

To: Education Policy Board

On: 5 March 2015

Report by: Director of Children's Services

Heading: Workforce Planning

1. Summary

- 1.1. Effective workforce planning will play an extremely important role in ensuring an appropriate provision of high quality staff in order to continue to improve and sustain the quality of provision to the children and young people of Renfrewshire.
 - 1.2. The context both nationally and locally in terms of workforce planning is challenging.
 - 1.3. Over the last few years, both nationally and locally it has become increasingly difficult to attract a suitable number of candidates for head teacher positions.
 - 1.4. Children's services has taken a number of proactive steps to improve the situation through a range of measures.
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2. Recommendations

- 2.1. The education policy board is asked to note:
 - the challenging context both nationally and locally in terms of workforce planning;
 - the current challenges in attracting suitable candidates for head teacher posts; and
 - the proactive steps taken by children's services to improve the situation through a range of measures (eg leadership development strategy, head teacher assessment centres, JNC working groups and continuous monitoring of supply teacher availability).
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3. Background

Leadership

- 3.1. Renfrewshire's community plan 2013-2023 states the partnerships shared vision for children and young people as follows: "By 2023 we will get it right for every child and young person by ensuring that they live in a positive and inclusive environment, have the best start in life, are confident, healthy and free from disadvantage".
- 3.2. The new directorate of children's services will play a central role in leading the strategic development of children's services and in delivering improved outcomes for children and young people.
- 3.3. Effective workforce planning will play an extremely important role in ensuring an appropriate provision of high quality, energetic and enthusiastic staff in order to continue to improve and sustain the quality of education provision and support services to the children and young people of Renfrewshire.
- 3.4. The role of head teachers and heads of centre is crucial in the effective leadership of establishments to ensure improved outcomes for children and young people are delivered.
- 3.5. Following extensive consultation, the Renfrewshire Educational Leadership Strategy, entitled 'Leading and Learning Together' has been developed and was approved at the education policy board in May 2014, and agreed at the joint negotiating committee (JNC). One of the key aims of this strategy is to provide clear routes to headship and improve support for those in leadership roles.

Head Teacher Appointments

- 3.6. Over the last few years, both nationally and locally it has become increasingly difficult to attract a suitable number of candidates for head teacher positions.
- 3.7. From December 2013 to December 2014 in Renfrewshire the number of head teacher posts advertised for primary schools was 6 in the non-denominational sector and 5 for the denominational sector. The average number of applicants for each sector was 3. On occasion, the local authority has had to re-advertise posts when the number of applicants is less than 3 or when following initial selection no candidates were suitable.
- 3.8. There may be a number of reasons for the small number of applicants:
 - Increased national expectations of the role of the head teacher;
 - salary differentials with depute head teacher posts and associated responsibility;
 - leading and managing schools in a difficult financial climate; and
 - workload issues.
- 3.9. Renfrewshire's education leadership strategy will support the development of our own staff to enable them to be effective leaders.
- 3.10. Over a similar timeframe, the secondary sector was slightly better in that the average number of applicants was 8 for the 3 posts advertised.

- 3.11. There were no permanent pre-5 heads of centre advertised during this timeframe although 3 posts have been advertised in January 2015.
- 3.12. In future, children's services may have to explore alternative ways of managing schools, particularly with respect to small primaries. Other local authorities have implemented other management arrangements (eg shared headships, heads of a cluster of schools).

Appointment of Teachers / Supply Teachers

National Context

- 3.13. Scottish Government Analytical Services colleagues undertake an annual modelling exercise which provides advice to the Teacher Workforce Planning Advisory Group (the Advisory Group) on student teacher intake requirements.
- 3.14. Prior to last year, the Advisory Group's recommendations have mirrored the modelling exercise. However, this year as last year, the group were concerned that the model's projected reduction in PGDE places was not consistent with other evidence from a number of sources, and felt therefore that the suggested cut in initial teacher education places would be inappropriate eg:
- The 2014 teacher census continues to show an improving situation regarding post-probation teacher employment, 80% at September 2014 in permanent or temporary employment compared to 79% in 2013;
 - Local authorities continue to report increasing difficulties in recruiting teachers in both primary and secondary sectors and in securing supply cover across all parts of Scotland, and particularly in the north east. The statistical modelling does not appear to reflect the employment issues experience by local authorities across Scotland;
- 3.15. Taking into account the Advisory Group advice, the Cabinet Secretary for Education and Lifelong Learning is recommending that the overall student teacher places should increase from 2,980 in 2014/15 to a target intake of 3,230 in 2015/16.

Local Context

- 3.16. From December 2013 to December 2014, the number of permanent teacher posts advertised was 38 (pre-5 – 0; primary – 13; secondary – 25). The average number of applicants in primary was 28 and in secondary 18.
- 3.17. Through the initial teacher education (ITE) programme, for session 2014/15 Renfrewshire has 71 probationers in the secondary sector and 43 probationers in primary schools, fulfilling our requirement to support the effective training and development of the future teaching workforce.

Supply Teachers

- 3.18. The national context for supply teachers (teachers filling in for others on a short term basis due to sickness, curriculum development etc or long term in terms of sickness, maternity leave, secondments etc) is that it is challenging to meet the demand from schools and this has become more acute over the last few sessions. A recent article in the Times Education Supplement Scotland (October 2014) illustrated the extent of the problem.
- 3.19. In August 2013, the Scottish Negotiating Committee for Teachers (SNCT) requested a response to a questionnaire on supply from all local authorities. Renfrewshire Council's response is attached.
- 3.20. From this there was evidence that there was a decrease in the number of supply teachers on the supply list. The availability of supply had decreased and the authority at that time was having 'some difficulty' in providing sufficient supply cover in primary, secondary (including subject specific) and in the denominational sector.
- 3.21. Unfortunately, the situation hasn't improved with acute difficulties in primary schools but also a lack of subject specific supply in secondary schools this session.

Action Taken Within Renfrewshire

Appointment of Head Teachers

- 3.22. As highlighted above, children's services has put in a comprehensive leadership strategy, approved at the education policy board in May 2014 and agreed at the joint negotiating committee (JNC) which is being implemented. This will enable the authority to "grow our own" in terms of providing leaders for tomorrow that will ensure effective leadership of our establishments.
- 3.23. A successful series of head teacher assessment centres in session 2013/14 enabled aspiring head teachers both in primary and secondary to take up both permanent and temporary head teacher roles within Renfrewshire. This programme will be further enhanced with a further assessment centre for aspiring head teachers for the primary sector planned prior to Easter 2015.

Appointment / Supply of Teachers

- 3.24. Through the JNC a series of working groups have been established with one specifically looking at the transfer of temporary teachers to permanent staff and formulating a voluntary transfer policy for teachers to further enhance opportunities for continuous professional development for staff.
- 3.25. In terms of supply the department are taking all necessary steps to fill vacancies and the situation is monitored on a regular basis. There are rolling adverts for all sectors throughout the year, enhanced opportunities for part time staff to gain additional employment by notifying them of short term supply and advertising temporary positions of over 4 weeks to enable short term and longer term temporary vacancies to be filled.
- 3.26. Children's services will always appoint the highest calibre of candidate available for all positions from teacher through to head teacher to enable schools / centres to deliver improved outcomes for children and young people.

Implications of this report

1. **Financial Implications**
None.
2. **HR and Organisational Development Implications**
None.
3. **Community Plan/Council Plan Implications**

Children and Young People	- Effective workforce planning and teachers engagement in high quality leadership development activities will have a positive impact on the learning and teaching of all our children and young people across Renfrewshire.
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4. **Legal Implications**
None.
5. **Property/Assets Implications**
None.
6. **Information Technology Implications**
None.
7. **Equality and Human Rights Implications**
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety Implications**
None.
9. **Procurement Implications**
None.
10. **Risk Implications**
None.
11. **Privacy Impact**
None.

List of Background Papers

- (a) Renfrewshire Education Leadership Strategy (Leading and Learning Together)
- (b) Renfrewshire's Response to SNCT Questionnaire (August 2013)

The foregoing background papers will be retained within ELS for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Michael Dewar, Acting Head of Service, Tel 618 7194, michael.dewar@renfrewshire.gcsx.gov.uk)

Children's Services

MD/LG/RN
20 February 2015

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