

February 2026

LNCT Agreement

Shetland Islands Council

Shared Management Guidelines for Shetland Schools

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1. Rationale

- 1.1. Shared Management arrangements play an important role in the suite of management options across the learning estate.
- 1.2. Shared Management can help build consistency, sustainability and efficiency in schools, particularly those in very remote and island locations where recruitment into posts, not just that of the Headteacher, can be challenging.
- 1.3. Shared Management can also serve to ensure that teachers are employed by the authority in accordance with the Working Year and Working Week as outlined in the SNCT conditions of service.
- 1.4. While it is recognised that Shared Management is not the answer in all cases, the Education and Learning Service believes that Shared Management can achieve efficient and effective school organisation whilst sustaining high quality learning and teaching.

2. Features of Shared Management

- 2.1. Less need for supply teachers which enhances the continuity of staffing and more consistent teaching input.
- 2.2. More effective school management and administration duties, avoiding duplication.
- 2.3. Greater opportunity for the Headteacher to quality assure learning teaching and assessment, and other key indicators, across the Schools.
- 2.4. Increased levels of support for staff, including the Headteacher, due to a wider staff base.
- 2.5. Shared resources and expertise, including increased opportunities for professional development and collaboration across schools.
- 2.6. Increased pupil collaboration and social interaction for children as well as an improved quality of experience overall.

3. Principles of Shared Management

The following principles for Shared Management should be adhered to:

- 3.1. Models of Shared Management of schools may be different in different areas of Shetland, depending on local variations.

- 3.2. The Headteacher of two or more schools will have the title of Headteacher for (named schools). The main duties of a Headteacher are set out in The National Scheme of Salaries and Conditions of Service for Teachers and Associated Professionals.
- 3.3. For administrative purposes, the Headteacher will normally be based in the larger of the schools.
- 3.4. As far as is practicably possible, the amount of management time spent in each school should be directly proportionate to the size of the school.
- 3.5. The Headteacher will be responsible for the management functions of all of the schools, including the fulfilment of the Building Manager role and the Budget Responsible Officer function.
- 3.6. A Principal Teacher will be appointed to a school in the Shared Management model. The Principal Teacher will have no less than 0.1FTE allocation of management time. Where the Principal Teacher is the ELC registered manager, an additional 0.05FTE management time is allocated.
- 3.7. The responsibilities of a Principal Teacher in Shared Management circumstances are outlined in section 7.
- 3.8. The responsibilities of a Headteacher who manages more than one school remain the same as for those of a single school.

4. Triggers

- 4.1. The most common trigger for considering Shared Management is when a teaching Headteacher indicates their intention to resign or retire.
- 4.2. However, the following circumstances may also act as triggers:
 - 4.2.1. Where school rolls are projected to fall.
 - 4.2.2. Where simultaneous vacancies in two schools result in consideration for Shared Management.
 - 4.2.3. Where Shared Management is a cost-effective way of maintaining service delivery.
 - 4.2.4. Any other reason which results in a vacancy in a Shared Management school.

5. Consultation Process

- 5.1. The Director of Children's Services will instruct the Chief Education Officer / Executive Manager for Education and Learning to initiate the consultation process.

- 5.2. A letter will be shared with the relevant Councillor/s and Joint Secretaries of LNCT to communicate the intention to move to a Shared Management arrangement.
- 5.3. The Chief Education Officer / Executive Manager for Education and Learning will work with the link Quality Improvement Officer to establish a timetable for consultation.
- 5.4. The link Quality Improvement Officer for each school will initiate consultation with staff, parents and carers (through the Parent Council Chair) and pupils of the schools. Consultation methods may include digital surveys, focus groups etc as deemed appropriate.
- 5.5. The results of the consultation will be summarised into a proposal which will be shared with Joint Secretaries of LNCT for comment before being shared with the Director of Children's Services.
- 5.6. The Director of Children's Services will decide on the proposal and will communicate this with staff from both schools, parents and carers from both schools, relevant Councillor/s and the Joint Secretaries of LNCT.
- 5.7. The Principles of Shared Management in Shetland, as outlined in section 3, will then apply.
- 5.8. If the proposal is rejected, the Director of Children's Services will require the Chief Education Officer / Executive Manager for Education and Learning to report on the alternative options.

6. Monitoring

- 6.1. The Education and Learning Team shall provide support and challenge to secure improvement in all Shetland's schools, regardless of their management arrangements, through the delivery of the Quality Improvement Framework.
- 6.2. Consideration of the roles and responsibilities within a Shared Management arrangement should influence the way in which the Quality Improvement Framework is implemented. This is with particular reference to how school support visits, school improvement visits, team improvement visits and thematic visits are arranged.

7. Responsibilities of a Principal Teacher in a Shared Management Arrangement

- 7.1. Subject to the policies and practice of Shetland Islands Council and SNCT (section 2.10.2), the duties of the Principal Teacher in a Shared Management arrangement are to perform such tasks as the Headteacher shall direct, having reasonable regard to overall workload related to the following categories, to:

- 7.1.1. Lead, manage and support the work of colleagues providing strategic direction and guidance as necessary;
- 7.1.2. Lead curriculum development and quality assurance;
- 7.1.3. Contribute to the development of school policy and where required, lead, implement and manage whole school policies;
- 7.1.4. Review and support professional needs, and performance of colleagues through career-long professional learning;
- 7.1.5. Support the Headteacher to make a local decision in the event of emergencies, e.g. school closures and co-ordinate communication where required;
- 7.1.6. Ensuring good communication with the Headteacher to ensure effective running of the school;
- 7.1.7. Responsibility for safeguarding and health and safety in the absence of the Headteacher;
- 7.1.8. Administration duties as required, e.g. organising trips.

- 7.2. This is in addition to any duties of a teacher that may apply.

- 7.3. Where the Principal Teacher is fulfilling the ELC Manager role, carry out the duties of the registered manager where agreed.

8. Responsibilities of a Headteacher in a Shared Management Arrangement

- 8.1. The role of the Headteacher is to promote high quality learning and teaching to secure improved educational outcomes for the benefit of pupils and the community, under the direction of the local Council. Headteachers have a corporate responsibility to contribute to an agenda of ongoing improvement in their school and across their Council area. The duties of the Headteacher are to:

- 8.1.1. Provide leadership, effective management and strategic direction to the school;
- 8.1.2. Promote high expectations and standards through the provision of professional advice, reviewing professional needs and performance, and supporting continuous professional development of colleagues;
- 8.1.3. Take responsibility for providing strategic leadership for curriculum development, learning and teaching and meeting learners' needs;
- 8.1.4. Take overall responsibility for improvement planning and quality assurance;

- 8.1.5. Act as adviser to the Parent Council and to participate in the selection and appointment of the staff of the school;
- 8.1.6. Work in partnership with parents, other professionals, agencies and other schools; and
- 8.1.7. Take overall responsibility for the management of health, safety and well-being.