



## LNCT 09 – Management Structures in Primary Schools

**December 2018**

This agreement is the result of extensive negotiations between the Directorate and the Teacher Trade Unions. The agreement fully recognises the collegiate style of management, involving all staff, which should exist in all establishments.

### **Rationale for structural change**

The management structure in a school provides a framework within which the various responsibilities of teachers can be effectively undertaken. This structure should support school, local authority and national priorities.

Schools are responsible for implementing a social as well as an educational agenda. Therefore, as well as creating a structure which supports the management of teaching and learning, there also has to be a management structure to provide for the pastoral support of young people and staff.

### **Senior Management Team**

The Senior Management Team (SMT) within a school has overall responsibility for the strategic and operational management of the school.

Given the responsibilities of the post of Depute Head Teacher (DHT), it is agreed that there should only be one post of DHT in each primary school. However, it is also agreed that all schools, regardless of size, should have a DHT appointed in order to ensure that there is a clear line of accountability in the event of the Head Teacher (HT) being out of school. Schools that are entitled to further promoted posts shall have these filled using the grade of Principal Teacher (PT).

Where the roll of a school is in excess of 500, an additional post of DHT may be authorised by the Director of Education, Communities and Organisational Development. Where an additional DHT post is authorised by the Director, the management time allocated to this post will be determined by the number of pupils over 500.

All existing permanent DHT post holders will remain in post. Temporary promoted staff who are supernumerary in terms of the agreed structure will revert to their previous positions.

When a vacancy occurs which takes the school below its allocation of SMT members, the authority may choose to fill this post with any relevant surplus DHTs in other schools. Where this is not applicable then the post will be advertised nationally.

As new posts are created they will be job-sized to determine the appropriate level of salary.

## **Middle Management Structure**

### **The Role of the Principal Teacher (PT)**

The post of PT in the primary will have a key role to play in the operational management of the school. As well as contributing to the general direction of the school, the PT is a key person in ensuring that ideas are turned into practice through the staff for whom they have responsibility. Following discussions with the post holder, it will be for the HT to determine the specific duties and responsibilities allocated to individual post holders within the context of the SNCT Handbook [Part 2, section 2](#).

## Allocation of Management Posts

This table shows the structure to be used within schools.

Where the roll of the school is in excess of 500, and an additional DHT post has been authorised by the Director, it will be for the Director to decide whether a fourth PT post is also authorised.

POST	ROLL
HT	All
DHT	All
PT1	250 – 350
PT2	351 – 450
PT3	451 – 500
PT4	500+

## Allocation of Management Time

Time, over and above the normal non-class contact time for teachers, is clearly required to carry out the management duties attached to a promoted post and time may also be allocated to allow a member of staff to carry out some additional duties.

This table shows the allocation of management time for DHTs and PTs.

ROLL	DHT	PT
Less than 250	0.2 FTE	N/A
250 – 300	0.3 FTE	0.1 FTE
351 – 400	0.4 FTE	0.1 FTE
451 – 500	0.5 FTE	0.1 FTE
500+	0.6 FTE	0.1 FTE

Management time will require to be ring-fenced by HTs.

In order to determine a school's entitlement to management time the authority will base its planning on maximum class sizes and the minimum number of classes that can be formed.

The authority will develop a staffing model based on:

School roll

Number of stages

Number of classes

Total management time required

Non-class contact time

## **Conclusion**

For the purposes of calculating each school's entitlement to promoted posts the roll taken account of will normally be the roll as at the national census date of the current session and the school's agreed projected roll for the two following sessions.

If the entitlement to any particular post is not expected to last for more than two years, the post will be filled on a temporary basis with applications being invited in the first instance from teachers employed within the school where the vacancy arises.

The authority will provide appropriate Career Long Professional Learning for HTs, DHTs and PTs.