



Catholic Leadership Pathway

Head of Establishment Induction Course

2022 - 2023



Introduction

Welcome to the Catholic Leadership Pathway and your new leadership role in a Catholic school. This pathway has been designed to accompany your local authority Head of Establishment Induction course. As Catholic school leaders, this distinctive form of professional development and support will enable you to lead your communities of faith and learning. The Archdiocesan RE Department in partnership with SCES have designed a programme of professional learning and support to accompany you as you embark upon your vocation as a Catholic leader.

The programme consists of four parts:

- The Catholic Leadership Pathway Handbook
- The Professional Reading and Reflection Journal
- The Speaker and Participant Notes
- The Calendar of CLPL and Networking Events

In this handbook you will find information and resources to support you in your new role. On page 2 of this booklet, you will find the contact details of your diocesan adviser. Please feel free to get in touch with us at any time. We are here to support you in whatever way we can.

Your Professional Reading and Reflection Journal provides resources to complement and enhance your local authority Head of Establishment Programme. These materials are intended to be used in conjunction with the induction pathway that you are following with your mentor and in partnership with your local authority.

The Speaker and Participant notes are designed to accompany the various inputs you will receive as part of your Local Authority induction course. These can be accessed before or after these sessions and may be referred to by the course leader. At the end of these notes, you will find a summary of key church documents relating to Catholic school leadership.

Finally, in the calendar of CLPL and networking events we have identified some of the national and archdiocesan opportunities which may be of interest to you as you undertake your Head of Establishment Induction Course.

As part of the Catholic Leadership Pathway, we will invite you to attend an induction day at the Archdiocese of Glasgow. This day will provide you with an opportunity to meet the various agencies involved in Catholic education in Scotland while exploring your role as a Catholic leader with your adviser and peers. We wish you every success in your new role and look forward to meeting you at our induction day!



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The Church's Educational Mission

The Church's educational mission is a natural extension of her obligation to proclaim the Gospel in word and action. The Church tells us that:

“To fulfil the mandate she has received from her divine founder of proclaiming the mystery of salvation to all men and of restoring all things in Christ, Holy Mother the Church must be concerned with the whole of man's life, even the secular part of it insofar as it has a bearing on his heavenly calling. Therefore, she has a role in the progress and development of education.”

As Catholic Head Teachers, therefore, you have a very particular role in leading and rooting every aspect of your school in the Gospel. You are called to ensure that the same educational standards found in all other schools are also met in your school whilst, at the same time, safeguarding and making known the unique motivation with which you engage in these activities: facilitating encounter with the person of Christ:

“No less than other schools does the Catholic school pursue cultural goals and the human formation of youth. But its proper function is to create for the school community a special atmosphere animated by the Gospel spirit of freedom and charity, to help youth grow according to the new creatures they were made through baptism as they develop their own personalities, and finally to order the whole of human culture to the news of salvation so that the knowledge the students gradually acquire of the world, life and man is illumined by faith.”

In a special way, you are asked to ensure that through your leadership and continued formation of the staff in your care, you prepare your young people to flourish as young Christians for the benefit of society:

“So indeed the Catholic school, while it is open, as it must be, to the situation of the contemporary world, leads its students to promote efficaciously the good of the earthly city and also prepares them for service in the spread of the Kingdom of God, so that by leading an exemplary apostolic life they become, as it were, a saving leaven in the human community.”

Since, therefore, the Catholic school can be such an aid to the fulfilment of the mission of the People of God and to the fostering of the dialogue between the Church and mankind, to the benefit of both, it retains even in our present circumstances the utmost importance.”

[Gravissimum Educationis](#)

The Vocation of the Catholic Leader

Vocation may be a word that we use often in Catholic schools, but the meaning and personal understanding of this word will vary greatly amongst staff depending on personal experience, knowledge of faith, and experience of catechises, prayer or worship. Head teachers are no exception to this. It is important, therefore, to take time for your own spiritual development, perhaps most especially at the times when you feel you are too busy. Faith, knowledge, and ownership of your own vocation, is subject to the same rules as any other relationship – it requires attention, interaction and growth in order to appropriately serve the immense calling of every Catholic teacher:

*“The teacher under discussion here is not simply a professional person who systematically transmits a body of knowledge in the context of a school; **“teacher” is to be understood as “educator” - one who helps to form human persons.**”*

Your own vocation as a Catholic Leader, and how you express this, will have a direct impact on your whole school community. You are called, specifically within your role as a leader, to lead and form your staff and pupils through your witness to your own vocation. In this way you facilitate the continued growth of both your staff and the young people in your care, ensuring a shared understanding of vocation and commitment to the betterment of human society:

“The vocation of every Catholic educator includes the work of ongoing social development: to form men and women who will be ready to take their place in society, preparing them in such a way that they will make the kind of social commitment which will enable them to work for the improvement of social structures, making these structures more conformed to the principles of the Gospel. Thus, they will form human beings who will make human society more peaceful, fraternal, and communitarian.”

[Lay Catholic in Schools: Witnesses to Faith](#)

The Distinctive Nature of the Catholic School

Catholic schools are guided in all they do by a coherent vision of life and a corresponding philosophy of education. This faith-based vision sees the world as God's creation and human life as made in God's image and destined for everlasting life with God. Christians believe that Jesus Christ is "the Way, the Truth and the Life" and that we should try to follow his footsteps throughout our life's journey.

Catholic schools aim to help all students to develop their fullest potential, preparing them for life, informing their minds and forming their characters so that they can transform the world. This does not only entail the fullest possible human flourishing but a hope for the world to come. It means looking to a fullness of life with God which will never end and which makes sense of our whole human existence. It also means that eternal life is not "an imaginary hereafter" but "is present wherever God is loved and wherever his life reaches us."¹

Catholic schools, working in partnership with parishes, play an important part in the Church's mission to proclaim the Good News of Jesus Christ to every generation. They are communities of faith and learning which are open, welcoming and inclusive. The Church expects that Catholic schools, working with parents and families, will seek to prepare pupils to find happiness and to lead lives of goodness, built upon Christian values, personal integrity and moral courage:

Every educator in the school ought to be striving to form strong and responsible individuals who are capable of making free and correct choices, thus preparing young people to open themselves more and more to reality, and to form in themselves a clear idea of the meaning of life.²

This aim is explicit not only in religious education programmes but in all aspects of a school's life. A vision of education inspired by Jesus Christ who came into our world so that we might "have life and have it in all its fullness" (John 10:10) is concerned with the development of the whole person and is the foundation of the Catholic school's learning and the hallmark of its ethos:

The Catholic school . . . with its educational service that is enlivened by the truth of the Gospel . . . faithful to its vocation . . . appears as a place of integral education of the human person through a clear educational project of which Christ is the centre.³

Pope Benedict XVI has made explicit the Church's understanding of the centrality of Christ in the Catholic school:

First and foremost every Catholic educational institution is a place to encounter the living God who in Jesus Christ reveals his transforming love and truth.⁴

The challenge for the school is to provide structured opportunities of encounter with Jesus, opportunities to learn about His life, to understand His teaching, to develop the virtues and

values which He promotes and to follow His witness in service to others. Such opportunities, provided across the life of the Catholic school, will promote genuine human growth for Catholic pupils and for those of other Christian denominations or other faiths or stances of living.

Useful references:

1. Catholic schools are guided in all it does by a vision of life and a philosophy of education which is “attentive to the needs of today’s youth and illuminated by the Gospel message” (The Religious Dimension of Education in a Catholic School, Congregation for Catholic Education, 1988, n22)
2. Catholic schools are communities of faith and learning, where “the life of faith need to be the driving force behind every activity in the school, so that the Church’s mission may be served effectively and the young people may discover the joy of entering into Christ is being for others.” (Pope Benedict XVI, addressing Catholic schools, Twickenham, 17th September 2010)
3. Catholic schools are a community of faith and learning which help young people to come to know Jesus Christ as the Son of God, to become familiar with His teaching and to use their own gifts and talents in order to give personal witness to Him in their daily lives. The context of Catholic schools in Scotland is expressed through the expectations in the Charter for Catholic Schools in Scotland. (Developing In Faith: Scottish Catholic Education Service pg 3)
4. Catholic schools offer a distinctive form of education through: • proclaiming Gospel values • nurturing relationships based on respect and dignity • promoting service to others • helping young people to know, to celebrate, to pray and to live the Catholic faith. (Shining the Light of Christ: Scottish Catholic Education Service)
5. Catholic schools are communities of faith and learning whose educational vision is based upon the teachings and values of the Catholic Church... Catholic schools aim to help students to develop their fullest potential, preparing them for life, informing their minds and forming their characters so that they can contribute with others, and above all with God, to the transformation of the world... Catholic schools are communities which are open, welcoming and inclusive. The Church expects that Catholic schools, working with parents and families, will seek to prepare pupils to find happiness and to lead lives of goodness, built upon Christian values, personal integrity and moral courage. (This is Our Faith: Scottish Catholic Education Service The Nature of the Catholic School (pg 8)

The Religious Education Department

Supporting schools and parishes across the Archdiocese

The Religious Education Department of the Archdiocese of Glasgow participates in the Church's mission of evangelisation through supporting parishes and schools in the delivery of Religious Education and Catechesis. This is achieved by the provision of resources faithful to the Teachings and Traditions of the Church and offering opportunities for professional and faith formation for teachers and catechists.

The Archdiocese of Glasgow RE Department works with 82 primary schools, 21 secondary schools and supports the work of Catholic Religious Education in units for children with additional support needs.

We aim to provide quality CLPL provision for all those involved in Catholic Religious Education. Information about the courses which we offer are detailed in our CLPL menu which can be downloaded from our website: www.recglasgow.org As well as the CLPL Menu, members of the Department are happy to tailor courses to the needs of individual schools, learning communities and parishes.



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Associations and Agencies

National Associations and Agencies

SCES



The Scottish Catholic Education Service (SCES) was established in August 2003 by the Bishops' Conference of Scotland to establish and implement national policy on all educational matters on behalf of the Roman Catholic Bishops of Scotland. Mrs Barbara Coupar is the Director of SCES.

While the Bishop of each Diocese is responsible for setting education policy to suit the needs of the Catholic community within the local diocesan context, there are broad issues of national significance on which all the Dioceses agree general policy principles, as advised by SCES. We work within the parameters of these national issues to offer support to schools, parishes and Dioceses.

<https://sces.org.uk/about-sces/>

Subscription Info: each school pays an annual subscription based on the school size

CHAPS



CHAPS is the Association of Catholic Primary Head Teachers in Scotland. Through this network, members offer support to each other in their role as leaders of communities of faith and learning. While formal opportunities to provide support are offered in the annual CHAPS conference, more informal support and encouragement is provided by colleagues at the local level. The national Executive Committee is constituted to include representatives from the 8 Dioceses in Scotland. It meets 5 times per year. At a national level the CHAPS Executive Committee works in close collaboration with the Scottish Catholic Education Service. It also meets with colleagues from CHAS, the association of Catholic Secondary Head Teachers. Head Teachers in each Diocese are advised to keep in touch with their local representatives.

<https://sces.org.uk/national-executive-members/>

Subscription Info: each school pays an annual subscription of £40

CHAS



The Catholic Head Teachers Association Scotland (CHAS) represents all Catholic Secondary Head Teachers across Scotland. Our leadership role relates to all aspects of education, in particular the education of children and young people in all Catholic secondary schools. Our work in our Catholic secondary schools involves close links with parents, teachers, young people, local education authorities, local and national government officials and elected representatives. While formal opportunities to provide support are offered at the annual CHAS conferences, more informal support and encouragement is provided by colleagues at the local level.

Archdiocesan Associations and Agencies



APHTA

The Archdiocesan Primary Head Teachers Association (APHTA) was established by the late Cardinal Winning as a vehicle to support closer working links between the Archdiocese of Glasgow and the Head Teachers of primary schools in the Archdiocese. It is also a means of Head Teachers supporting each other in furthering the mission of the Catholic school and in delivering a rich and comprehensive RE Programme.

<https://www.rercglasgow.org/aphta.html>

Subscription info: Each school pays an annual subscription of £50

ASHTA

The Association of Secondary Head Teachers in the Archdiocese of Glasgow (ASHTA) was recently established to create a local, supportive environment in which Head Teacher colleagues could experience both professional and spiritual development opportunities as well as engaging in professional dialogue amongst peers with their own local authority and neighbouring local authorities. This group meets for half day meetings twice a year.

Church Reps

Church Representatives serve on the Education Committees of local Councils, representing the Bishop of the local Diocese. They attend committee meetings and meet with Council

officers to discuss local issues and developments. As a national group, they are scheduled to meet 3 times per year.

Glasgow City	Rev Canon Robert J Hill
East Dunbartonshire	Patricia Alexander
West Dunbartonshire	Ellen McBride
North Lanarkshire	Bill Cunningham

Approval to Teach in a Catholic School

Church Approval

All teachers must be approved to teach in Catholic schools within the Archdiocese of Glasgow. This should be done before starting in post. Every time a teacher moves school or changes post within a school new approval must be given. Teachers should complete Forms A and B which can be downloaded from <http://sces.org.uk/church-approval/>

All teachers who seek approval must provide a reference from a suitable person who can testify to the teacher's personal "religious belief and character". The reference for a Catholic teacher must be provided by the teacher's parish priest who should be able to testify to the teacher's personal "religious belief and character".

The relevant legislation on the management of denominational schools in Scotland states: "A teacher appointed to any post on the staff of any such school by the education authority. . . shall be required to be approved as regards religious belief and character by representatives of the church or denominational body in whose interest the school has been conducted. "

[Guidance for teachers seeking Approval](#)

Approval to teach in a denominational School must be obtained from the denominational body for "any post". The Roman Catholic diocese where a Catholic school is located is the denominational body in whose interest the Local Authority hold, maintain and manage Catholic schools in Scotland. Therefore, applicants for any post within a Catholic school must be approved by the Bishop of the Diocese in order to be appointed. To enable Councils to fulfil their statutory responsibilities, the Catholic Church requires to be assured that the personal "religious belief and character" of a teacher is appropriate to the duties associated with the teaching post for which he/she has applied.

When seeking approval, a teacher must demonstrate how his/her personal "religious belief and character" enables him/her to undertake the duties of the particular teaching post within the context of a Catholic school, with its particular mission, values and ethos, as outlined in [A Charter for Catholic Schools in Scotland](#).

For Catholic teachers, whose teaching posts impact on the teaching of Religious Education, teachers will be expected to provide evidence of having obtained an appropriate teaching qualification in Catholic Religious Education – The Catholic Teacher Certificate, and that they meet the requirements of the [instrument for approval](#).

The Charter for Catholic Schools in Scotland

The Charter for Catholic Schools in Scotland summarizes the key characteristics which all Catholic schools in Scotland strive to feature through the experiences and the service which

they offer. It provides a useful set of reference points for school staff and parents to use in their school evaluation and planning.



Charter for Catholic Schools in Scotland



The mission of the Catholic school is to develop as a community of faith and learning, providing the highest quality of education, and offering formation through the promotion of Gospel values, through celebration and worship, and through service to the common good.

All Catholic schools in Scotland, in honouring Jesus Christ as the Way, the Truth and the Life, will feature the following characteristics:

- a commitment to the integrated education and formation of the whole person, in close partnership with parents as the first educators of their children;
- an inclusive ethos which aims to honour the life, dignity and voice of each person, made in the image of God;
- a commitment to the search for wisdom in life and to the pursuit of excellence, through the development of each person's unique God-given talents;
- a commitment to the spiritual formation of the school community, through the shared experience of prayer and liturgy, and in partnership with local parishes;
- the provision of religious education programmes which will enable young people to develop their understanding of Gospel values and of how to apply them to life;
- a commitment to uphold the moral teaching, faith tradition and sacramental life of the Catholic Church;
- a commitment to communicate Catholic social teaching and thereby to promote social justice and opportunity for all;
- a commitment to ecumenical action and the unity of Christians;
- the promotion of respect for different beliefs and cultures and for inter-faith dialogue;
- a commitment to support the continuing professional and spiritual development of staff.

All staff appointed to a Catholic school are expected to support and promote the aims, mission, values and ethos of the school, as illustrated in this Charter.

For more information, contact SCES. Tel: 0141 556 4727, email: mail@scesuk.com or visit www.scesuk.com

Catholic Teaching Certificate

Qualification to Teach Religious Education

There are two ways in which you can gain the Catholic Teacher's Certificate in Religious Education (CTC):

- a) Certificate in Religious Education by Distance-learning (CREDL) course
- b) Setting Out on the Road course.

Certificate in Religious Education by Distance Learning (CREDL)

The Certificate in Religious Education by Distance Learning (CREDL) is the University of Glasgow route for qualified teachers, or for students studying an ITE programme at other universities. It is an on-line distance learning course and covers aspects of Theological Education over two semesters. Tuition fees for 2018-19 £455 per 30 Credits. Fee information is subject to change and is for guidance only

More information at:

<https://www.gla.ac.uk/postgraduate/taught/religiouseducationbydistancelearning/#tab=1>

Setting Out on the Road

Is a course which leads to the award of the Catholic Teacher's Certificate (CTC) enabling the recipient to teach Religious Education in the Catholic school. It is delivered by the St Andrew's Foundation for Catholic Teacher Education at the University of Glasgow. Setting Out on the Road is for qualified teachers who have not yet obtained their CTC. It offers a blended learning model of 4 study days and distance-learning across one school year. Cost £310 (2018-19 price).

More information at:

<https://www.gla.ac.uk/schools/education/cpd/cpdforteachers/religiouseducation/settingoutontheroad/#/fees,teachingdates>

Note: students attending Glasgow University will have the option to undertake the CTC as part of their training. The course is also offered to students at Edinburgh University, Strathclyde University, University of the West of Scotland and Aberdeen University and is provided by Glasgow University staff (there is an associated fee for these students).

RSHP in Catholic Schools

God's Loving Plan and **Called to Love** provide us with a comprehensive set of resources which support the delivery of education about relationships and aspects of health education, designed for young people from P1 through to S6. They are built on a Catholic Christian vision of loving relationships and marriage. The Catholic Bishops of Scotland recommend the proper and judicious use of these resources **by eligible teachers who have been appropriately trained** to ensure that their approach is both faithful to Church teaching and cognisant of statutory guidance.

CLPL opportunities for all stages of RSHP in Catholic schools is provided annually by the RE Department for any **Catholic teachers in receipt of the CTC**. More information on these opportunities can be found in the relevant calendar here: <https://www.rercglasgow.org/clpl-events--resources.html> or on your local authority CPD manager.

To further understand the relationship between government guidance and RSHP in Catholic schools, please also see SCES' RSHP Circular Advice here:



RSHP Circular Advice final.pdf



PRD and CLPL

A Vision for Catholic School CLPL

The need for a distinctive form of professional learning provision for teachers working in Catholic schools emerges directly from the particular responsibilities of teachers as a member of a community of faith and learning. In this context, all teachers are expected to support the aims, mission, ethos and values of the Catholic school and this process should always include a discussion on CLPL opportunities specifically designed for those working in Catholic schools.

All teachers involved in this dialogue should have access to relevant and accurate information about such opportunities.

SCES has published the following to support the PRD process and purposeful CLPL which can be downloaded here: <https://sces.org.uk/download/prd-process-within-catholic-schools/>

The Archdiocese of Glasgow RE Department aim to provide quality CLPL provision for teachers, catechists and senior managers on catechesis, the RE curriculum and the Catholic vision of education. As well as the CLPL Menu, members of the Department are happy to tailor courses to the needs of individual schools, learning communities and parishes.

Catalogues are emailed to all schools in each year and can also be accessed via our website: <https://www.rercglasgow.org/clpl-events--resources.html> Bookings can be made by contacting Christine Burke. All courses are also available on your local authority CPD Manager.

CLPL process for Teachers in Catholic Schools (Power point): This power point is available for use by SMT to inform and remind staff about the documents used in Scottish Catholic schools when planning for CLPL. It focuses in particular on the use of 'Companions on the Journey' to aid individual teachers' own CLPL pathway, which may be of particular use in the PRD process. Information about sourcing CLPL opportunities is also given.

National Strategy for CLPL: 'Companions on the Journey' is the strategy paper published by SCES in 2015 which outlines the visions and expectations for all teachers in Catholic Schools in Scotland. Within the paper, staff are reminded that they should include the six areas of the framework as they plan their pathway for Career Long Professional Learning (CLPL). Suggestions of appropriate CLPL, which is linked to the GTCS Professional Standards, is given for each level of a teacher's career.



Explanation of the 6 CLPL areas for Catholic Schools: This page offers an explanation of what the 6 areas from 'Companions on the Journey' mean for your personal, professional and spiritual learning.

Professional Review and Development within a Catholic School: This document gives background information about the use of 'Companions on the Journey' to support the PRD process required by the GTC and underlines that all teachers in a Catholic school must include a faith dimension to their PRD. Within this document, the PRD process is explained and examples of reflective questions are given.

Resources, Articles and Blogs to Guide Teachers' Career Long Professional Learning in a Catholic School: This bank of resources supports teachers in the minimum requirements of CLPL for a Catholic Teacher in Scotland and gives direct e-links to website pages, pdfs and articles which focus on the six themes of 'Companions on the Journey'. The articles and resources can be used by individual teachers to inform and develop their knowledge, or by staff groups to guide professional reading and reflection.

CLPL Calendar of Activities: Once CLPL needs have been identified, colleagues may look to partners from the Diocese, SCES, Glasgow University and the wider Catholic community to help achieve their professional learning targets. Each CLPL Provider produces a yearly overview of the CLPL opportunities they provide. To assist teachers in identifying appropriate courses or events, each opportunity clearly shows which CLPL area from '*Companions on the Journey*' it supports. These can be booked via the SCES website or directly through the diocese.

CLPL Case Studies: These case studies are examples of CLPL pathways which teachers at all levels in their career took to meet the six CLPL areas as outlined in '*Companions on the Journey*'. Whilst not exhaustive, they provide clear examples of what appropriate CLPL for a Scottish Catholic teacher may look like. They can be used to prompt discussion with colleagues, to offer suggestions of pathways within the vocation to teach and to support staff who are looking for ideas and suggestions on the variety of CLPL available.

More information can be found at: <https://sces.org.uk/companions-on-the-journey-2/>

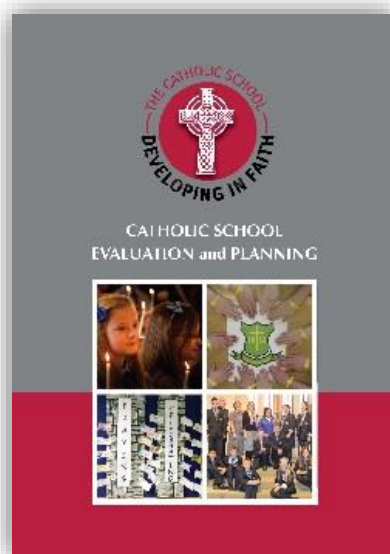
Developing in Faith

The purpose of the resource *The Catholic School: Developing in Faith* is to help school leaders incorporate into their school evaluation and planning processes an appropriate focus on the particular mission of the Catholic school. This is in line not only with national developments in Scotland but also with the Church's universal call for a renewed focus on Catholic school identity. It builds on the great efforts which have been made to strengthen the rationale for Catholic education in our country and to exemplify excellence in all we do.

The document uses the well-established *Charter for Catholic Schools in Scotland* as the foundation of a set of themes which cover the main activities of a Catholic school community. Schools are asked to incorporate these 5 themes over a number of years into their normal processes of school evaluation and planning for improvement. The choice of themes and their sequence of coverage is for each school to decide, in the light of its own content and stage of development. It is intended that the information which will be provided by schools will enable the sharing the best of practice against each of the themes. The SCES website will feature exemplar materials and other documents to support effective use of the document. These will include discussion points and presentations for staff, parents and pupils.

It is intended that all schools will make use of the document, with a focus on ONE theme during each academic session. In May of each year SCES will prompt schools to send a short report, highlighting the outcomes of their evaluation of this theme and detailing any proposed actions.

Some helpful resources on using Developing in Faith in conjunction with HGIOS4 and SIP's can be found here: <https://www.rercglasgow.org/aphta-developing-in-faith-resources.html>



Useful Links

- SCES: <http://sces.org.uk/becoming-a-teacher/>
- Charter for Catholic Schools: <http://sces.org.uk/charter-for-catholic-schools/>
- University of Glasgow School of Education:
<http://www.gla.ac.uk/schools/education/>
- The St Andrew's Foundation:
<http://www.gla.ac.uk/schools/education/standrewsfoundation/>
- Education Scotland: <https://education.gov.scot/>
- The RE Department Archdiocese of Glasgow: www.rercglasgow.org
- APHTA: <https://www.rercglasgow.org/aphta.html>



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