

## **“Putting the Fun back into Leadership” Report - November 2005**

### **Background & context**

The Recruitment & Retention Team gathered statistical data during 2004-5, showing that not only were there fewer applicants for Leadership posts in Primary schools (a national trend) but that many of these posts were re-advertised.

As a consequence, the Team undertook further research into recent Deputy Headship vacancies to ascertain if there were any contributory factors that affected the number of applicants and, through researching the new appointments, to explore what factors may have contributed to applicants being attracted to the post. (see attached report)

Having studied the findings of the research, it was deemed that a series of half-day events might be an appropriate way of reaching those who were at a stage in their careers where they may be considering moving into a senior leadership role.

### **Aims**

The aims of the events were to:

- disseminate the findings of the research;
- indicate to the participants that Lancashire County Council valued the significant contribution that those in leadership posts bring to the education of Primary-aged children;
- give participants a positive insight into the roles of Heads and Deputy Heads with an emphasis on the rewards of these posts;
- encourage participants to consider applying for leadership posts in the Primary sector; and
- guide the participants towards further appropriate courses and support so that they were suitably prepared for applying for leadership posts.

### **Background of Participants**

The applicants for the events were, as we had anticipated, from a range of schools, but all had an interest in developing their careers when asked what influenced them to attend.

Eleven stated that their Headteacher had suggested and encouraged them to attend. All participants commented that they were considering career progression and wished not only to gain information, but also to hear what was ‘really involved’ from those who were already holding leadership posts.

The vast majority, 39 of the 52 participants, had Posts of Responsibility. 3 others were Deputy Headteachers, 1 an acting Deputy Headteacher, 1 an acting Headteacher and 1 the Headteacher of a small school. The remainder were classroom teachers with a minimum of 4 years experience.

## **The format of the events**

Three venues were selected across the County, one in the East, one centrally-located and one in the North. Flyers were sent to all Primary schools inviting anyone interested to apply for a place on the half-day event in their area. In order to attract the most suitable and enthusiastic participants, the numbers were restricted and to highlight the value and importance of the posts, we offered supply cover to participants for their attendance.

The team who had been involved in the original research compiled a list of Headteachers and Deputy Headteachers from different types of schools, including faith schools, who, in the team's view, would be able to paint a realistic picture of their roles, but most importantly, be able to inspire and motivate the participants.

This was a crucial aspect, as the events were not viewed as courses as such, but rather as precursors to further training, and motivational in their approach and ambience.

There would be two Headteachers and one Deputy Headteacher at each event who would each give a presentation with the remit that they would share their experiences and the satisfaction and fulfilment which they gained from their posts. There would also be time for questions on an informal basis.

Time was also allocated for discussion between participants regarding the essential elements required for these posts which could be further discussed with the contributors.

To conclude the events, avenues of further training through the LCC School Leadership and Management Development Team and other areas of support would be offered to the participants.

## **Evaluation of the events**

The evaluation of the day was based around three issues.

Had the event:

- enhanced their understanding of leadership roles:
- increased their awareness of the diversity of approaches to leadership; or
- broadened their appreciation of the rewards of leadership.

All participants either agreed or strongly agreed that the events had achieved these objectives. In addition, participants were invited to add further comments. The most significant comments were that the participants found the speakers informative, interesting, thought-provoking and above all 'inspiring'. These comments confirmed the value of the events, which were specifically designed to motivate and enthuse teachers in their circumstances to consider applying for leadership posts.

## **Impact**

The full impact of the events will not be realised until we have tracked the participants in six month's time. It is hoped that most of them will have either applied for Leadership posts, or have enrolled on leadership courses.

At the beginning of the course we registered all participants and also asked them to state their current roles. Almost all had posts with some additional responsibility and were interested in professional development.

A further impact will be, that having delivered similar events, there will be more suitably prepared candidates for leadership posts in the Primary phase.

## **Conclusion**

Following the successful response to these events by the participants, the Recruitment and Retention Team is holding similar events at the following venues. All Conferences will be held from 1.30 - 4.30 pm at the following venues:

1. Thursday 25<sup>th</sup> January 2007 at Jupiter House, Altham Business Park, Accrington
2. Thursday 1<sup>st</sup> February 2007 at Lancashire College, Chorley
3. Monday 5<sup>th</sup> February 2007 at The Hub, Preston

The conference at Lancashire College will be specifically aimed at leadership roles in small schools, whilst the conferences at Altham Business Park and The Hub will relate to leadership roles in larger primary schools.

Interested teachers are welcome to attend a conference for leadership in a large primary school and a conference on leadership in a small primary school.

Attendance is free of charge and participants' schools will be eligible to claim an afternoon's supply cover.

In order to enable everyone to gain personally from the conference, we will be restricting the number of participants. Therefore, please register on-line at [www.lancashire.gov.uk/corporate/delegate/conferenceDetails.asp?eid=132](http://www.lancashire.gov.uk/corporate/delegate/conferenceDetails.asp?eid=132)

or contact

Kate Armstrong on (01772) 532643 or [kate.armstrong@ed.lancscc.gov.uk](mailto:kate.armstrong@ed.lancscc.gov.uk)

as soon as possible, as places will be allocated on a first come, first served basis.