

# Informed Scotland

Learning and Skills Digest

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LEADERSHIP  
SPECIAL



- ▶ collaborating
- ▶ empowering
- ▶ learning
- ▶ enquiry
- ▶ excellence
- ▶ networks

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# Business

## SKILLS, LEARNING & DEVELOPMENT

- **Skills Development Scotland** published *Skills Investment Plan for Scotland's Food & Drink Sector* 2<sup>nd</sup> edition, with a summary of progress since 2012. Four strategic priorities include driving leadership and management excellence. (47)
- **The Open University** has created a new online *Workforce Learning & Development Insight Hub* including sections on leadership and management, digital and technical skills, and apprenticeships. (47)
- **Open University's FutureLearn** is running a free online *Introduction to Public Leadership* course.
- A National Developing the Young Workforce (DYW) *Leads Network* has been set up for those from local authorities and colleges leading DYW implementation and delivery. (49)
- **Kineo** (part of **City & Guilds Group**) published *Learning Insights 2017: progress with purpose*, a survey of learning & development (L&D) professionals. Findings include:
  - 70% said interactive video is an important part of an overall L&D strategy.
  - Virtual reality is becoming a popular medium.
  - Learners increasingly expect workplace learning to be delivered in innovative ways. (48)

## GENDER & MANAGEMENT

- **Chartered Management Institute (CMI)** launched a *CMI Women* campaign to promote the 'rise of women in management', with key objectives including involving men as 'agents of change'. (46)
- **Engender** published *Sex and Power in Scotland 2017*, setting out 'the extent of men's over-representation in positions of authority and influence'. (48)
- **British Council** launched *Gender Equality & Empowerment of Women & Girls in the UK* at the Scottish Parliament in April. Five thematic areas include power, participation & leadership, and education.

## LEADERSHIP & GROWTH

- Scottish Government announced £927k funding to support the new *Social Enterprise Strategy*, including to strengthen business and leadership support for community enterprises and development trusts. (48)
- **ILM** published *Addressing the leadership lag: ILM Manifesto* in response to its research finding that 'leadership is rarely taught, resulting in a survival of the fittest scenario once individuals find themselves... with management responsibilities'. Five key areas include recognising that leadership skills are a route to competitive advantage, looking longer term, and developing from the bottom up. (46)

# Further & Higher Education

## TEACHING, EVALUATION & RESEARCH

- **Higher Education Academy (HEA) Scotland:**
  - is piloting a *Future Leadership in Teaching Excellence (FLiTE) Programme* 'to support the next generation of academic leaders'. It is based on the belief that 'leadership can be demonstrated at any level', and is 'value and action driven not hierarchical'. It will involve supported learning and reflection, peer mentoring, face-to-face and online sessions. (47)
  - launched a new *Associate Fellows Network* for members to 'meet, discuss and share'. (48)

*Elements of the pilot sound similar to SCEL's approach. There are over 1,200 HEA Associate Fellows in Scotland. A Principal Fellows Network was launched in 2016.*
- **Education Scotland** published *How good is our college?*, a new framework with quality indicators to enable staff, partners and learners to self-evaluate provision and outcomes. Four main principles include 'leadership and quality culture'. (47)
- **Edinburgh Napier University** launched a new *International Centre for Management & Governance Research*, combining professional and academic knowledge. Research interests include leadership, entrepreneurship and corporate social responsibility. (46)
- **Universities UK** published *Report of the review group on UK higher education sector agencies*. Recommendations include merging the core functions of **Equality Challenge Unit**, **HEA** and **Leadership Foundation for Higher Education** into one organisation by September 2017. (48)

*Building leadership capacity at all levels through collaborative learning is crucial and must be a priority in education and beyond.*

GILLIAN HAMILTON, CHIEF EXECUTIVE – SCEL



# Schools

## SCOTTISH COLLEGE FOR EDUCATIONAL LEADERSHIP (SCEL)

**SCEL was set up in 2014 to ensure 'the best possible leadership at all levels across Scotland's schools'.**

**Activities and programmes include those below.**

■ **Teacher leadership** for post-probation classroom teachers:

- The online Teacher Leadership Programme, facilitated through Glow, is being expanded for 2017/18.
- A short video on teacher leadership was launched featuring teachers from Niddrie Mill Primary School, Edinburgh. (49)

■ **Into Headship** qualification at SCQF level 11 for aspiring head teachers, delivered in partnership with universities and local authorities:

- Applications opened for the next cohort starting in June 2017. (48)
- On completion participants are also awarded the Standard for Headship from **General Teaching Council for Scotland (GTCS)**:

*The Standard will be mandatory for all new head teachers in local authority and grant aided schools from August 2019.*

■ **Excellence in Headship** for head teachers with two or more years' experience:

- A new programme backed by £1.6m Scottish Government funding over four years. (49)
- Development areas include critical self-awareness and leading system change; the programme will also involve international knowledge exchange.

■ **Fellowship Programme** for head teachers with five or more years' experience. On successful completion, Fellowship of SCEL is awarded; SCEL Fellows support system development in their own authority and beyond.

*Cohort four began in March 2017.* (46)

■ **Framework for Educational Leadership** provides access to professional learning activities, resources and endorsed programmes.

- Organisations with endorsed programmes include **Scottish Parent Teacher Council, Growth Coaching, and Moray, Highland & Perth & Kinross Councils**.
- SCEL endorsed the **Columba 1400** Head Teachers' Leadership Academy for the Framework in February. (48)

*An enhanced Framework is launched this month.*

## TEACHER LEADERSHIP & DEVELOPMENT

■ **GTCS:**

- accredited Leading Learning – Improving Pedagogy, a new Professional Recognition programme from **Tapestry Partnership** at SCQF level 11. (47)
- published a Professional Values learning resource for teachers and school leaders. (48)

■ Scottish Government consulted on Draft Head Teacher and Training Standards (Scotland) Regulations. (47)

*Consultation closed on 20 March 2017.*

■ **Hunter Foundation** is to provide £1m funding for **Columba 1400** Head Teachers' Leadership Academy, which forms part of SCEL's Excellence in Headship programme. The Foundation also aims to build an alumni programme for educational leaders. (49)

*Danny Murphy, **Moray House School of Education**, was interviewed on **Radio EDUtalk** about Leadership in a democratic society.*

## IMPROVEMENT & ATTAINMENT

■ Scottish Government published 2017 National Improvement Framework and Improvement Plan. It is described as 'the single, definitive plan for securing educational improvement'. Six key drivers include school leadership and teacher professionalism. (47)

■ **Education Scotland** published Quality and improvement in Scottish education 2012–2016 based on evidence from HM Inspectors. It covers all aspects from early years to adult learning. Five priorities include growing a culture of collaboration in and across establishments and services. (49)

■ Scottish Government launched a Pupil Equity Fund (PEF) as part of the Scottish Attainment Challenge aimed at closing the gap between the least & most deprived young people. (47)

■ **Education Scotland** published Interventions for Equity and A framework to support PEF. Leadership is one of three primary levers for change, and professional learning & leadership is one of 12 focus areas. (47)

## COLLABORATIVE TEACHING & LEARNING

■ Scottish Government Education Strategic Implementation Group for Languages published Language Learning in Scotland's Schools – Strategic Plan 2017–2021. Priority areas include collaboration across & within local authorities, and professional development. It states that all levels of the system need to demonstrate effective leadership. (49)

■ **Pedagoo** launched Wee Pedagoo, encouraging teachers to organise hour-long 'creative, inspiring and engaging chat about what matters in teaching and learning', to collaborate and build professional learning networks. (49)

*Pedagoo is a UK-wide online community of teachers, founded in Scotland & active on Twitter, including #PedagooFriday.*

## SCEL LINKS



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Twitter @TeamSCEL

LinkedIn SCEL Facebook @teamSCEL

# Community & Adult Learning

## COACHING, MENTORING & COLLABORATING

- **Scottish Social Services Council (SSSC)** published a new *Supervision Learning Resource* in coaching on its *Step into Leadership* website. (46)
- A new *First Minister Mentoring Programme* was launched, supported by **Young Scot**, offering one 18-23 year-old woman the opportunity to be mentored by Nicola Sturgeon MSP from June 2017 to March 2018. Other female leaders are being encouraged to offer similar opportunities. (49)
- **Nesta** published *Solved! Making the case for collaborative problem-solving [CPS]*, research by **UCL Knowledge Lab** & **Institute of Education**.
  - It states that CPS is 'an increasingly important skill to teach young people' for the future workplace, but the current education system 'does little to support it'.
  - Recommendations include educating & involving the out-of-school learning sector and volunteer educators. (49)

## SOME USEFUL ORGANISATIONS & LINKS

- [Centre for Academic Leadership & Development](#)
- [Centre for Strategic Leadership](#)
- [Children in Scotland: Leaders of Learning](#)
- [CIPD Scotland](#)
- [CLD Standards Council for Scotland](#)
- [CMI Scotland](#)
- [College Development Network](#)
- [Columba 1400](#)
- [Education Scotland: Transforming Learning](#)
- [Further Education Trust for Leadership](#)
- [GTCS](#)
- [HEA Scotland](#)
- [IIP Scotland](#)
- [ILM](#)
- [Institute of Leadership & Management](#)
- [IRIS Connect](#)
- [Leadership Foundation for HE](#)
- [Leadership Matters](#)
- [NHS Education for Scotland](#)
- [NHS Scotland: Scottish Improvement Leader](#)
- [OU Centre for Voluntary Sector Leadership](#)
- [Professional Learning for Colleges](#)
- [Robert Owen Centre for Educational Change](#)
- [School for CEOs](#)
- [Scottish Teachers for Enhancing Practice](#)
- [Scottish Union Learning](#)
- [SELMAS](#)
- [SERA Leadership Network](#)
- [Social Enterprise Academy](#)
- [SQA HN, PDA, Leadership & Leadership Award](#)
- [SSSC: Step into Leadership](#)
- [TeachMeet.Scot](#)

*Leading Collaborative Learning*, L Sharratt & B Planche

# Government & Wider Society

## INTERNATIONAL CONNECTIONS

- Scottish Government's **International Council of Education Advisers** held its second meeting, following its creation in July 2016. Three priority areas include:
  - Developing effective leadership at all levels
  - Ensuring a culture of collaboration at classroom, school, regional and national levels. (48)
- **British Council Scotland** is inviting 'exceptional' people from Scotland to join others from Indonesia, Kenya, Mexico, Morocco, Nigeria, Pakistan and Tunisia in *Future Leaders Connect*, a long-term, global network of emerging policy leaders. Selected participants aged 18-35 will be involved in a programme of leadership and policy skill development. (49)  
*British Council & SCEL piloted a Leading Core Skills programme for 'middle' & school leaders on embedding core skills into curriculum planning; there are plans to roll it out from September 2017.*

## Informed Scotland

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