

Children's  
Services

# Promoting and supporting school leaders' wellbeing

27 March 2024

# Why?

Reported anxiety in a number of headteachers; number of cases requiring our direct support

- Well regarded and effective headteachers leaving the profession
- Increasing awareness of the depletion in the number of leaders stepping forward into headship
- Significant increase in parental complaints sent to schools through various routes

Keen to support a healthy school system, ensuring that we can provide a strong workforce, and support Hampshire's pupils well

# What?

Joint approach across four services within the Childrens' Services Directorate, and from whom schools commission support:

- Hampshire Improvement and Advisory Service
- Hampshire Education Psychology
- Education Personnel Services
- Governor Services

An endeavour to join all aspects recognising the interdependency of school improvement, good personnel practice, strong leadership

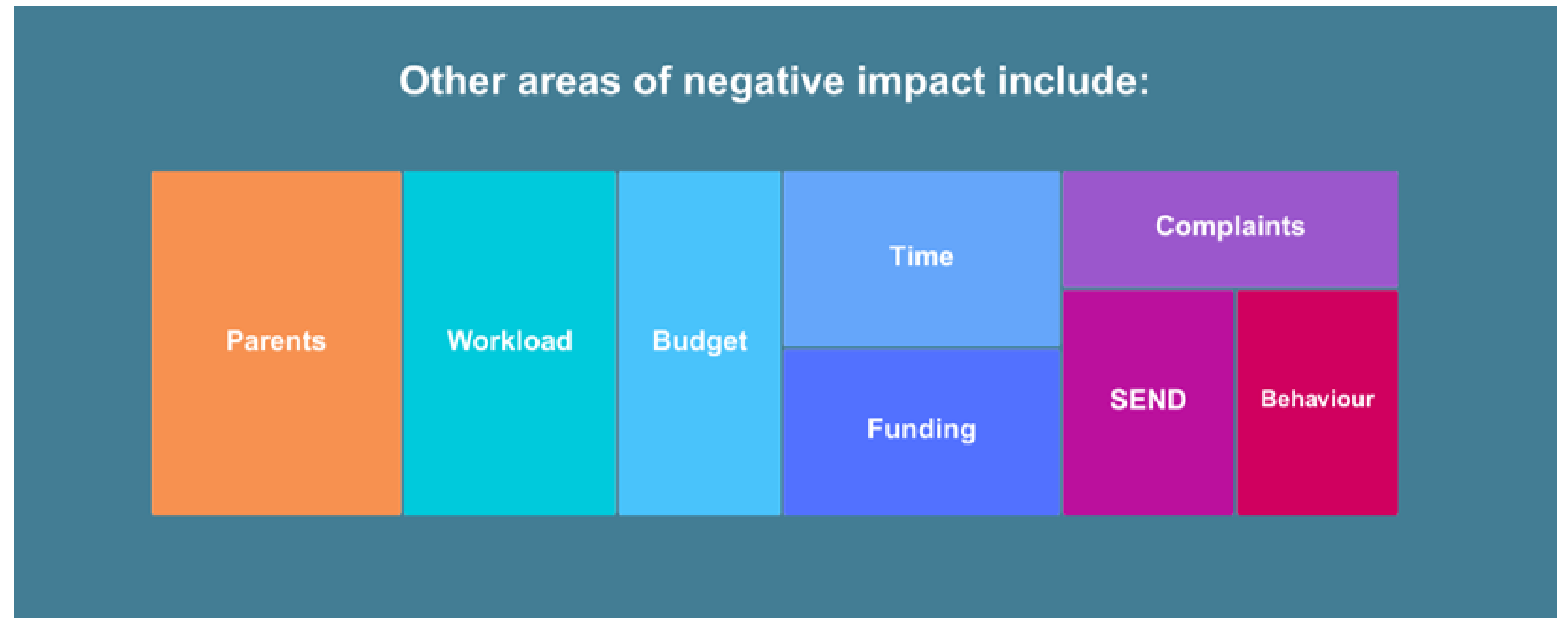
Initially...commissioned a survey to all headteachers asking their views, tensions, strengths, the way forwards.

# Headteachers said:

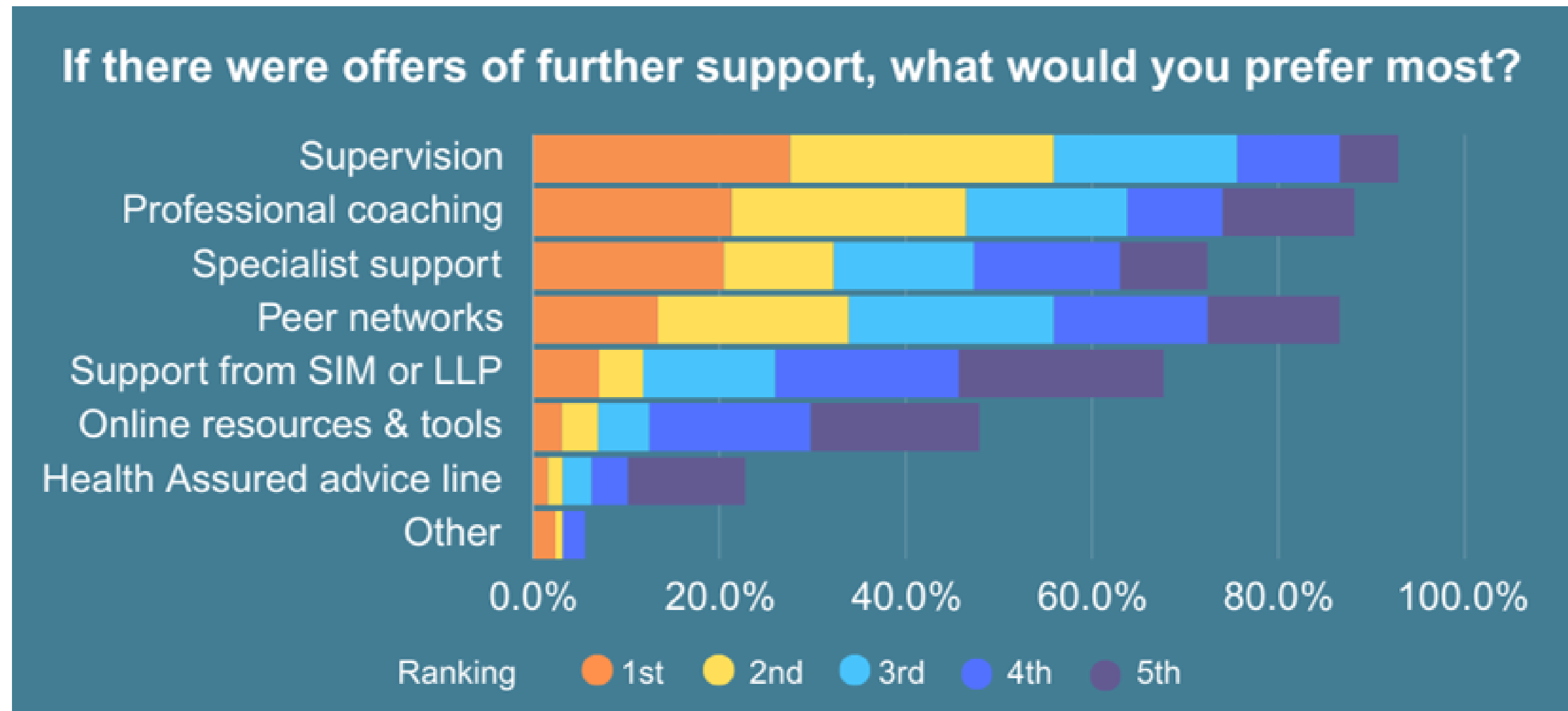
There were a significant number of headteachers who raised concerns about their current and future wellbeing.

Top reasons cited were:

- Ofsted
- Staffing



# Headteachers said:



**Extensive comments** – sharing experiences, changing climate over time, strategies headteachers find useful, ways of managing staff pressures, etc



# How have we responded?

Initial conference for senior leaders – 1 March 2024, attended by close to 200 leaders

## ***The Power of You: investing in Hampshire's Leaders***

Input from psychologists, discussion around coaching, supervision, headteachers' advice, discussion, planning

Strong positive feedback about the start of the dialogue

[The Power Of You - Conference programme.pdf](https://hants.gov.uk)  
[\(hants.gov.uk\)](https://hants.gov.uk)

Following this – encouraging school and leader led networks

**The Power of You: working together to empower, invest and support school leaders**

Conference programme  
March 2024



# What is in place?

## Current Hampshire Offer:

- Headteacher Work Discussion groups offered by Education Psychology
- Health Assured Service Level Agreement
- Wellbeing available as Governor training offer
- School staff resilience website and various resources
- HIAS: commissioned individual leadership support for mainstream schools
- Revised new headteacher induction support and follow up work

## What else is available externally:

- Education Support Partnership – telephone counselling service
- Coaching support
- Supervision
- HeadsUp4HTs portal



# What is next?

- Review of our operating procedures to enhance support of schools during Ofsted inspections.
- Development of a resource area for headteachers to be able to share details of resources and providers who have supported them.
- Re-work and re-purposing of the EPS resilience website to become resources for school staff - refreshing it and make broader support and information available to school staff.
- Development of a wellbeing resource area within the Manual of Personnel Practice to provide resources for leadership including example policy/principle documents; guidance to support a proactive approach to mental health, guidance to support stress risk assessment at school and individual level etc.
- Work with communications and legal team on exploring a zero-tolerance approach to abuse from members of the public.



Children's  
Services

# A Local Authority response

27 March 2024  
Martyn Beales

# Aims

- To clarify the relationship between Hampshire County Council's (HCC) Education and Inclusion (EI) branch and Ofsted
- To highlight how (EI) is responding to the death of Ruth Perry

# Education and Inclusion and Ofsted Coroner report into death of Ruth Perry



The screenshot shows the homepage of the Courts and Tribunals Judiciary website. At the top left is the Royal Coat of Arms and the text "Courts and Tribunals Judiciary". To the right is a search bar with the word "Search" and a magnifying glass icon. Below the logo is a navigation menu with links: "About the judiciary", "Courts & Tribunals", "Judgments & sentencing remarks", "News & updates", and "Guidance & resources". Social media icons for Twitter, Instagram, and Facebook are also present. A breadcrumb trail reads "Home > Prevention of Future Death Reports". The main content area features the date "December 19, 2023" and the title "Ruth Perry: Prevention of future deaths report". A dark blue button labeled "Suicide (from 2015)" is positioned below the title. A link "Skip to related content" is located below the button. At the bottom left, there is a gear icon and the text "Date of report: 12/12/2023".

[Ruth Perry: Prevention of future deaths report - Courts and Tribunals Judiciary](#)



# Education and Inclusion and Ofsted Coroner report into death of Ruth Perry

## Concerns re Ofsted/DfE

- Impact on school leader welfare that this system may continue to have
- Almost complete absence of Ofsted training or published policy linked to headteacher well-being during an inspection
- Absence of a clear path to raise concerns during an inspection beyond Lead Inspector
- The confidentiality requirement after an inspection
- Timescales for report publication
- The lack of a learning review/policy

# Education and Inclusion and Ofsted Coroner report into death of Ruth Perry

## Concerns re Reading Borough Council

1. Reading Borough Council indicated an intention to **adopt a much more robust and proactive approach to dealing with Ofsted**, particularly where there are concerns about an inspection. This is not in written policy or guidance – which may go some way towards reassuring school leaders that their employer ‘has their back’ – both now and in future years.
2. Reading Borough Council also did not carry out **any form of internal review**. I was not made aware of any policy setting out when such an internal review should take place.
3. We heard in evidence that school leaders have received correspondence from Reading Borough Council about **what mental health support options are available**. I am concerned to know whether there is now written policy or guidance about communicating this, so that this continues to happen in future years.

# HCC's Hampshire Improvement & Advisory Service (HIAS) and Ofsted

## HIAS response/clarification document to follow

1. Our relationship with schools
2. Our relationship with Ofsted
3. How we share information about Ofsted with schools
4. Expected HIAS contact with schools following notification of inspection
  - a) Before the inspection (After notification)
  - b) During the inspection
  - c) After the inspection
5. Where there are concerns about an inspection
6. Support for Headteacher (HT) wellbeing
7. Record keeping and leadership oversight within HIAS



# Our relationship with schools

We have a strong relationship with schools

*The relationship with schools is based on a shared vision of excellence in which we work together to help every school become highly effective, so that all pupils, including the more vulnerable and disadvantaged, get the opportunities, provision and outcomes they need to flourish, achieve and succeed – now, and in the future.*

*Leadership and Learning Partner (LLP) Guidance 2023/24*

# Our relationship with Ofsted

Hampshire County Council has a strong working relationship with Ofsted.

Senior local authority officers, including the Assistant Director, Education and Inclusion and County Education Managers (CEM) for Primary and Secondary meet regularly with three linked His Majesty's Inspectors (HMI) for Hampshire.

The LLPRs develop effective relationships with HMIs/Ordinary Inspectors (OI) involved in inspection in Hampshire schools.

# How we share information about Ofsted with schools

- HIAS runs regular Ofsted briefings to ensure that school leaders are informed and understand the current inspection framework.
- Information is shared through half termly district headteacher meetings.
- School leaders can also directly commission professional development on the Ofsted inspection framework from the local authority.
- Governor Services (HCC) offer whole governing body training on Ofsted as part of a wider development offer.



# How we share information about Ofsted with schools



**Must continue to review this balance**

# Expected HIAS contact with schools following notification of inspection

## Before the inspection

- HIAS receives notification of all school inspections within Hampshire County Council; this includes new schools, maintained schools and academies.
- Upon receipt of the notification, **key LA staff associated with the school are informed** including the relevant School Improvement Manager (SIM) and Leadership and LLP.
- The **SIM or LLP make contact with the school** to acknowledge the notification of inspection and to detail the expected involvement of local authority staff.
- The **SIM and the LLP will discuss the likely local authority involvement** based on a shared knowledge of the school.
- The **SIM or LLP will establish how and when information** relating to the ongoing inspection **will be shared** during this initial contact with the school
- The SIM or LLP will also provide support should the headteacher seek to **defer the inspection**.

# Expected HIAS contact with schools following notification of inspection

## During the inspection

- The **LLP will ensure that the agreed approach is actioned** in order to keep in touch with the process and will inform senior officers if any concerning information is shared, both in relation to the conduct of the inspector and in respect to a potential adverse inspection outcome.
- **Where concerns are raised**, these would be shared with the SIM and senior leaders and an agreed course of action identified.
- At the final feedback, the role of the SIM or LLP is to ensure that clarity is provided as to why judgements have been made in addition to gathering key feedback that can a) support the school and b) support other schools. **The SIM or LLP should also identify if there are any concerns raised by the school in relation to the conduct of the inspection team and if there a need to provide or signpost welfare support for the school's senior leaders following the inspection.**

# Expected HIAS contact with schools following notification of inspection

Following the inspection, the **SIM will determine the appropriate follow up action.**

**Where concerns were raised, the SIM will ensure that a combined approach,** involving the local authority and governors at the school, **is put in place to support the school leaders.** This would include regular checking in through visits or telephone calls and signposting to any additional support such as that provided by Education Personnel Services (EPS) – detailed in part 7 of this document.

Where **concerns are raised about the conduct or behaviours of the inspection team,** the SIM will support school leaders to address these through following the appropriate guidance.

The **local authority officer attending the feedback will complete the appropriate feedback form** (linked to the type of inspection).



# Where there are concerns about an inspection

When making a judgement about the conduct of an inspector, the following document should be used. [Ofsted code of conduct - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/118222/Ofsted-code-of-conduct-2014.pdf). This **document details the expectation of both the inspector and the provider during an inspection**. Information relating to conduct during inspection is also provided with the school inspection handbook (sections 8 – 12).

Where concerns are raised, **in the first instance we would expect the school leader to make the inspector aware of the concern**. Ofsted released information on the 19 January 2024 that details how leaders should go about pausing an inspection - [Pausing state-funded school inspections - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/118222/Ofsted-code-of-conduct-2014.pdf)., If appropriate, the local authority would support school leaders to undertake the required action detailed in this document.

# Where there are concerns about an inspection

The expected contact between school leaders and the local authority should enable any concerns in relation to the inspection to be identified and actioned swiftly, ideally during the inspection. **However, it should be recognised that there is some responsibility on the part of school leaders to share information and notify the local authority if this is the case.**

HIAS will continue to **highlight the importance of school leaders sharing concerns** with the local authority during the inspection itself so that these can be addressed before the inspection ends. This will be achieved through periodic input into district headteacher meetings and Ofsted briefings.

**Hampshire Education and Inclusion Service (E&I)**

and

**Ofsted**

**GUIDANCE DOCUMENT**

**Audience**

This document provides guidance for school leaders of maintained schools in the support offered and roles undertaken by different teams within E&I branch of Hampshire Children's Services directorate, through an Ofsted inspection.

**Context**

Following the tragic death of Ruth Perry, the headteacher at Caversham Primary School in January 2023, the report from the corner highlighted a numbers of concerns in relation to both Ofsted and Reading Borough Council.

Shared with the whole HIAS team.

Will be shared across EI in due course

**Hampshire Education and Inclusion Service (E&I)**  
**'Hampshire Ofsted commitment to schools'**  
**Supporting schools through an Ofsted inspection**

**Audience**

This document defines how members of the LA will seek to support maintained schools in Hampshire through an Ofsted inspection.

**Context**

Following the tragic death of [Ruth Perry](#) the headteacher at Caversham Primary School in January 2023, the report from the coroner highlighted a numbers of concerns in relation to both Ofsted and Reading Borough Council.

Under final review with representative headteacher groups

Will be shared via school communications and at area and district headteacher meetings



#HealthyHampshireHeads