

The Highland Council

Agenda Item	7.
Report No	EDU/3/24

Committee: Education Committee

Date: 21 February 2024

Report Title: Leadership Framework

Report By: Executive Chief Officer, Education & Learning

1. Purpose/Executive Summary

- 1.1 In recent years there has been a national drive to standardise leadership frameworks. The [Standard for Career Long Professional Learning](#) was enacted in Scotland in August 2021. The Standard for Middle Leadership and [Standard for Headship](#) provide professional growth and development frameworks. The standards outline the strategic vision, professional knowledge and understanding, interpersonal skills and abilities that support teachers in leadership roles. The [Standard for Headship](#) has the additional purpose of being a requirement for teachers permanently employed in Headteacher roles from August 2020.
- 1.2 In connection with these national drives in the education sector, there is also the [Public Service Improvement Framework](#). The Public Service Improvement Framework (PSIF) is a self-assessment approach to support improvement in organisations which offers leadership to Local Government and the wider system on improvement and transformation.

2. Recommendations

- 2.1 Members are asked to:
- i. Note that the development of a Leadership Framework will need to work for both the Education Service, and across the wider organisation, to support management and leadership development at all levels and across all services at a time of financial complexity, supporting the concept of one Council.
 - ii. Note the necessity of partnership working across services to ensure a consistent approach to leadership and management across all levels of the Council.
 - iii. Note the progress made to date on Cohort 1 of the New and Acting HT Induction and the [Professional Learning and Leadership Academy](#)

3. Implications

3.1 Resource

These developments have occurred during a complex period for organisations. As noted in a report by [Audit Scotland](#) in October 2023, the Scottish Government's projections indicate that it cannot afford to pay for public services in their current form. Reform will be required across services to address budget shortfalls over the coming years. Effective public service reform requires better strategic workforce planning at a whole system level as well as changes to how colleagues work within and across the organisation. The Leadership Framework will include working in partnership with HR, Workforce Planning, Educational Psychology, People Development, and other services. In the future this could extend to our Public Sector Partners, UHI and Colleges. An options appraisal will be considered as part of the Leadership Framework partnership proposals.

3.2 Legal

The legal implications in relation to ensuring [The 2010 Equality Act](#) is reflected in the Leadership Framework. There will also be leadership development on priorities such as [UNCRC and the Promise](#).

3.3 Community (Equality, Poverty, Rural and Island)

In early 2023 national statistics indicated a difficulty in teacher recruitment in some local areas. It is challenging to recruit and retain teachers in remote and rural areas. The Senior Lead Manager for Professional Learning, Workforce Planning, HR, and the Interim Head of Resources are working across services and partners to secure and retain high quality candidates across Highland Communities. The development of the Leadership Framework will be a key part of the CLPL process from aspiring student teachers to headteachers and officer development.

3.4 Climate Change / Carbon Clever

As detailed in the Scottish Government's [Climate Change](#) policy a rapid transformation across all sectors of our economy and society is required to secure effective change. The development and implementation of a consistent Leadership Framework will include a commitment to Net Zero, which is also reflected in the General Teaching Council's Standards and [Learning for Sustainability](#).

3.5 Risk

There is a risk to sustainability of services if the Leadership Framework is not created, developed, and implemented across Highland. The Council workforce needs to be supported and developed at a time of complex change, taking into account key priorities including growing our own talent and talent identification.

3.6 Health and Safety (risks arising from changes to plant, equipment, process, or people)

It is recognised that change is a complex process for people and a skilled [trauma-informed leadership and management](#) will ensure that people are supported through complex change processes utilising an on-going relationship-based approach. Trust and integrity sit at the heart of this. The development of a coaching, mentoring and supervision network should support colleagues throughout the organisation.

3.7 Gaelic

The Leadership Framework will be developed working in partnership with the Senior Manager for Gaelic and other partners in order to ensure that the [Plana Gàidhlig - Gaelic Language Plan 2023–2028 | Gaelic | The Highland Council](#) is incorporated where suitable. The Education Service has 7 Gaelic probationers and 1 flexible-route probationer join this academic session and the professional learning team is working with partners to ensure that Gaelic is an integral part of the Leadership Framework.

The implementation of the framework will support the aims of increasing the use of, and learning in, Gaelic and the specific strategic priority of expanding and supporting the delivery of Gaelic as a modern language in line with the 1+2 initiative.

4. Change processes, quality improvement and staff wellbeing

- 4.1 Our colleagues, leaders, and managers at all levels and in all sectors are operating within a context of constant complexity and change. It is an unpredictable landscape that requires creativity, flexibility, and collaboration across services. The ongoing investment in career long professional learning and leadership development of individuals in all roles, as well as of leadership teams, take place within the strategic context in which they operate, such as their service, across the whole organisation, as well as the education sector in Scotland. Staff wellbeing will form a key part of the framework, working in close collaboration with staff across services. Information provided in the staff wellbeing survey will be used to help inform improvement areas.
- 4.2 A Council wide framework will enable the right people to be appointed to positions at the right time and in the right place. An added unique complexity for Highland is the geographical differences within and across areas and sectors. Our leaders have unique challenges for their context, but the 'how' of leadership includes values, behaviours, attitudes, and mindset. In order to achieve internal and external high-quality consistency across our services, we need to co-create a Leadership Framework that is dynamic and responsive to a changing landscape.

5. Cohort 1 for the New and Acting Headteachers Induction

- 5.1 In August 2023, the Education Service introduced a session-long 'New and Acting Headteacher Induction Cohort'. Day one was held remotely on 18th September and 46 colleagues were in attendance on the day. This network consists of a termly all-day workshop covering a range of topics from external and internal speakers, such as officers from the General Teaching Council for Scotland and the Highland Council HR, Health and Safety, and experienced headteachers. This newly introduced programme supports colleagues to work across sectors and embed the concept of one council. We also have a group of headteachers working with the Senior Lead Manager for Professional Learning on the content development for the 'Values-based Leadership Programme.' These groups enable officers and school leaders to work in collaboration with partners across the council to build on the already well-established professional learning programmes running in Highland. An outline of the Professional Learning and Leadership opportunities currently in development are detailed in Figure 1. 'School Leadership'

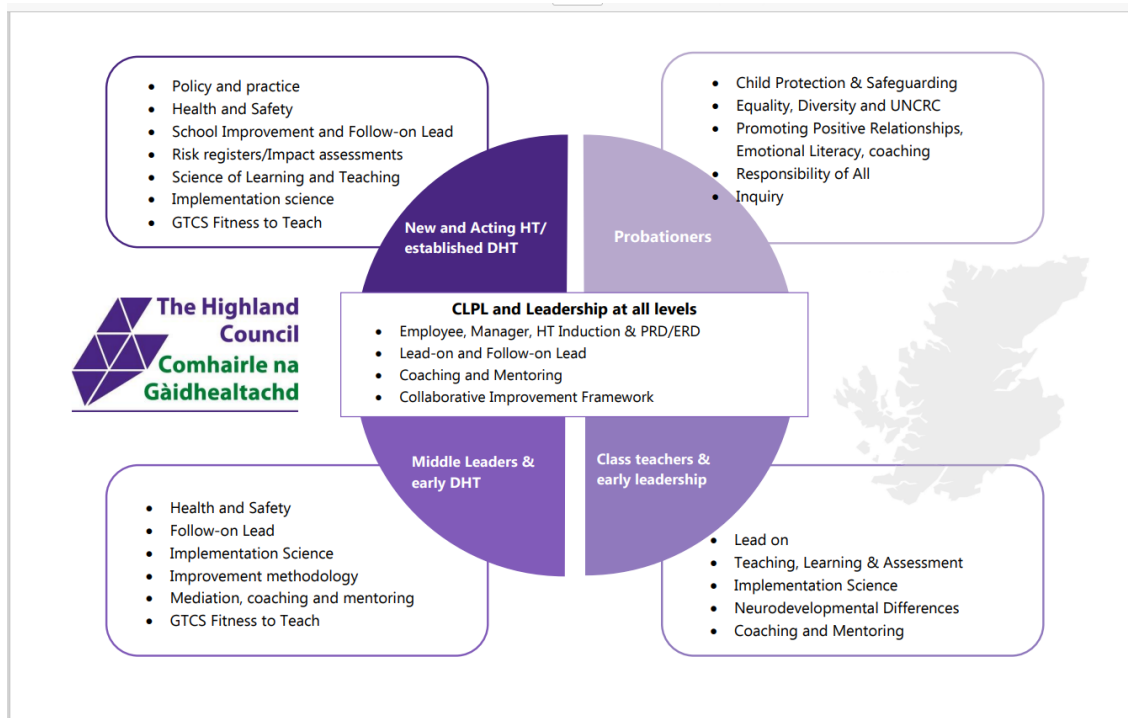


Figure 1. School Leadership

5.2 In September 2023, the Education Service introduced the ‘Middle Leaders Network’ to support leadership development for our future education leaders. This is running in conjunction with ‘Management Connections’ delivered by People Development. The Senior Lead Manager for Professional Learning and the Career Coach from People Development are exploring ways to establish a coaching network across services. This will facilitate practitioners with an interest in coaching, or previous experience delivering coaching training, to work together to create a coaching culture in the Highland Council.

Officer Leadership and Training

Working in close partnership across services will expand opportunities for sharing professional learning across the council. This will further develop and enhance shared values and embed a more consistent approach across services. The range of professional learning opportunities for officers currently in development are detailed in Figure 2. ‘Officer Leadership.’

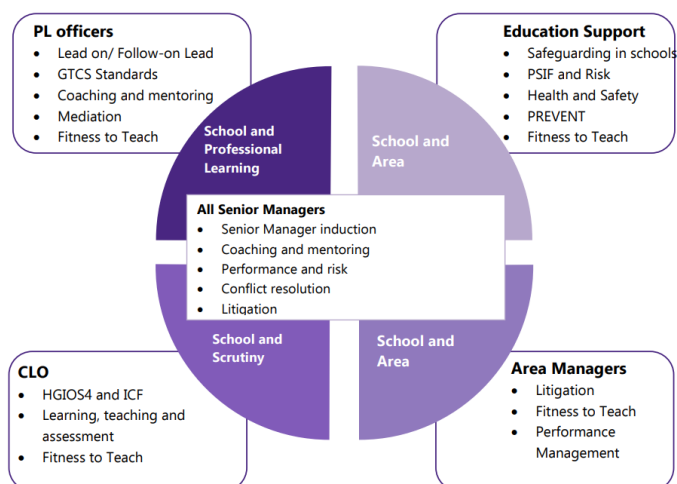


Figure 2. Officer Leadership

6. Next steps for 2024

- 6.1 The Education Service has had a long-running series of successful professional learning courses delivered by The Principal Educational Psychologist in partnership with education officers and headteachers. These courses previously held [GTCS accreditation](#). Professional Recognition sits with the Standard for Career-Long Professional Learning (CLPL) which aligns with features of the Scottish Framework for Masters in education (SCQF level 11). The Education Service is in the process of securing re-accreditation and developing new courses, such as 'Values-based Leadership.' Over the next 18 months there will be three professionally recognised leadership courses on offer from the service, which will include professional development on the process of change, coaching and mentoring, and supporting and developing staff.
- 6.2 A range of colleagues from across settings and services will be involved in the co-creation of an SCQF level 11 values-based Leadership course, and the delivery of the professional learning. The scope will be wide-ranging across the council and will encompass a variety of key national agendas. Short-term 0.2 (1 day a week) secondments to the professional learning team should be considered to enable staff across the services to fully contribute to leadership development at all levels. These short-term secondments will allow officers to develop a shared language and understanding across sectors to fully implement the framework when returning to their contexts.

Designation: Executive Chief Officer, Education & Learning

Date: 22 December 2023

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Background Papers: links to relevant reading are included within the paper.

Appendices: Appendix 1 Acronym List

HGIOS4 - How Good is Our School? 4

CIF - Collaborative Improvement Framework

PSIF - Public Service Improvement Framework

SCQF – Scottish Credit and Qualifications Framework