

From: [redacted]
Sent: 12 April 2018 16:58
To: [redacted] Hamilton G (Gillian) [redacted]; [redacted]
Subject: Headteacher Recruitment Working Group Thursday 19 April 2018

Headteacher Recruitment Working Group Members

Please find attached a copy of the papers for the next meeting taking place on Thursday 19 April from 09.30 – 12.30 in Conference Room 3, Victoria Quay, Edinburgh, EH6 6QQ.



2. - HT

Recruitment Wo...



2.1 - HT

Recruitment Wo...



2.2 - HT

Recruitment Wo...



2.2.1 - HT

Recruitment Wo...



2.2.2 - HT

Recruitment Wo...



2.3 - HT

Recruitment Wo...



2.4 - Career

Pathways Paper ...



2.5 - HT

Recruitment Wo...



2.6 - HT

Recruitment Wo...



2.6.1 - HT

Recruitment Wo...

If you are unable to attend the meeting or will be sending a substitute then please could you let me know.

Regards

[redacted]
Policy Officer

Teacher Education and Leadership Unit, Learning Directorate, 2B North, Victoria Quay, EH66QQ
[redacted]

Headteacher Recruitment Working Group Meeting
 Thursday 19 April 2018, 09.30 – 12.30
 Conference Room 3/Napier, Victoria Quay, Edinburgh, EH6 6QQ

Agenda

Item	Topic	Lead	Paper
[redacted – out of scope]	[redacted – out of scope]	[redacted]	[redacted – out of scope]
[redacted – out of scope]	[redacted – out of scope]	[redacted]	[redacted – out of scope]
[redacted – out of scope]	[redacted – out of scope]	[redacted]	[redacted – out of scope]
[redacted – out of scope]	[redacted – out of scope]	[redacted]	[redacted – out of scope]
[redacted – out of scope]	[redacted – out of scope]	[redacted]	[redacted – out of scope]
7	Accelerated Leadership Development	Christine Forde	
[redacted – out of scope]	[redacted – out of scope]	[redacted]	[redacted – out of scope]
[redacted – out of scope]	[redacted – out of scope]	[redacted]	[redacted – out of scope]
[redacted – out of scope]	[redacted – out of scope]	[redacted]	[redacted – out of scope]

From: [redacted]

Sent: 21 May 2018 13:30

To: [redacted] Hamilton G (Gillian) [redacted]; [redacted] Hicks C (Clare) [redacted]

Subject: Headteacher Recruitment Working Group - Minute of Meeting

Members

Please find attached a copy of the minute from Aprils meeting, if you have any amendments or additions, please let me know. An updated action plan has been attached for information.



3 1 - HT
Recruitment Wo...



HT Recruitment
Working Group ...

I look forward to seeing you all again in June but if you have any queries about the group before then, please get in touch.

Best regards,

[redacted]

Policy Officer

Teacher Education & Leadership Unit, Scottish Government

[redacted]

**Headteacher Recruitment Working Group Meeting
Thursday 19 April 2018
Note of Meeting**

1. Welcome, Introductions and Apologies

Kathy welcomed Professor Christine Forde, SCEL Associate and Kelly Ireland, Scottish Government to the meeting as secretariat support for the Group.

Attendees

Terry Lanagan, Association of Directors of Education
Michael Wood, Association of Directors of Education
Sharon Faulkner, Society of Personnel and Development Scotland
Greg Dempster (deputising for Robert Hair), Association of Heads and Deputies
Gillian Hamilton, Education Scotland/SCEL
Lesley Whelan, Education Scotland/SCEL
Louise Wilson, Educational Institute of Scotland
Jim Thewliss, School Leaders Scotland
Jack Nellaney, Scottish Catholic Education Service
Fiona Dalziel (deputising for Seamus Season), SSTA
David Roy, Stephanie Walsh, Shirley Anderson, Kelly Ireland, Scottish Government

Apologies

Richard Bell, NASUWT
Sheena Devlin, Association of Directors of Education
Dougie Atkinson, Voice
Ken Muir, General Teaching Council for Scotland

[redacted – out of scope]

7. Accelerated Leadership Development

Gillian introduced Christine Forde to the group and invited her to speak to her paper on Accelerated Leadership. The paper highlighted the need to develop a supported “pipeline of talent” to ensure sufficient leaders of the future. There was general agreement that whilst there has been significant progress in the support for aspiring and existing headteachers through SCEL programmes, it would be necessary to build upon this to increase build confidence and lower the hurdles for staff to progress into headship posts. Talent spotting at an early stage in a teacher’s career accompanied by a supported package of opportunities/experiences should be developed to enhance further career development.

The group agreed that there was a need to consider how we might build on the existing scaffolding to support aspiring and existing headteachers

Action Point – SCEL, SG and SPDS agreed to work together to develop what the architecture of a career pathway to leadership programme might look like. to develop the accelerated learning paper and output of discussion and consider connections with current programmes and opportunities.

[redacted – out of scope].

Action Point – SCEL, SG and SPDS agreed to work together to develop what the architecture of a career pathway to leadership programme might look like. to develop the accelerated learning paper and output of discussion and consider connections with current programmes and opportunities.

[redacted – out of scope].

From: [redacted]
Sent: 26 July 2018 13:37
To: [redacted]

Subject: Headteacher Recruitment Sub Group - Career Pathway to Leadership -
Agenda - 2 Aug 1400

Good Afternoon

Please find attached an agenda for the meeting taking place next Thursday. Can you please ask for [redacted] on arrival to VQ.

Thanks, [redacted]

Headteacher Recruitment Working Group Sub Meeting

Clear Pathway to Headship

Thursday 2 August 10.00 – 12.00, 2B-54

Agenda

Item	Topic	Lead
1	Welcome and purpose of meeting	David Roy
2	Discussion - Pathway to Headship programme	All
3	Next steps	All

Attendee's

David Roy, Scottish Government

Stephanie Walsh, Scottish Government

Clare Furze/Shirley Anderson, Scottish Government

Gillian Hamilton, Education Scotland

Lesley Whelan, Education Scotland

Sharon Faulkner, Society of Personnel and Development Scotland

Terry Lanagan, Association of Directors of Education

From: [redacted]
Sent: 17 August 2018 11:39
To: Hicks C (Clare) [redacted]
Cc: [redacted]

Subject: Accelerated routes to Headship

Clare

As discussed at the meeting earlier attached is the draft fast track paper.

Thanks
[redacted]
Policy Officer

*Teacher Education and Leadership Unit, Learning Directorate, 2B North, Victoria Quay,
EH66QQ*
[redacted]

From: [redacted]
Sent: 17 August 2018 11:34
To: Hamilton G (Gillian) [redacted] [redacted]
Subject: Accelerated Route to Headship

Colleagues

Further to our discussion on 2 August we have developed the attached paper for consideration at the next Recruitment Working Group meeting. We would appreciate your comments/amends and in particular assistance with the case studies annex.

If you could provide a response by 24 August that would be helpful.

Regards
[redacted]

[redacted]
Policy Officer

*Teacher Education and Leadership Unit, Learning Directorate, 2B North, Victoria Quay,
EH66QQ*
[redacted]

From: [redacted]

Sent: 03 September 2018 13:42

To: [redacted]

Hamilton G (Gillian) [redacted]; [redacted]

Subject: Headteacher Recruitment Working Group , Thursday 6 September 2018

Dear Working Group Members

Please find attached the agenda and papers for the Headteacher Recruitment Working Group on Thursday 6 September at 1400. Paper 4.2 will be presented at the meeting.

For those who are unable to attend the meeting, it would be helpful if comments on the final report and accelerated route to headship could be submitted to myself by Thursday.

See you all Thursday.

[redacted]

Learning Directorate: Workforce, Infrastructure and Reform Division

2B North, Victoria Quay, Edinburgh, EH6 6QQ

[redacted]

My working Days are Mon 09.00 – 12.00 and Tues – Thur.

Headteacher Recruitment Working Group Meeting

Thursday 6 September at 1400

2D-44, Victoria Quay, Edinburgh, EH6 6QQ

Agenda

Item	Topic	Lead	Paper
[redacted – out of scope].	[redacted – out of scope].	[redacted]	[redacted – out of scope].
[redacted – out of scope].	[redacted – out of scope].	[redacted]	[redacted – out of scope].
[redacted – out of scope].	[redacted – out of scope].	[redacted]	[redacted – out of scope].
4	Accelerated route to headship	Terry Lanagan	4.3
[redacted – out of scope].	[redacted – out of scope].	[redacted]	[redacted – out of scope].
[redacted – out of scope].	[redacted – out of scope].	[redacted]	[redacted – out of scope].

From: [redacted]

Sent: 07 September 2018 16:16

To: [redacted] Hamilton G (Gillian) [redacted]; [redacted] Hicks C (Clare) [redacted] [redacted]

Subject: SBTE Agenda & Papers 12 September

Colleagues

Please find attached the agenda and papers for the next meeting of the SBTE. The meeting is scheduled for Wednesday 12 September at 2.30 pm in **Larkhall Academy in South Lanarkshire** (details below).

I would be grateful if you could let me know whether or not you will be attending this meeting.

Address of venue

Larkhall Academy
Broomhill Road
Larkhall
South Lanarkshire
ML9 1QN
Tel 01698 552170

Directions to the school can be found at this link <http://www.larkhall.s-lanark.sch.uk/Contact-Us/>

Parking is not available at the school. However, free parking is available at the Park and Ride at Larkhall Rail Station (5 minutes' walk from the School) and also in the Leisure Centre directly across from the School.

Trains run frequently from Glasgow Central to Larkhall Rail Station and take about 40 minutes.

The meeting will be held in the School Library and colleagues should report to the Reception on arrival.

[redacted]
Teacher Education & Leadership Unit
Scottish Government
Victoria Quay
Edinburgh
EH6 6QQ
[redacted]

SBTE/11/01

**STRATEGIC BOARD FOR TEACHER EDUCATION : MEETING 11
WEDNESDAY 12 SEPTEMBER 2018: 2.30 PM – 4.30 PM
LARKHALL ACADEMY, BROOMHILL ROAD, LARKHALL, ML9 1QN**

AGENDA

[redacted – out of scope].

Report from the Headteacher Recruitment Working Group (SBTE/11/03)
and for information 'Supporting paper on accelerated route to headship'
(SBTE/11/03 a)

[redacted – out of scope].

**Secretariat
September 2018**

From: [redacted].

Sent: 10 September 2018 17:14

To: [redacted]

dHamilton G (Gillian) [redacted] _[redacted]

Subject: RE: Headteacher Recruitment Working Group , Thursday 6 September 2018

Dear Working Group Members

Please find attached a copy of the Working Group's final report and the Routes to Headship paper which have both been submitted for discussion at the SBTE meeting on 12 September. Many thanks for your input and comments at last week's Working Group meeting which have been reflected in the papers.

Regards

[redacted]

Policy Officer

*Teacher Education and Leadership Unit, Learning Directorate, 2B North, Victoria Quay,
EH66QQ*

[redacted]

From: [redacted]

Sent: 30 October 2018 12:26

To: Deputy First Minister and Cabinet Secretary for Education and Skills [redacted]

Cc: Minister for Children and Young People [redacted]; Minister for Further Education, Higher Education and Science [redacted] DG Education, Communities & Justice [redacted] Robertson FMG (Fiona) (Director of Learning) [redacted] Griffin J (Joe) [redacted] Hicks C (Clare) [redacted] Bruce A (Andrew) [redacted] [redacted] ; Hamilton G (Gillian) [redacted] [redacted]

Subject: RE: Headteacher Recruitment Working Group - Report and Recommendations

Hi [redacted]

This can proceed to publication.

The DFM has commented that we need to work hard to get a newsworthy line on this.

Thanks

[redacted]

From: [redacted]

Sent: 12 October 2018 12:09

To: Deputy First Minister and Cabinet Secretary for Education and Skills [redacted]

Cc: Minister for Children and Young People [redacted] Minister for Further Education, Higher Education and Science [redacted] DG Education, Communities & Justice [redacted] Robertson FMG (Fiona) (Director of Learning) [redacted] Griffin J (Joe) [redacted] Hicks C (Clare) [redacted] Bruce A (Andrew) [redacted] [redacted] McAllister C (Colin) [redacted] [redacted]

Subject: Headteacher Recruitment Working Group - Report and Recommendations

PS/DFM

Please find attached a submission inviting the DFM to note the report and recommendations of the Headteacher Recruitment Working Group. I have attached Annex B (the full report) of the submission separately as it is 17 pages along with the Routes to Headship Paper (31 pages).

Thanks

[redacted]

Policy Officer

*Teacher Education and Leadership Unit, Learning Directorate, 2B North, Victoria Quay,
EH66QQ*

[redacted]

From: [redacted]
Learning Directorate
12 October 2018

Deputy First Minister and Cabinet Secretary for Education and Skills

HEADTEACHER RECRUITMENT WORKING GROUP – PUBLICATION OF REPORT AND RECOMMENDATIONS

Purpose

1. To inform you of the recommendations of the Headteacher Recruitment Working Group and to ask you to note the publication of the Group's report on the Scottish Government website.

Priority

2. Routine.

Background

3. The Headteacher Recruitment Working Group was established by the Strategic Board for Teacher Education (SBTE) in 2016 to take forward actions in response to the Association of Directors of Education in Scotland (ADES)'s report on the recruitment of headteachers in Scotland which had been commissioned by the Scottish Government. The group has been jointly chaired by the Convention of Scottish Local Authorities (COSLA) and the Scottish Government with membership drawn from organisations represented on the SBTE including trade unions, headteachers representatives, the GTCS and Education Scotland/SCEL.

4. The Group's considerations were stalled in June 2017 with the publication of *Next Steps* which set out plans for significant reforms to the education system including the introduction of a Headteachers' Charter. The breadth of the Group's work has overlapped with and connects to a number of the Next Steps commitments.

5. The Group reconvened earlier this year and after four meetings have concluded their deliberations with its report being presented to and endorsed by the SBTE on 12 September.

Working Group Report

6. The report summarises the Working Group's consideration of the issues relating to the recruitment and retention of headteachers highlighted in the ADES report, and reports progress on actions already being taken forward by partners. The apparent reduction in the attractiveness of the role of headteacher is a complex societal issue and the Working Group felt the solutions, in some cases, were beyond their control and that of the education system. However, the report and its recommendations represent a clear attempt by a range of key partners to take shared action to increase the attractiveness of the role and increase the number of teachers willing to become headteachers.

7. The Group have agreed 13 recommendations which are included along with a summary of the Report's findings at **Annex A** with the full Report at **Annex B**.

Route to Headship

8. You will also wish to be aware that we further asked the Headteacher Recruitment Working Group to consider and provide advice on the following commitment from the Next Steps publication:-

'We will develop a mechanism to identify aspiring headteachers early in their career and develop a programme of professional learning and work experiences to lead them to the Into Headship course – this will provide a fast-track leadership route for talented teachers providing a clear pathway to headship'

9. The Working Group's discussions were informed by a scoping paper from Professor Christine Forde of Glasgow University which explored fast-track leadership schemes across the public sector. This has been a difficult discussion as number of the Group's members including the headteacher representatives and professional organisations expressed objections to the concept of the development of fast-tracking teachers to headship and argued that such a scheme would not best meet the needs of the teaching profession in Scotland.

10. The Group undertook some further consideration of the matter and this is explored in the Routes to Headship paper that we propose publishing alongside the Working Group's Report. The paper sets out a suggested approach to delivering additional leadership development opportunities that would allow teachers to specifically build towards the qualification for headship. The paper explores leadership development involving three components.

11. The first *component being High quality and well-informed professional dialogue between teachers and managers* which emphasises the importance of Professional Review and Development (PRD) as a central component to supporting leadership development opportunities and that this should be a safe place to talk about an individual's immediate and long term career aspirations if desired.

12. *Breadth of experience* is the second component noting that traditionally teachers spend a long time in one role and more needs to be done to encourage and facilitate teachers and middle leaders to seek roles in schools serving different communities e.g. schools with different leadership structures and styles, schools of different sizes and roles that would offer different pedagogical opportunities.

13. The third component is *learning from experienced leaders*. The Group discussed the benefits to aspiring leaders of discussing current challenges and aspirations with someone outwith the line management chain and the positive impact of hearing about others' personal experiences and understanding how leaders reached their decisions. The Group noted that initial work to embed coaching approaches had typically focused on those who are either already in or very near to headship roles and while this was justifiable it was important to think about an individual's journey to headship. It is suggested that teachers aspiring to leadership roles in the longer term could also benefit from high quality coaching and mentoring to support their leadership development. The recommendations associated with each component have been integrated into Theme One of the Working Group's Report.

14. You will wish to note that while the work with partners will not in itself provide a defined 'fast-track' route to headship the discussions undertaken and the actions required by all partners demonstrates progress towards the commitment. They will provide a breadth of opportunities for teachers supporting the early identification of talent and progression for individuals into leadership roles.

Publication and implementation

15. The intention is to publish the report on the Scottish Government website by the end of October and we are in discussion with communications to identify opportunities for publicising the actions. Communications have suggested it could be part of your next article in TESS which is due at the end of this month and that [redacted] would be keen on sight of the report.

16. We will continue to work with partners to take forward and implement the 13 recommendations in the Working Group's Report. Improving headteacher recruitment and retention is a priority for all partners and there is a shared commitment to taking forward this work under the governance of the Strategic Board for Teacher Education.

Recommendation

17. You are invited to note the recommendations within the Headteacher Recruitment Working Group Report and the intention that the report is published on the Scottish Government website.

[redacted]
Learning Directorate
Ext [redacted]
12 October 2018

Copy List:	For Action	For Comments	For Information		
			Portfolio Interest	Constituent Interest	General Awareness
Minister for Children and Young People Minister for Further Education, Higher Education and Science			X X		

DG Education, Communities & Justice
 Fiona Robertson
 Joe Griffin
 Clare Hicks
 Andy Bruce
 [redacted]
 Gillian Hamilton
 [redacted]
 Colin McAllister
 [redacted]
 Communication DFM and Education

Summary of Findings

The report outlines the policy context and groups the findings and recommendations into 4 themes.

Theme 1 - Career Pathways and Preparation for Headship

1. The Working Group believe that more work needs to be done at local authority level to ensure that participation rates reflect the anticipated need for headteachers across all sectors. Local authorities are urged to give greater consideration to the implications of the mandatory headship qualification for their workforce and in particular to identify and support primary teachers with the potential to take the step to headship. It is more important than ever for local authorities to consider succession planning for headteacher posts.
2. The Group were of the view that the current flattened career structure for teachers does not necessarily support the easy identification of individuals with leadership experience and the potential to progress to headship. This led to the development of the Routes to Headship paper to be published alongside the Working Group Report.
3. It was felt that Professional Review and Development (PRD) must be a central component of accelerated leadership development, and welcomed the General Teaching Council for Scotland's (GTCS) intention to update the PRD guidance during the coming year, along with the work underway to update the Professional Standards. The unavoidable tension between the concept of accelerated leadership development and the need for individuals to have significant classroom and leadership experience under their belts before embarking on headship was discussed.
4. The group felt that it was important to encourage greater breadth of experience, and that the system could do more to encourage and facilitate teachers and middle leaders to seek e.g. roles in schools serving a different community; schools with different leadership structures and styles; schools of differing sizes; and roles that would offer different pedagogical opportunities recognising that geographical constraints may affect teachers' ability to experience a wide variety of roles. The group also expect that the Regional Improvement Collaboratives will help facilitate movement of teachers across local authority boundaries in future.
5. The Group discussed career pathways beyond headship but concluded that this would be better explored and benefit from the wider consideration being undertaken in respect of teachers by the Independent Panel on Career Pathways. It is hoped that this work will bring long-term benefits in respect of headteacher recruitment and retention.
6. The Group also addressed the recruitment of headteachers in denominational schools which had been highlighted as an area of particular concern for local authorities in the ADES report recognising the importance of clear, supported and accessible pathways to denominational school headship roles. Education Scotland/SCEL and the Scottish Catholic Education Service will work together to enable aspiring Catholic school leaders to develop leadership skills appropriate to the particular challenges of leading a denominational school.

Recommendations

- 1) **Scottish Government and Education Scotland should provide annual data packs for local authorities to support local and regional succession planning for headteacher posts.**
- 2) **Local authorities should take steps to identify appropriate numbers of potential candidates for Into Headship and/or to assist sufficient numbers to take steps towards it.**
- 3) **The Independent Panel on Career Pathways for Teachers should include in its remit pathways into, within and beyond headship.**
- 4) **ADES should encourage local authorities to explore and evaluate different approaches to broadening teachers' experience, building on the examples identified in the Route to Headship Annex.**
- 5) **In updating the PRD guidance to support individuals and reviewers, the GTCS should look for opportunities to emphasise the role of PRD in consistently encouraging and supporting good quality, constructive discussions about immediate and longer term career progression, drawing on the Professional Standards.**
- 6) **During the upcoming PRD revalidation process, the GTCS should consider with local authorities how their PRD plans support individuals and reviewers to have constructive career conversations, including how PRD reviewers are supported to prevent discrimination or unconscious bias.**
- 7) **At each level in the SCEL-ES Framework for Educational Leadership (teacher; middle; school; system) an individual should have access to advice and suggestions to support their progression, and examples of ways to acquire leadership skills and experiences.**
- 8) **As part of their expanded professional learning role, SCEL-ES should explore of a national coaching and mentoring offer for teachers in relation to leadership development, including potential cost implications.**
- 9) **Education Scotland and the Scottish Catholic Education Service should work together to provide support enabling aspiring Catholic school leaders to develop leadership skills appropriate to the particular challenges of leading a denominational school.**

Theme 2 - Support for existing Headteachers

7. The role of headteacher was widely accepted to be a challenging and highly-pressured one, and members cited ongoing concerns about headteacher workloads and the impact on health and wellbeing. The Group felt that the support available once in post had an important bearing both on the retention of headteachers, and on the attractiveness of the post to those considering headship.

8. The Working Group discussed the findings from the Association of Headteachers and Deputies in Scotland (AHDS) annual workload and stress survey. The survey drew on publicly-available resources from the Health and Safety Executive, designed to help employers assess

the extent to which stress is a problem for their workforce. The group agreed that this survey could be used more widely to monitor stress levels in the education workforce, and to seek to address key stressors identified.

9. The working group recognised that the AHDS survey findings were consistent with similar survey results from previous years, and that, looking ahead to the next phase the working group felt it important to raise the profile of headteachers' health and wellbeing more generally.

Recommendations

10) Local authorities should work with their headteachers to test and evaluate improvements to local working practices in order to tackle bureaucracy, and share best practice. Local authorities should consider increased use of the Health and Safety Executive stress resources.

11) Education Scotland should look at how leadership development programmes can build resilience and introduce a new 'health and wellbeing' theme to Excellence in Headship.

Theme 3 - Terms, Conditions and Incentives

10. The 2016 ADES report made clear that the level of pay (and in particular the lack of significant pay differential between depute and headteacher roles) had lessened the appeal of headship for some. The Working Group discussed whether shared headship posts were appropriately remunerated given the unique challenges involved in leading more than one school but acknowledged that matters relating to pay were the responsibility of the SNCT and welcomes the SNCT's intention to consider the impact of the Headteachers' Charter and the recommendations of the Career Pathways Panel. The Working Group retains the belief that reviewing headteacher pay should be a key element of an overarching strategy to increase the number of applicants for headteacher posts.

Recommendation

12) The SNCT should consider the implications of education reforms, the recommendations of the Independent Panel on Career Pathways, and the growing use of shared headships.

Theme 4 - Promoting the Role of Headteacher

11. The Group discussed how to better promote the role of the headteacher in the hope of encouraging more teachers to aspire to, and take steps towards headship. They provided advice and support in respect of meeting the Next Steps commitment to launch a headteacher recruitment campaign in autumn 2018 ensuring that it represents the breadth of the headteacher role and seeks to encourage diversity in the profession. The Campaign was launched at the Scottish Learning Festival in September.

12. The Working Group reflected on the role of headteachers themselves in identifying and nurturing potential leaders of the future. Evidence indicates that headteachers can have a powerful impact on individuals' confidence and motivation to work towards promotion. Headteachers are responsible for supporting the professional learning of the staff in their school, and this should include nurturing and encouraging future school leaders. While this is

Recommendation

- 13) All partners should continue to actively support the Scottish Government's campaign to raise awareness of and encourage recruitment to the headteacher role launched in September 2018.**

Headteacher Recruitment Working Group - Report and Next Steps

Provided as a separate word document.