

From: [REDACTED]
Sent: 29 August 2018 19:41
To: [REDACTED]
Cc: [REDACTED] Hamilton G (Gillian) <[REDACTED] [REDACTED]>
Subject: Draft report to review please - HT recruitment

All,

The Headteacher Recruitment Working Group meets next week (for hopefully the last time) and is due to provide its final report to SBTE the following week. This is a tricky report to write. The group was originally formed in 2016 in response to an ADES report into HT recruitment, met for a period and put together an early draft of an action plan in summer 2017. It was, however, superseded by the publication of Next Steps and only reconvened in February 2018. [REDACTED]

I'd be grateful for as many eyes as possible on the draft attached over **Thursday/Friday**, so that I can finalise and issue to the group on Monday. I'd appreciate specific drafting suggestions wherever possible. Please keep an eye out for inadvertent howlers – I'm particularly conscious that I have only attended one meeting of this group and may have taken [REDACTED] draft places he didn't intend it to go when he headed off on leave last week!

Many thanks,

[REDACTED]

[REDACTED] Learning Directorate: Workforce, Infrastructure and Reform Division
2A South Victoria Quay, Edinburgh EH6 6QQ
Tel: [REDACTED]

From: [REDACTED]

Sent: 03 September 2018 13:42

To: [REDACTED] Hamilton G (Gillian) [REDACTED] [REDACTED]

Cc: [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
Tel: [REDACTED]

[REDACTED]

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]	[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]
5	Final report	Clare Furze	4.4
[REDACTED – OUT OF SCOPE]	[REDACTED – OUT OF SCOPE]	[REDACTED]	

Headteacher Recruitment Working Group Meeting

Thursday 21 June 2018

Note of Meeting

1. Welcome, Introductions and Apologies**[REDACTED]** welcomed **[REDACTED]****Attendees**

Kathy Cameron, COSLA

Gillian Hamilton, ES

Sharon Faulkner, Society of Personnel and Development Scotland

Louise Wilson, Educational Institute of Scotland

Jo Hughes (deputising for Jack Nellaney), Scottish Catholic Education Service

Greg Dempster, (deputising for Robert Hair), Association of Heads and Deputies

Jim Thewliss, School Leaders Scotland

Terry Lanagan, Association of Directors of Education

Seamus Season, (deputising for Fiona Dalziel), SSTA

[REDACTED] David Roy, Stephanie Walsh, Shirley Anderson, Kelly Ireland,**[REDACTED]** Scottish Government**Apologies**

Richard Bell, NASUWT

Sheena Devlin, Association of Directors of Education

Dougie Atkinson, Voice

Ken Muir, General Teaching Council for Scotland

Michael Wood, Association of Directors of Education

[REDACTED – OUT OF SCOPE]**4. Leaders of Catholic Schools**

Jo Hughes presented the Leadership of Catholic Schools paper highlighting the key factors around the recognition of the role of the Catholic school leader and the professional learning to support into and in headship positions. Jo noted SCES would like the report to recognise the Catholic lens on leadership and professional learning. Jo informed the Group of the 'Good Shepherd Pathway Course' offered to teachers to support their leadership pathway which is well received by their members, but highlighted both this course and the into headship programme is a big commitment for their teachers.

Jo emphasised the desire to match and align the professional learning for teachers in Catholic schools with the GTCS and Education Scotland frameworks.

Action Point – SCES and ES to discuss matching the needs of Catholic teachers to the SCEL programme.

Action Point – SG to recognise Catholic leadership in the development of the draft report and recommendations.

5. Workload and Stress Survey

Greg Dempster presented the AHDS workload and stress survey to the Group and highlighted the key themes and challenges emerging from the survey. Greg noted the output from each year remains consistent with very little change around questions like 'what is the one thing you would change about your job' and comments around multi school headship making jobs harder for headteachers.

Members of the Group noted the report and thanked Greg for sharing. They agreed there was no quick fix for the majority of the issues raised and there are significant issues within it that the Working Group alone cannot address.

The group discussed the data around 'pressures in the job / bureaucracy' as a focus for this Group and agreed that this would be included as a theme in the final report with appropriate supporting actions.

Action Point – SG to include pressures in the job and bureaucracy in the development of the draft report using the AHDS survey as supportive data.

6. Development of Report to Strategic Board for Teacher Education

David Roy noted that whilst recognising the landscape is difficult and complexity of the role continues, it is important to start capturing the key themes of this Group and the thinking around the report and recommendations. David asked if the Group agreed that the following themes were still the focus of the Group and therefore should form the structure of the draft report:

- Career Pathways and Perception;
- Support for Headteachers (which would include the workload bureaucracy issue);
- Terms, Conditions and Incentives;
- Promoting the Role of the Headteacher.

David highlighted that whilst Terms and Conditions for headteachers remained a role for the SNCT, the Group can still make comments or recommendations to the SNCT on this issue.

Members agreed the themes were consistent with the initial remit of the Group and the discussions during its lifespan.

It was agreed the Scottish Government would begin a first draft of the report and circulate to members the Group for comment with a view to meeting in late August to finalise before presenting the report to the SBTE on 12 September.

Action Point – Scottish Government to circulate a draft report by end of July to members for comment.

Action Point - Members to provide comments, edits and supportive/illustration data on the draft report in mid-August.

[REDACTED – OUT OF SCOPE]

8. Any Other Business

8.1 Health and Wellbeing of Headteachers

Gillian indicated that the Group had previously discussed the Health & Wellbeing for headteachers and suggested that this should be reflected in the development of the Group's report for the SBTE.

Action Point – Health & Wellbeing to be included in report.

[REDACTED – OUT OF SCOPE]

Action Point – SCES and ES to discuss matching the needs of Catholic teachers to the SCEL programme.

Action Point – SG to recognise Catholic leadership in the development of the draft report and recommendations.

Action Point – SG to include pressures in the job and bureaucracy in the development of the draft report using the AHDS survey as supportive data.

Action Point – Scottish Government to circulate a draft report by end of July to members for comment.

Action Point - Members to provide comments, edits and supportive/illustration data on the draft report in mid-August.

[REDACTED – OUT OF SCOPE]

Action Point – Health & Wellbeing to be included in report.

From: [REDACTED]
Sent: 05 September 2018 20:00
To: Hicks C (Clare) [REDACTED]
Cc: [REDACTED]
Subject: Headteacher Recruitment & [REDACTED]: Latest Drafts

Clare

I attach the latest iterations of both these reports for you to consider ahead of their circulation and discussion at SBTE next week.

We are aiming to make final amends and issue the papers and agenda over the course of Friday, so grateful for any comments by then.

Thanks in advance

[REDACTED]

[REDACTED – OUT OF SCOPE]

From: Hicks C (Clare)
Sent: 06 September 2018 15:10
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Headteacher Recruitment & [REDACTED] Reports: Latest Drafts

[REDACTED] and colleagues

I think these are both looking in good shape and with the final amends, I am happy for these to issue in advance of SBTE.

[REDACTED – OUT OF SCOPE]

On the headteacher recruitment report – there is a really compelling story to tell here and the report does that in a positive way, capturing the action taking yet still looking to the future.

Great work all.

Clare

[REDACTED – OUT OF SCOPE]

From: [REDACTED]
Sent: 07 September 2018 16:16
To: [REDACTED] Hamilton G (Gillian_[REDACTED] Hicks C (Clare) [REDACTED]
Cc: [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
Tel [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

1. [REDACTED OUT OF SCOPE]
2. [REDACTED OUT OF SCOPE]
3. Report from the Headteacher Recruitment Working Group (SBTE/11/03) and for information 'Supporting paper on accelerated route to headship' (SBTE/11/03 a)
4. [REDACTED OUT OF SCOPE]
5. [REDACTED OUT OF SCOPE]
6. [REDACTED OUT OF SCOPE]
7. [REDACTED OUT OF SCOPE]

For Information

1. [REDACTED OUT OF SCOPE]
2. [REDACTED OUT OF SCOPE]

**Secretariat
September 2018**

From: [REDACTED]

Sent: 10 September 2018 17:14

To: [REDACTED] Hamilton G (Gillian) [REDACTED]

Cc: [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]

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

[REDACTED]

From: [REDACTED]

Sent: 05 October 2018 11:07

To: [REDACTED]

Subject: Headteacher Recruitment Working Group Report exchange with comms - 5 October 2018

[REDACTED]

Further to our telephone conversation attached is the Headteacher Recruitment Working Group draft report. I am preparing the submission to DFM and would appreciate your view as to the handling of the publication of the report. It is our intention to publish on the SG website and continue the engagement with stakeholders in taking forward the recommendations. SBTE will be overseeing the implementation of the recommendations.

[REDACTED – OUT OF SCOPE]

There are no firm timescales for the publication of either report or that they need to be done on the same day or anything.

Thanks.

[REDACTED]

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

[REDACTED]

From: [REDACTED]
Sent: 10 October 2018 13:25
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Headteacher Recruitment Working Group Report exchange with comms - 10 October 2018

Hi both,

Many thanks for this.

The new Teach in Scotland website went live on Thursday, and the HT section has been updated, so now features all seven approved case studies.

Best,

[REDACTED]

From: [REDACTED]
Sent: 10 October 2018 12:35
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Headteacher Recruitment Working Group Report

Hi [REDACTED]

We spoke. I think we need to use this to push the actions we are (already) taking to recruit headteachers.

We are due another monthly DFM article for TESS at the end of the month, so it could feature heavily in that. [REDACTED] would be keen on sight of the report. There is the new material on Teach in Scotland website. There will be other sectoral channels we can use. Just as importantly, I think we need strong, public backing from the partners involved.

[REDACTED – OUT OF SCOPE]

I've copied to [REDACTED], will forward separately.

Thanks
[REDACTED]

[REDACTED – OUT OF SCOPE]

Doc 9.

From: [REDACTED]

Sent: 12 October 2018 12:09

To: Deputy First Minister and Cabinet Secretary for Education and Skills

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

Subject: Headteacher Recruitment Working Group - Report and Recommendations submission to DFM 12 October 2018

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]

*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.

From: [REDACTED] On Behalf Of Deputy First Minister and Cabinet Secretary for Education and Skills
Sent: 30 October 2018 12:26
To: [REDACTED] Deputy First Minister and Cabinet Secretary for Education and Skills [REDACTED]
Cc: Minister for Children and Young People Minister for Further Education [REDACTED], Higher Education and Science DG Education [REDACTED], Communities & Justice Robertson FMG (Fiona) (Director of Learning) [REDACTED] Griffin J (Joe) [REDACTED] Hicks C (Clare) [REDACTED] Bruce A (Andrew) [REDACTED] >; Hamilton G (Gillian) [REDACTED] McAllister C (Colin) ; [REDACTED] Communications DFM & Education [REDACTED]
Subject: RE: Headteacher Recruitment Working Group - Report and Recommendations - DFM approval to publish 30 October 2018

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]

[REDACTED] | Deputy Private Secretary to John Swinney MSP, Deputy First Minister and Cabinet Secretary for Education and Skills | The Scottish Government | Web: www.gov.scot | Tel: [REDACTED] | Email: DFMCSE@gov.scot

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 Minister for Further Education [REDACTED], Higher Education and Science DG Education [REDACTED], Communities & Justice Robertson FMG (Fiona) (Director of Learning) [REDACTED] Griffin J (Joe) [REDACTED] Hicks C (Clare) [REDACTED] Bruce A (Andrew) [REDACTED] Hamilton G (Gillian) [REDACTED] McAllister C (Colin) [REDACTED] Communications DFM & Education [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]
Teacher Education and Leadership Unit, Learning Directorate, 2B North, Victoria Quay, EH66QQ
[REDACTED]

From: [REDACTED]

Sent: 30 October 2018 11:41

To: [REDACTED] Hamilton G (Gillian) [REDACTED]

Cc: [REDACTED]

Subject: Headteacher Recruitment Working Group copy of final report and Route to Headship paper - proposed publication

Dear Working Group Members

We have now finalised and had agreement from the Deputy First Minister to publish the Working Group report and the Route to Headship paper on the Scottish Government website on Thursday 1 November. Attached is the final version of both publications for your information and I will provide the URL when available. The DFM is attending the AHDS conference on Thursday and will make reference to the publication of the report therefore I would be grateful if you could defer from sharing more widely at present.

For press interest it would be helpful to include quotes from members of the Group supporting the recommendations. I would appreciate any comments as soon as but if possible by lunchtime tomorrow.

Also attached is the note of the final Working Group meeting held on 5 September along with some feedback from the launch of the Headteacher Recruitment Campaign at the Scottish Learning Festival in September.

Thanks

[REDACTED]

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

[REDACTED]

Headteacher Recruitment Working Group Meeting
 Thursday 6 September 2018
 Note of Meeting

1. Welcome, Introductions and Apologies

[REDACTED]

Attendees

Terry Lanagan, ADES
 Michael Wood, ADES
 Greg Dempster, AHAD (in place of Robert Hair)
 Ken Muir, GTCS
 Gillian Hamilton, Education Scotland
 Louise Wilson, EIS
 Jo Hughes, SCES (in place of Jack Nellaney)
 Dougie Atkinson, VOICE
 Sharon Faulkner, Society of Personnel and Development
 Tara Lillis, NASUWT (in place of Richard Bell)
 Clare Furze, SG (in place of David Roy)
 Stephanie Walsh, SG
 Shirley Anderson, SG
 Kelly Ireland, SG

[REDACTED]

Seamus Searson, Scottish Secondary Teachers Association

Apologies

Kathy Cameron, COSLA
 Jim Thewliss, SLS
 Tom Young, COSLA
 Fiona Dalziel, Scottish Secondary Teachers Association

2. Review of note from previous meeting

[REDACTED – OUT OF SCOPE]

SCES and ES to discuss matching the needs of Catholic teachers to the SCEL programme. A meeting has already taken place and ES/SCES will continue to work together to ensure that the Framework for Educational Leadership and the associated resources support the development of denominational school leadership skills – **work ongoing**.

SG to recognise Catholic leadership in the development of the draft report and recommendations. **Complete**.

SG to include pressures in the job and bureaucracy in the development of the draft report using the AHDS survey as supportive data. **Complete**.

Scottish Government to circulate a draft report by end of July to members for comment. **Covered under item 5.**

Members to provide comments, edits and supportive/illustration data on the draft report in mid-August. **Discussed at item 5.**

SG to make relevant changes to the paper based on the comments made and issue to the Chair of the Panel for their consideration. **Discussed at item 5.**

Health & Wellbeing to be included in report. **Discussed at item 5.**

[REDACTED – OUT OF SCOPE]

5. Headteacher Recruitment Working Group Report

Clare Furze presented the Working Group's Report noting the report made an attempt to reflect everything that has happened since the Group was formed. Clare said the report would be shared with the SBTE for sign off at its next meeting on 12 September.

Members made the following comments:

Background

- Paragraph 8, bullet 3 – remove the word 'untapped', use 'it was noted that'
- Paragraph 11, bullet 2 – change the word 'remained' to 'was'
- Paragraph 12 – not a necessity but ADES could provide data in respect of the management time accorded to promoted posts.
- Paragraph 12/13 – conflicting information on perspectives.
- Change all actions to say 'SHOULD' rather than 'will'

Theme 1- Career Pathways and Preparation for Headship

- Members agree there is a recommendation for local authorities / COSLA in this theme. It should be something along the lines of 'Local Government / authorities to further analyse data at a regional and local level'
- Paragraph 17 – check the figure for the average Into Headship cohort is correct.
- Paragraph 17, last sentence – consider including regional data/numbers on participation rate to reflect the reality of the situation.
- Paragraph 19, last sentence – insert 'is also'. It should read 'It is felt that this reduction **is also** having an impact on the number of teachers with well-developed leadership skills and experience who feel confident in considering headship.'
- Action 4 – refer/include reference to GTCS professional standards.
- Action 6 should be put before action 4 as it is more important.

Theme 2 – Support for Existing Headteachers

- Action 9 - to be incorporated/recognised in paragraph 26.
- Action 9 - rather than 'test and evaluate' it could be 'action and evaluate'
- Action 10 – should be redrafted to refer to revised guidance in leadership and management. Local authorities should monitor the levels of stress, health and wellbeing of their staff.

- Paragraph 31 – insert the recommendation from the Routes to Headship paper in respect of SCEL-ES exploring a national coaching and mentoring offer for teachers in relation to leadership development.

Theme 3 – Terms, Conditions and Incentives

- Paragraph 34 – incorporate reference to shared headship into Action 11. Suggested wording was ‘The SNCT will consider the implications of education reform and the growing use of shared headships ...’
- Action 12 – remove the word ‘diverse’ consider replacing with ‘to promote increased diversity’
- Action 13 – Consider this with reference to Action 4 as there seems to be some duplication.

The Group agreed to sign off the report subject to the suggested amendments above.

[REDACTED – OUT OF SCOPE]

7. Summary of Action Points

[REDACTED – OUT OF SCOPE]

Action Point – paper to be updated to reflect the Group’s comments and shared with the Strategic Board for Teacher Education.

[REDACTED – OUT OF SCOPE]

From: Deputy First Minister and Cabinet Secretary for Education and Skills

Sent: 31 October 2018 19:26

To: [REDACTED]

Cc: Higgins K (Kate) [REDACTED] McAllister C (Colin) [REDACTED] [REDACTED] Communications DFM & Education [REDACTED] [REDACTED] Hicks C (Clare) [REDACTED] [REDACTED]

Subject: Re: For clearance: News release - Headteacher Recruitment Working Group - DFM clearance of news release 31 October 2018

[REDACTED]

DFM has cleared the news release.

Kind Regards

[REDACTED]

Sent from my BlackBerry 10 smartphone.

From: [REDACTED]

Sent: Wednesday, 31 October 2018 17:40

To: Deputy First Minister and Cabinet Secretary for Education and Skills

Cc: Higgins K (Kate); McAllister C (Colin); [REDACTED] Communications DFM & Education;

[REDACTED]; Hicks C (Clare); [REDACTED]

Subject: For clearance: News release - Headteacher Recruitment Working Group

[REDACTED],

Please see the below news release to mark the publication of the Headteacher Recruitment Working Group's report.

The report sets out a number of recommendations to encourage and support more teachers into headship and is due to be published tomorrow.

I have attached a copy for info.

Comms, policy and Spads have discussed and agreed the release below.

Could you confirm if the DFM is content?

Headteacher recruitment

More support for aspiring headteachers.

A range of measures to encourage more teachers to take up leadership roles in education and schools has been agreed.

The headteacher recruitment working group - comprising government, professional groups and unions - has recommended actions to support existing headteachers, and help other teachers move towards leadership roles and promote routes to headship. Actions include:

- Councils will actively identify numbers of potential candidates to take part in the fully-funded Into Headship qualification

- The Scottish Government and Education Scotland will support councils with local and regional succession planning
- The Independent Panel on Career Pathways is looking at pathways into and beyond headship
- The Scottish Government's teacher recruitment campaign is being extended to cover headteachers

Addressing the AHDS conference in Glasgow today, Deputy First Minister John Swinney said:

"There is absolutely no shortage of talent or ability among the teaching workforce in Scotland, but there is a need to identify, encourage and support those who are interested in rising to the challenge of the Headteacher role.

"While the number of teachers in promoted posts increased last year and average age of headteachers is reducing, Scotland needs more headteachers to inspire pupils and teachers to reach their full potential.

"A range of partners have now agreed actions to collectively promote headship as a rewarding and attractive career and better help those teachers who are willing take on a leadership role. Many of the recommendations are aimed at improving support for teachers, through improved coaching and development programmes, or by sharing best practice.

"This year, for the first time, we are supplementing our successful teacher recruitment campaign with a headteacher specific campaign to encourage teachers to consider a future in headship."

COSLA Resources Spokesperson Councilor Gail MacGregor said:

"COSLA, as the joint chair of the headteacher recruitment working group, is fully supportive of all endeavors to improve the number of teachers considering and applying for leadership positions in our schools."

Ken Muir, Chief Executive of the General Teaching Council for Scotland, said:

"GTC Scotland supports fully the recommendations in the report which, when implemented, will lead to much-needed and improved recruitment of school leaders.

"The review of GTC Scotland's Professional Standards and its support and guidance on effective Professional Review and Development are key components in developing leadership skills in future school leaders."

Greg Dempster, General Secretary of the Association of Heads and Deputies Scotland, said:

"Headteacher recruitment has been a big issue for some time. The Headteacher Working Group report does not shy away from the challenges that need to be addressed. AHDS very much welcomes the report and the actions it sets out."

Background

View report at: [\[link\]](#)

Members of the Headteacher Recruitment Working Group are listed below:

Organisation	Representative(s)
Association of Directors of Education	Terry Lanagan, Sheena Devlin and Michael Wood
Association of Heads and Deputes	Robert Hair
COSLA	Kathy Cameron / Tom Young (Joint Chair)
Education Scotland	Gillian Hamilton
Educational Institute of Scotland	Louise Wilson
General Teaching Council for Scotland	Ken Muir
NASUWT	Richard Bell
School Leaders Scotland	Jim Thewliss / David Barnett
Scottish Catholic Education Service	Jack Nellaney
Scottish Government	David Roy (Joint Chair), Stephanie Walsh, Clare Furze and Kelly Ireland (Secretariat)
Scottish Secondary Teachers' Association	Seamus Searson/ Fiona Dalziel
Voice	Dougie Atkinson
Society of Personnel and Development Scotland	Sharon Faulkner

Thanks

[REDACTED]

Media Manager | Communications DFM, Education and Justice | Scottish Government
Tel - [REDACTED]



From: [REDACTED]

Sent: 01 November 2018 13:44

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

Cc: Higgins K (Kate) [REDACTED] McAllister C (Colin)[REDACTED] [REDACTED] Communications DFM & Education [REDACTED] [REDACTED]Hicks C (Clare) <[REDACTED] [REDACTED]

Subject: RE: For clearance: News release - Headteacher Recruitment Working Group

All,

Please see BBC and PA's coverage of the report publication.

PA:

PAY KEY TO BOOSTING HEAD TEACHER RECRUITS – REPORT

Reviewing headteacher pay is key to encouraging more applicants for top posts, according to a new report.

The headteacher recruitment working group was set up to help boost the number of headteachers across Scotland.

In a new report, the group - comprising government, professional groups and unions - said: "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 posts."

The report adds the drop in the number of promoted posts, down more than 1,500 between 2010 and 2017, through the flattening of career structures is hitting the number of teachers with "well-developed leadership skills and experience who feel confident in considering headship, and on the desirability of the headship role given the lack of interim steps".

Some recent progress was noted, including a slight increase in promoted posts - up 208 to 12,602 between 2016 and 2017 - and a marginal drop in the average age of head teachers to 49.

However, the use of shared headship has increased and the number of teachers who have a qualification for headship but are not working as headteachers is 412.

The group set out a series of recommendations to encourage more teachers to apply for headship, including having local authorities set numbers of potential candidates for the fully-funded Into Headship qualification.

Other recommendations include having the Scottish Government and Education Scotland support councils with local and regional succession planning and having a section on health and wellbeing in leadership development programmes to deal with stress and workload.

Creating a single fast-track leadership scheme to boost head teacher numbers was not recommended as the group found it would not "best meet the needs of the teaching profession in Scotland".

Speaking at the Association of Headteachers and Deputies in Scotland (AHDS) conference in Glasgow, Education Secretary John Swinney said: "There is absolutely no shortage of talent or ability among the teaching workforce in Scotland, but there is a need to identify, encourage and support those who are interested in rising to the challenge of the headteacher role.

"While the number of teachers in promoted posts increased last year and average age of head teachers is reducing, Scotland needs more headteachers to inspire pupils and teachers to reach their full potential.

"A range of partners have now agreed actions to collectively promote headship as a rewarding and attractive career and better help those teachers who are willing take on a leadership role."

He said many recommendations aim to improve support for teachers and highlighted the government's first recruitment campaign for headteachers which launched in September.

AHDS General Secretary Greg Dempster said: "Headteacher recruitment has been a big issue for some time.

"The Headteacher Working Group report does not shy away from the challenges that need to be addressed. AHDS very much welcomes the report and the actions it sets out."

Council umbrella body Cosla and the General Teaching Council for Scotland also back the recommendations.

BBC:

Education bodies agree plans to boost headteacher recruitment

Measures to encourage more teachers to become heads and tackle headteacher recruitment problems have been agreed.

A working group wants action to support existing heads and help teachers who could fill these roles in the future.

Education secretary John Swinney said there was a need to identify, encourage and support those interested in becoming heads.

The measures include extending recruitment campaigns to cover headteachers.

The working group brought together the Scottish government, professional groups and unions.

Its recommendations include:

- Councils will actively identify numbers of potential candidates to take part in the fully-funded Into Headship qualification

- The Scottish government and Education Scotland will support councils with local and regional succession planning
- The Independent Panel on Career Pathways is looking at pathways into and beyond headship
- The Scottish government's teacher recruitment campaign is being extended to cover headteachers

Mr Swinney said: "There is absolutely no shortage of talent or ability among the teaching workforce in Scotland, but there is a need to identify, encourage and support those who are interested in rising to the challenge of the headteacher role."

'Inspire pupils'

He added: "While the number of teachers in promoted posts increased last year and average age of headteachers is reducing, Scotland needs more headteachers to inspire pupils and teachers to reach their full potential.

"A range of partners have now agreed actions to collectively promote headship as a rewarding and attractive career and better help those teachers who are willing take on a leadership role."

Ken Muir, chief executive of the General Teaching Council for Scotland, said the recommendations, when implemented, would lead to "much-needed and improved recruitment of school leaders".

Greg Dempster, general secretary of the Association of Heads and Deputies Scotland, said headteacher recruitment had been a big issue "for some time".

He added: "The Headteacher Working Group report does not shy away from the challenges that need to be addressed. AHDS very much welcomes the report and the actions it sets out."

Cosla - the body which represents councils in Scotland - said it was "fully supportive of all endeavours to improve the number of teachers considering and applying for leadership positions in our schools".

Thanks

[REDACTED]

Media Manager | Communications DFM, Education and Justice | Scottish Government

Tel - [REDACTED]



From: Deputy First Minister and Cabinet Secretary for Education and Skills

Sent: 31 October 2018 19:26

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Thanks

[REDACTED]

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