed of a Head Teacher, a number of Depute Head Teachers, Curriculum Faculty Leaders and Principal Teachers of Guidance/Supporting Learners.

The precise configuration of these posts would be dependent upon their Job Description and hence outcome of job-sizing.

It is, however, reasonable to assume the following model would be one possible structure which would meet the needs of a school of 1130 pupils.

1 x HT  
4 x DHT

8 x Curriculum Faculty Leaders  
4 x PT (G/SL)

Costs of new management structure if everyone was being paid the job sized salary for the post, at 2011/12 salary levels and including 27% on costs, are

Kincorth £223,910  
Torry £201,038  
Total £424,948

In each of these schools there are a number of staff on conserved salaries. The estimated cost of promoted post payments for 2011/12 would be

Kincorth £310,842  
Torry £254,998  
Total £565,840

The overall headline saving would therefore be of the order of **£43,524**.

It would be likely, however, that as a result of operating over two sites, additional responsibility payments would be required for staff as well as additional staffing for main grade teachers as travelling time or addition to core staffing would be required.

This is likely to cancel out potential savings, particularly in years 1 to 3 due to potential conservation of salary for promoted staff who are not appointed to posts under whichever revised structure is put in place.

## 6. IMPACT

Corporate – The recommendation to continue to encourage joint working practices between Kincorth and Torry Academies in preparation for a unified school articulates with the Education, Culture and Sport Service Plan and in particular to the development of a sustainable learning estate.

It also relates to the following aspect of the five year business plan:  
*'Focus investment for long term sustainable economic growth of the city and surrounding area:*

*- use council owned assets, including land, schools and other buildings, to help build more affordable housing, to change the shape of delivery of education, culture and leisure facilities and create better and more sustainable neighbourhoods'.*

Public – There is likely to be significant public interest in this issue, particularly in the Kincorth and Torry areas of the city. Both communities have strong local identities and there may be a perception that the proposal to implement a single integrated management

structure for Kincorth and Torry Academies might lead to the closure of one or other school in the near future.

There is a general acceptance of the financial and educational benefits in providing a new replacement secondary school of for all pupils living south of the River Dee. Education, Culture and Sport Committee resolved in October 2010 to instruct officers as soon as practicable to fully develop the proposal to replace Torry Academy and Kincorth Academy with one single larger school of up to 1,300 capacity on an appropriate site to accommodate all existing secondary pupils and any pupils generated by the development proposed at Loirston (resolution (c) (v)).

It is acknowledged that there are significant issues surrounding the condition, suitability, running costs and occupancy rates of the two schools, including projected pupil numbers. Consortium arrangements exist to address issues of curricular choice.

An Equality and Human Rights Impact Assessment would be carried out if members resolved to progress with the proposal to implement a single integrated management structure for Kincorth and Torry Academies.

## **7. BACKGROUND PAPERS**

Printed minutes of the Special Meeting, Education, Culture and Sport Committee on Thursday, 28th October, 2010.

## **8. REPORT AUTHOR DETAILS**

Derek Samson  
Service Manager – Schools (12-18) and Curriculum  
[dsamson@aberdeencity.gov.uk](mailto:dsamson@aberdeencity.gov.uk)  
(52)3187